

Lock Haven University Council of Trustees  
Academic Affairs and Athletics Department Report

September 20, 2019

Donna Wilson, Provost and Executive Vice President

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## 1. Middle States Self-Study

The Self-Study Design Document, as revised by Dr. Cori Myers and Provost Donna Wilson was accepted by Middle States. It is, in fact, being used as a model Self-Study Design for the November 2019 Self-Study Institute. It will guide working groups to research, provide evidence for, and draft a narrative showing that the University meets or exceeds standards for accreditation and requirements of affiliation. Following Provost Wilson's departure in October, Mr. Bill Hanelly will assume her responsibilities as co-chair of the Steering Committee; a new chair of Working Group 7 will be identified.

The University crafted four institutional priorities, through a consultative process, that provide deliberate opportunities to reflect on innovation and improvement and will unify that narrative:

- Achieve enrollment goals by branding the University, communicating a consistent message to key stakeholders, aligning the academic program array with market demand, refining recruitment and retention strategies, and attracting resources
- Increase interdisciplinary and innovative collaboration and integration across departments and colleges in the University ('Sharing University') and across State System Universities ('Sharing System'), in order to maintain and increase academic opportunities for students and faculty while achieving financial sustainability.
- Address results of the climate survey to improve diversity, inclusion, freedom of expression, civility, and opportunities for all constituencies' engagement, participation in the process, and opportunities for growth, development, and success
- Modernize and streamline operations in areas such as technology, facilities, equipment, and processes to promote greater efficiency and effectiveness.

The University also crafted three outcomes for the Self-Study that will inform the process:

- Reaffirmation of Accreditation
- Useful data and insights to inform the strategic planning process in 2021-22
- A Self-Study process that engages the institutional community in inclusive and transparent self-appraisal

## 2. System Redesign

Three Academic Success teams have been meeting since June to study and make recommendations in three areas:

- PASSHE Collaborative: This team is investigating the processes for transfer of student data and funds between and among system universities to support multi-university delivery of academic programs and seamless cross registration for students. PASSHE Collaborative is designed to increase opportunities for students in an increasingly constrained budget environment and to drive efficiencies.
- PASSHE Online: With support from Advanced Analytics in the Office of the Chancellor and consultants from Ernst & Young, this team is investigating the addressable post-traditional learner market for online academic credentials in the Commonwealth of Pennsylvania and the best operational model to achieve online learning at scale and serve new populations of students with high quality academic programs. PASSHE Online is designed to increase revenue by attracting new enrollments.
- Developmental Education: This team is focusing on developmental math and researching best practices for helping student succeed in math pathways, which can be implemented in a sharing system.

Each team will design pilots to test whether the initiatives as planned will be both effective and scalable.

The Chief Academic Officers as a body, with the support of the Office of the Chancellor and Council of Presidents, is redesigning the New Academic Program Proposal process to advance academic program alignment with workforce needs and to support a collaborative environment for academic program delivery. The process involves an early review of Letters of Intent by the CAOs and ELG. It also adds an opportunity to convert successful minors and concentrations into free-standing degrees through an Expedited New Program Proposal process.

For the first time, the work of new program development will be informed and supported through creation of a System Academic Master Plan, using principles and guidelines currently being drafted and prepared for a consultative review.

### 3. New academic credentials and partnerships

- a. For Council of Trustees' approval. The University's first two sub-baccalaureate certificates have been approved by the University Curriculum Committee. We are now preparing a Substantive Change Proposal for Middle States to add sub-baccalaureate certificates as a new credential level for which the University is accredited.
  - i. Certificate in Curriculum and Assessment in Early Care and Education: This is a 9-credit certificate that aligns with competencies set out for early care workers by the Pennsylvania Office of Child Development and Early Learning.
  - ii. Certificate in Social Media Marketing: Students who earn this certificate will be ready to bring their company up to speed on social media marketing and connect this marketing approach to the company's ROI.
- b. Certificates and Degrees Under Development include a graduate certificate in Data and Information Visualization; BS in Social Media; BS in Cultural Heritage Management; conversion of the MS in Sport Studies into two free-standing degrees –



- MS in Sport Psychology and MS in Sport Administration and Management; conversion of the AA in Criminal Justice to an AAS in Criminal Justice with applied concentrations closely linked to entry-level jobs; MS in Criminal Justice Leadership.
- c. Dean Nauright and Business faculty are pursuing a collaboration with Bloomsburg University's AACSB-accredited MBA program whereby Lock Haven University would provide tracks in Sport Management and Cultural Heritage Management. This will allow us to deliver academic programming in an AACSB environment while Lock Haven University goes through the application and rigorous accreditation process to attain AACSB affiliation.
  - d. Dean Nauright has formed a partnership between the Sport Studies programs and the Wolverhampton Wanderers Football, a.k.a. the Wolves, one of the leading clubs in the Premier League in England, the world's foremost professional soccer league. As part of the collaboration, Lock Haven students studying sport marketing in our Department of Sport Studies will explore the development of the Wolves brand in the USA while other students will collaborate on projects linked to the Wolves Americas brand development strategy. Students will be engaging directly with Wolves' marketing and media staff and have further opportunities in the future to visit the club and to learn from one of the best marketing teams in global sport.

#### **4. Update on searches and new hires in Academic Affairs and Athletics**

The University welcomed 21 faculty hired since August of 2018, among them five Assistant Professors on the Tenure Track. We also welcomed 3 new staff, one new dean, and nine new coaches to the Athletics Department. We look forward to working with our new colleagues and supporting their success.

#### **5. Nursing expansion and search for a director**

Nursing schools across the country are struggling to hire Deans and Directors of Nursing in a highly competitive environment. Our search did attract a small pool of viable candidates and the committee is proceeding to review applicants.

In summer 2019, the University was approved first by the PA Board of Nursing and subsequently by our accreditor, ACEN, to expand the nursing program and to offer instruction by distance education to students both on the Lock Haven campus and at UPMC Susquehanna in Williamsport. We accepted our first cohort of Lock Haven and Williamsport students and will monitor their progress and the cost of revenue closely to assess the success of the expansion.

Finance & Administration Division  
Report for the Council of Trustees Meeting  
September 20, 2019

**Division Highlights**

We ended FY 2018-19 with an operating deficit of \$425,000 in E&G and \$618,000 in the Auxiliary funds. This was better than the overall deficit projected at the beginning of the fiscal year due mainly to budgeted faculty and staff positions that remained vacant for part or all of the year. The university's cash balance was down \$4.2 million but remains solid at \$62.5 million. The audit has gone smoothly again this year and to date no findings or adjustments have been reported.

The budget for 2019-20 and projections for the following two years are due to the Office of the Chancellor on September 9<sup>th</sup> and will be presented at the September COT meeting. Given enrollment declines, we are projecting an E&G deficit of approximately \$4 million for 2019-20 and about \$1 million in Auxiliary operations. The projected deficits will be funded from reserves, which are at adequate levels, and deficits are projected to lessen in 2020-21 and 2021-22.

Mr. Timothy Stringer joined the university in August as our new Director of Public Safety/Chief of Police. He brings over thirty years of law enforcement experience to the position, the majority of which were with the Ferguson Township Police Department near Penn State University. Most recently, Tim served as a law enforcement training specialist with Penn State; as a staff instructor with the PA Sheriff and Deputy Sheriff Academy; and as a curriculum developer, designer and writer for Penn State's Justice and Safety Institute. He also was employed as an adjunct instructor for Harrisburg Area Community College's (HACC) police academy, Indiana University of Pennsylvania and Temple University in their law enforcement training programs and with the National Tactical Officers Association in their tactical program.

An agreement was reached to combine the Small Business Development Centers of Lock Haven and Penn State universities, effective in January 2020. Tim Keohane will serve as the director of the combined center and a staffed satellite office will be maintained at LHU. The combination will reduce administrative expense and allow more resources to be used for delivery of consulting services to small businesses in the four county service area, and supports long-term financial sustainability of the operation in an environment of declining government funding allocations.

**Department Reports**

**Facilities Department**

*Director of Facilities, Scott McCall*

**In-house Projects Completed:**

- **Smith Hall Renovations (100% Complete)** - Budget \$1,870,000: Renovation of the mechanical systems restroom/shower facilities on all floors and painting of the general areas in Smith Hall. Project completed with a revised budget of \$1,647,613.
- **Painting of Fairview Suites – 2<sup>nd</sup> Floor** - Budget \$130,000: This is the second phase of a multi-year building maintenance plan. Corridors and community rooms are to be painted during 2018 winter break (Complete) and residence rooms are to be painted during the summer of 2019. There is a plan in

A



place to progressively work our way through each floor of the building during the upcoming years. A multi-year open-end contract has been executed with Wheary Painting (the sole bidder on the project).

- Thomas Field House Offices (PO 781) – (Complete) Additional offices for Title IX Compliance.
- Akeley Carpet Replacement on Second Floor (PO 780) – (Complete)
- Bentley Chiller Replacement – The chiller and cooling tower have been replaced and are in operation. Project complete. Project cost \$104,472.
- RLC & Sloan Chiller Replacements – Completed 6/14/2019.
- Rec Center Flat Roof Section (PO 782) – Repair and recoating of the flat roof section. Project Completed 7/31/2019. Project cost \$109,000.
- Roof Fencing for Bentley and Raub Hall (PO 790) – Protective fencing will be installed on the lower portions of the roofs of these two buildings to limit roof access. Project completed 5/27/2019. Project cost \$7,260.
- Roof replacement on Campus Village (PO 773) - Project to replace the aging roof on Campus Village. Budget \$375,000. Project Complete 7/23/2019
- Window Replacement and Lighting at Seig – Window replacement and electrical lighting upgrades completed 5/10/2019. Project cost \$16,639.
- Storage Pole Building at Jack Stadium – Removal of three old storage buildings and replacement with a larger building used to store athletic equipment. Project completed for the beginning of the fall semester 2/23/2019. Project cost \$20,400.
- Fairview student walkway – Concrete walkway ramp allowing safe student travel from behind Fairview Suites to the parking lot behind Willis Health Building. This has become a highly traveled path between the main campus and the East Campus Facility. Project completed for the beginning of the fall semester 8/23/2019. Project cost \$67,000.
- Exterior Building Pressure washing and sealing – Project to pressure wash several buildings on campus and seal the newly cleaned surfaces. Project completed for the beginning of the fall semester 8/23/2019. Project cost \$9,835. Buildings pressure washed: Akeley Hall, Campus Village and Student Rec Center.
- Willis Health Professions Building – Gender Neutral Bathroom Refurbishment. Project completed on 5/20/2019. Project cost \$9,500.
- Repair the stairs behind Woolridge Residence Hall – Replace steel structure where necessary, replace concrete platform and paint the roof on the existing stairs. Project complete 8/23/2019.
- Stevenson Elevator Upgrade – Complete replacement of elevator controls and drive components. Project Complete. Project Cost \$71,820.
- Main Water Line Repair (Himes Hall) – Repair/Replace main water line inside Himes Hall basement. Project Complete. Project Costs \$8,700.
- Paving Projects - Open contract for miscellaneous paving projects throughout the summer season. Cost \$75,000
- Concrete Projects – Open contract for miscellaneous concrete projects throughout the summer season. Cost \$75,000.
- Jack Stadium Painting – Sandblasting and painting of the Jack Stadium Press Box, stairs and bleachers area. Project Complete. Project Cost \$19,080.

## Upcoming Projects:

- RLC / Space Utilization Study – This is a feasibility study for RLC capital project as well as a mini master plan study of space utilization, adjacencies and future learning environment needs. The design proposal report by the architectural firm completed August 2019. This design will be used to plan preliminary projects necessary for the completion of the RLC Project.
- Electrical Infrastructure Upgrade – Capital project through DGS. Budget \$6,000,000: The project is currently out for bid with contract award to follow and the first phase of construction to commence in January of 2020.
- Repointing Masonry at Akeley – The exterior mortar joints at Akeley is allowing water to transmit through the exterior walls. Project contract has been awarded and work is progressing.
- East Campus Gym Renovation Project – Funding Grants have been submitted with a proposed project cost of \$4,000,000 including complete gymnasium renovation with new bleachers, flooring, gym equipment, score boards, sound system, locker rooms and building renovations. Proposed completion is January 2021.
- Campus Appearance Improvement Projects – Campus visual improvement projects such as tree and flower planting, brush clearing and general cleanup.
- Clearfield Founders Hall Window Replacement
- Fire Alarm Upgrades - Five Buildings on campus have outdated fire alarm systems that need upgraded. Buildings include: Glennon Public Safety, Price Performance Center, Thomas Field House, Akeley Hall and PUB. Akeley and Glennon are complete, with Price Thomas Field House and the PUB to be completed at Christmas break.
- Building Demolition – Capital project to demolish High Hall and McEntire Hall 6/1/2020.

## Procurement Department

*Director of Procurement, Becky Proctor*

- SAP Concur Team hosted a Web demonstration of their Concur Travel and Expense solution on Thursday, 6/6/19, from 9:00am to Noon. Concur is SAP's preferred solution for travel management and this demonstration gave us a fresh look at their most current offering. This solution would be architected as an integrated component to the current and future SAP environment.

Currently, Bloomsburg, Edinboro, Millersville, and Slippery Rock Universities are using the current travel management functionality; Kutztown recently started an implementation.

- Enterprise rental rates (DGS contract) went up effective 7/15/19; on average by a slightly over \$1.00 per day increase. Local reservation websites have been updated, and the new break-even point is approximately 76 miles.
- Due to both declining enrollment and consequent decrease in use of nursing services at Glennon Infirmary, and the retirement of one (1) full-time nurse effective 8/18/19, staffing will be reduced by one (1) full-time nurse for the remainder of the contract term (6/30/21). This decrease in staffing results in a \$110,289.60 total savings to the university over the next two years.



## **Financial Operations**

*Controller, Amy Dicello*

- The Business Office was busy throughout the summer working on year end processes and entries for Fiscal Year 2018-19.
- Our independent audit team, CliftonLarsonAllen, was on site August 21 and 22 to complete the University's financial review. The review went smoothly and the university's financial statements will be issued in November.
- The annual Financial Report (FINRPT) for Fiscal Year 2018-19 was submitted to PASSHE. The 1st submission of this report was due on August 9 and was then audited by CliftonLarsonAllen. The final audited version was submitted to PASSHE on August 30.
- The Budget Report (BUDRPT) is due to PASSHE on September 9. As part of System Redesign, the System created a multiyear budgeting process that resulted in providing budget projections for fiscal years 2019-20, 2020-21 and 2021-22. The System also developed system wide standards for enrollment assumptions, salary assumptions for vacant positions, and personnel turnover expectancy to ensure consistent and realistic projections among the system universities.
- The Student Accounts Supervisor provided presentations to students and their families at orientations on June 24th, 26th, and 28th. The Student Accounts Supervisor also provided a presentation to international students on August 23rd.

## **Office of Human Resources and Social Equity**

*Associate Vice President of Human Resources, Deana Hill*

### **Title IX**

- The annual Title IX report was submitted to the Office of the Chancellor covering the time period of July 1, 2018 to June 30, 2019. A total of fifteen (15) Title IX complaints were processed during this reporting period which included the following categories: 10 sexual assault cases; 5 intimate partner violence cases; and 1 stalking case.
  - The Assistant Director of Human Resources for Compliance presented Title IX information at new student orientation at both parent and student sessions and at international student orientation. Parents and students were made aware of on and off campus resources, accommodations, bystander awareness programs, required training for all new students, and reporting options for students who experience incidents of dating and domestic violence, stalking and sexual assault.
  - The Assistant Director of Human Resources for Compliance presented Title IX information at Resident Assistant (RA's) Training. 32 RA's were made aware of resources and accommodations on and off campus, their requirements to report incidents, bystander awareness programs, situations were discussed for best practices, and policies and procedures.
- The Assistant Director of Human Resources for compliance presented Title IX information to ROTC. Cadets were made aware of resources and accommodations on and off campus, their requirements to report incidents, bystander awareness programs, situations were discussed for best practices, and policies and procedures.

- Title IX information was presented to approximately 150 new student athletes at orientation. Athletes were made aware of resources and accommodations on and off campus, bystander awareness programs, options for reporting Title IX incidents, and the procedures for handling a Title IX case.

### It's On Us

The first week of school focused on educational awareness surrounding sexual assault on campus. Awareness activities include:

- Social Media launch – The new PSA with ROTC will be launched on Friday nights before movies are played at Price. New videos will be posted daily the first weeks of school regarding consent and sexual assault on our LHU *It's On Us* Facebook page.
- On August 24<sup>th</sup>, Sex Ed Boot Camp was presented to new students. Sex Ed Boot Camp covers the following topics: Healthy Relationships, sexual health, consent, alcohol and consent, Title IX, preventing sexual violence, negotiating consent, safe sex techniques, communicating with a partner, understanding sexual orientation and gender identity, connecting with marginalized members of their campus community.
- On August 26, 27 and August 29 at Clearfield “Coffee, *It's on Us*” – Free coffee for students was distributed with a statement that addresses consent on each cup. Students will be asked to sign the *It's On Us* pledge and “like” our Facebook page. Informational brochures about Title IX, consent, amnesty, and upcoming events will be handed out.
- Lock Haven University partnered with Avenue 209, a local coffee shop, to help raise awareness about consent. During the first week of school, Avenue 209 included a message about consent on all coffee cups.

### Benefits

- **PASSHE Healthy U:** The deadline for the PASSHE Healthy U Wellness program (APSCUF, Coaches, Managers, & SPFPA) was May 31, 2019. Lock Haven University's participation rate for the 2018-19 participation year was 94%. The participation on a system-wide basis was 92%.
- **LHU Community Health Fair:** The annual LHU Health Fair will be held on October 11, 2019 from 1:00 p.m. – 6:00 p.m. on Ivy Lane. This year's health fair has been expanded to include not only employees but also students and members of the local community. It will also be an outdoor event this year. We have also expanded the format of the health fair to include various activities during the event to complement the fair (ex: short nature trail walks, fly fishing demonstrations, and fitness classes).

### Human Resources and Social Equity

- **Great Colleges to Work For Program**  
Lock Haven University decided to participate in the Great Colleges to Work For program, a national survey designed to recognize institutions that have built great workplaces. The survey was distributed to a random selection of 368 of our employees and will be processed by ModernThink LLC, an independent management consulting firm focusing on workplace quality in higher



education. The survey was voluntary and completely confidential and LHU had a response rate of 40%, which is above the national average. While we did not receive recognition this year, we have received valuable data from the survey that will assist us in directing our engagement efforts as we move forward. In early August, ModernThink sent us three complimentary Participation Reports: a Topline Survey Results Report, a Topline Results by Job Category Report and a Higher Education Trend Summary. They provide a snapshot of our survey results and an overview of best practices identified by this year's results. Additionally, we purchased three other reports to better assess our areas for improvement: Employee Comments Report, Job Category Benchmark Spreadsheet, and Response Distribution Report. We will use these data as we continue the process of creating the best workplace possible and increasing engagement.

- **Employee Searches**

Over the summer, we have completed several staff searches in key areas: Director of Public Safety/Chief of Police, two new Administrative Assistants (Enrollment Management & Student Affairs and a split position between Procurement and IT), a Library Technician at Clearfield and a part-time dispatcher in Public Safety. We also hired a new Head Coach for Women's Soccer.

- **Employee Engagement**

**#takeyourpresidenttowork**

The President will be participating in a job shadowing activity each semester with one employee from each division to provide him the opportunity to experience first-hand the valuable work of our employees. The first activity was September 5, 2019 when the President spent some time with Doug Spatafore, Director of Sports Information. This program will be featured at the fall employee retreat. It is anticipated that a similar program will occur in Spring 2020.

**Fall 2019 Day of Service**

In the Spring 2019, LHU held a day of service in honor of Dr. Martin Luther King, Jr. Based on the success of that event, and our continued commitment to public service, we plan to hold a fall day of service in the early afternoon of October 5, 2019. This event is open to all students, faculty, and staff.

We will have multiple service-oriented projects taking place around the Lock Haven Community. Several of the community partners that have already been confirmed include: The Clinton County Historical Society, YMCA, Horses of Hope, The Salvation Army, and The Piper Museum. We are working with other community partners for additional projects as well.

**Fall 2019 Employee Retreat and Employee Awards— October 31, 2019 - Employee of the Year**  
Planning is well underway for the second annual Employee Engagement Retreat scheduled October 31, 2019. This will be an all-day event open to all staff and faculty to provide a series of workshops focused on both professional and personal development. We will once again recognize the exemplary service of our employees with individual awards for those who have demonstrated efforts toward advancing our mission in an extraordinary manner to support student success and one team award will be presented for the University. We will also be announcing an Employee of the Year from our individual service award winners from last year.



## **Information Technology**

*Director of Information Technology, Boise Miller*

- Distance Education Classroom Upgrades – An additional three distance education rooms were upgraded to use Zoom technology over the summer. With the exception of the rooms used by the Physician Assistant Program, all of our distance education classrooms are now Zoom-enabled. Along with lower cost and greater ease-of-use, the Zoom platform offers several additional tools that were not available on our legacy videoconferencing platform. These features include automatic conference recording and transcription, automatic multi-point bridging capabilities and wireless sharing of content from any device.
- Online Bookstore and First-Day Access Program – The IT Department has worked with and continues to work with the vendor, MBS, on bringing this project to completion. Despite numerous problems with the vendor, we have cleared up most course material access issues and continue to work on correcting the billing matters.
- Major Audio System Upgrades – Replacement of the public address systems in the Thomas Fieldhouse and DACC Ballroom are complete. Intelligibility and clarity are greatly improved. Upgrades to the PA systems at outdoor athletic venues, such as Jack Stadium, Lawrence Field, Smith Field and Watkins Field are continuing.
- Microsoft Windows 10 and Office 2019 Rollout – Upgrades to the latest release of Microsoft Windows and Microsoft office have been rolled out to the majority of users on campus. This is being done because of functional and security reasons, and because Microsoft has announced the end of support for previous versions.
- Replacement of the Student Information System – While the University began looking at options to replace our current Jenzabar CX Student Information System around the beginning of the calendar year, that effort has been paused pending additional information surrounding the PASSHE System Redesign process. It is now appearing that the goal of the System is to bring all PASSHE institutions on to a common SIS platform, and we are involved in discussions with PASSHE on this process.

## **Small Business Development Center**

*Director of the Small Business Development Center, Tim Keohane*

- The Lock Haven University SBDC received notification in July from the USDA that they were approved for \$99,000 in grant funding through the Rural Business Development Grant program. The SBDC proposed to develop a new initiative for a Rural Technology, Innovation and Cyber Resiliency consulting and training programs. The programming developed will be shared as a best practice with other Pennsylvania SBDCs providing technical assistance to small businesses located in other rural communities throughout the North Central Pennsylvania region and beyond. The proposed new programs will provide technical consulting assistance and training services to small and emerging businesses located within Clinton and Lycoming Counties, specifically in the cities of Lock Haven and Williamsport, and surrounding communities, in order to promote growth, economic sustainability, operational continuity and cyber resiliency, and increased use of technology, innovation and e-Connectivity for Pennsylvania business owners and entrepreneurs. The targeted business enterprise sector will include businesses in retail, service, recreational tourism and nature-based place making, outdoor recreation products and services, artisans and other small manufacturers/makers, and agri-businesses that are focused on supporting the delivery



of food and beverages, hospitality services, apparel and footwear and agricultural amenities to their consumers.

- The Lock Haven SBDC coordinated a collaborative application to the Department of Community and Economic Development's Neighborhood Assistance Program, submitted by the Lock Haven University Foundation, in partnership with the SBDC and Downtown Lock Haven. The proposal is for \$50,000 for FY 2019/20 to support the Launch From The Haven (LFTH) initiative. LFTH will target nascent low-income entrepreneurs residing within the City of Lock Haven commercial business district who are identified as having high potential of being successful entrepreneurs. The LFTH program addresses the problem of the low rate of business startups from low-income individuals and the slow rate of growth among existing low-income business owners in the City. The purpose of this program is to begin to lay the foundation for an entrepreneurial ecosystem in the City of Lock Haven, focusing initially on the commercial business district within the downtown area while serving the low-income individuals with entrepreneurial training, education and consulting. In addition, this program will serve as a catalyst for an eventual anticipated Neighborhood Partnership Program request to be submitted a year from now. As entrepreneurial programs and resources are being built out over the next year, community partners will continue to be engaged in preparation for the Year 2 proposal focused on the development of a strategic plan that will improve the quality of life for the residents of the City of Lock Haven. The proposal was submitted at the end of June and is still under review by DCED.
- The annual 2019 Lock Haven SBDC Lender's Roundtable will be held in early October, to discuss SBDC updated, current economic issues and commercial lending trends, with invited participants in attendance including local University/Foundation officials, state legislative staff, lenders from several local banks, the Small Business Administration, SEDA-COG, the City of Lock Haven and the Clinton County Revolving and Enterprise Zone Loan Funds. Resources and organizations will be featured during the event including presentations from the new Pennsylvania SBDC State Director and an update to lenders from the Eastern Pennsylvania District Director of the Small Business Administration regarding SBA loan activity in the region and new initiatives geared toward lender relations.
- The Lock Haven SBDC and Penn State SBDC have agreed to combine the two Centers into one consolidated Center to be hosted by and located at Penn State University with a satellite hosted office at Lock Haven University. Regional collaboration discussions began in earnest between the two Centers in May of 2019 with the support of the Pennsylvania Lead Office. After preliminary discussions and examination of a few options, a decision was made by both Centers to advance a merger agreement in writing to be reviewed by members of the leadership at both host institutions and presented to the Lead Office for their approval to move the initiative forward. By the end of June, a draft letter of intent began circulating to all necessary parties at Penn State and Lock Haven, along with a request for a follow-up funding commitment from the Lead Office. The letter of intent is now fully executed after moving through the final stages of approval. While approvals have been secured, the actual consolidation will not take effect until January 1, 2020. The consolidation of the Penn State and Lock Haven SBDCs will reduce administrative burden between the Centers, supports the long-term financial sustainability of SBDC operations, and will allow the combined Center at Penn State to direct more resources toward providing services to entrepreneurs and small businesses in the 4-County region. The staff at both Centers will be retained as a result of the anticipated cost savings realized through the merger of the Centers. Additionally, as a satellite operation of the combined center, a physical presence will be maintained at Lock Haven University to continue our over 20 years of serving clients in Clinton and Lycoming counties through the Small

Business Development Center.

## Special Events and Projects

Manager, Tara Remick

### CAMPS/CLINICS/TOURNAMENTS and CONFERENCES

#### Camps/Clinics/Tournaments/ Conferences:

- From May 27 – August 25: Over 2,000 participants attended camps, clinics, tournaments, and conferences at LHU
- Upcoming CCTs:
  - October 5 Baseball Prospect
  - October 13 Softball Prospect

#### DACC RECENT EVENTS:

- August 16: LH JAMS Reception (4<sup>th</sup> year at the DACC – scheduled for 2020)
- August 17: TRIO SSS Freshmen and Families Welcome Dinner
- August 19-20: Communication Department Retreat
- August 22: TRIO SSS Ceremony
- August 23: PIMA Academy
- September 7: PA Junior Classical League Site Visit/Board Meeting
- September 10: Yappy Hour
- September 10: 100 Years of Women's Suffrage Event
- September 14: Private Retirement Party
- September 17: Business Etiquette Luncheon
- September 19: Alumni Board

#### DACC UPCOMING EVENTS:

- September 26: Business Senior Reception
- October 2: Chancellor Visit
- October 7: PSAC Women's Basketball Summit
- October 8: Yappy Hour
- October 10: PSAC Men's Basketball Summit
- October 14: LHU Open House – Instant Decision Day
- October 15: Clinton County Economic Partnership Annual Dinner
- October 17: LHUF Board
- October 20: Scholarship Brunch
- October 22: Jersey Shore State Bank Medicare Presentations
- October 26: PA Program Alumni Event
- October 31: LHU Staff Retreat
- November 2: Student Retention Fund Fundraiser
- November 14: Jersey Shore State Bank Medicare Presentations
- November 18: Giving Thanks Veteran's Dinner



## **Public Safety**

*Director, Tim Stringer*

- Tim Stringer appointed as the new director of Public Safety and Chief of Police, August 20, 2019.
- A review of current Department Policies is underway in support of accreditation through the Pennsylvania Law Enforcement Accreditation Commission.
- Two officers completed certification training in State College, PA for Law Enforcement Bicycle Patrol. The department policy has been finalized and the two officers will be on bike patrol in the near future.
- Revenue Report for May, June and July, 2019
  - Decal Collections: \$4,900.00
  - Ticket Collections: \$1,512.00
- Annual Fire Extinguisher inspection and maintenance contract/bid awarded to Cintas Fire Protection out of Pittston, PA. This contract runs from 7/1/19 through 6/30/22.
- Cardinal Ticket Trak – upgrading parking system software and hardware (to be compatible with Microsoft 10). Currently working with Cardinal Project Manager to fine tune this upgrade with a completion date of January 2020. New features all data will be real time i.e. data entered in the PC and/or handheld unit.
- Dave Emel transferred to the Duplicating Department on July 8, 2019. Dave was a part-time Clerk-Dispatcher and we were approved for another full-time position. We now have 3 full-time and 1 part-time Clerk-Dispatcher.

### **Full Time Clerk-Dispatcher**

Angie Howard  
Dawn Bailey  
Hanna Fitch

### **Part Time Clerk-Dispatcher**

Gail Kreger hired on August 19, 2019

- The 3 new officers were released for full duty immediately after they received their commissions in the mail. One of the officers took another job not long after being released. The hiring process for the replacement officer is underway.
- The department acquired a marked 2019 Ford F-150 Crew Cab Pick-up truck for patrol as well as to transport large items of evidence, found property, or cones and traffic signs.

# Lock Haven University Council of Trustees Report

University Advancement

September 20, 2019

Joe Fiochetta, VP for University Advancement

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## Advancement Office

The Advancement Office continues to transform itself in support of the University priorities:

- Increase enrollment.
- Increase private support.
- Increase visibility and University brand.

Short-term, the staff is working on the following priorities:

- (Re)build and invest in staff, including hiring marketing staff and development officers.
- Generate philanthropic support that allows the University to fulfill its mission
- Work with admission to influence enrollment goals.
- Keep people inspired by and active in the work of the University.

### 2019 Impact

Working in collaboration with multiple partners throughout the University, the Advancement team connects internal and external audiences with the University and each other.

- 300+ annual events, activities, and communications.
- Thousands of touchpoints with alumni, donors, students, friends, and community members.
- Maintain and update more than 30,000 alumni records.
- Administer hundreds of individually-named scholarships and awards and distribute nearly \$700,000 in funds to more than 400 Lock Haven students.

## Division Updates

The Advancement team supports a number of key areas.

### Alumni Affairs

- Constituent Engagement
- Alumni & Donor Management
- Donor Cultivation & Stewardship

### Development/Fundraising

- Foundation Relations
- Scholarship & Endowment Management
- Asset Management

### Strategic Communications

- Brand & Message Development
- University Marketing
- University Relations
- Athletic Communications

## Alumni and Community Engagement - Activities

- ROTC held its annual military ball at the Nittany Lion Inn on May 11. It was the 40th anniversary of the program and many LHU Alumni were in attendance
- TKE held their annual New Cumberland Reunion just outside of Harrisburg on May 18. Several thousand dollars were raised for student scholarship.



- KDR held its first-ever alumni reunion on campus May 31-June 1. Since the reunion, KDR has established a scholarship fund with the LHU Foundation.
- The LHU Choir formed an alumni group and held their first event on campus on Saturday, June 8.
- A “Bike Ride with President Pignatello” and “Dorm Days” (where alumni and their families could tour our residence halls) were held on Saturday, June 15.
- The Advancement Office participated in the annual Best of Clinton County Parade on June 29.
- The Band Alumni held their annual Sieg week during July 4.
- The Alumni Office participated in the Clinton County Community Night with the Williamsport Crosscutters on July 10.
- The Alumni Office and Admissions Office partnered to host a night at the ballpark with the Scranton Yankees on July 18.
- The Alumni Office hosted three alumni events in Colorado August 1-3.
- TKE held their annual Evergreen Commons event August 6-8.
- The LHU Football home opener was September 5 and themed “Community Day”. This was the first tailgating event for athletics.
- A Bocce Ball/Cornhole tournament was held at the President’s Residence September 8.
- Yappy Hour, September 10.

#### Upcoming Initiatives

- Launch our 150th Anniversary celebration.
- Augment opportunities to partner with academics and athletics.
- Increase the quality of our alumni and donor database.

We are in the process of hiring a Database Manager and Prospect Researcher to clean and analyze the data within our system as well as an Event Manager to support our expanded outreach efforts.

#### **Fundraising - Activities**

- For FY18/19, 11 scholarships and 3 endowments were created that will generate more than \$100,000 in student scholarship revenue.
- Our summer appeal raised more than \$23,000 and 283 gifts.

#### Upcoming Initiatives

- The team is working on the next annual giving appeal (October) as well as preparing to launch a new stewardship program/annual giving society for FY19/20. Our first round of recognition materials will be sent in October.
- Our annual phonathon campaign is returning this Fall and will also be held in the Spring (leading up to the All-In Day of Giving).
- We are engaging a new giving platform which will allow us to power our annual day of giving in addition to other crowdfunding initiatives.
- We are in the process of hiring a Senior Director of Development to help grow individual and corporate philanthropic support.

## Communications - Activities

The office continues to produce several key communication pieces includes several newsletters and The Haven Magazine in addition to media advisories, public relations, and social media for multiple institutional accounts.

- Newsletters: Two newsletters per month are produced. *LHU and You* highlights campus and community news and events and spotlights local businesses. *LHU and You* is distributed to over 1,000 subscribers. *From the President's Desk* is distributed internally to faculty and staff and contains important University news, updates, and coming events.
- The Haven magazine: The summer 2019 issue of The Haven magazine recently hit mailboxes and spotlights LHU Alumni Veterans.
- Social Media: The University's social media presence continues to grow. If you don't already, be sure to follow the university, alumni, LHU President, and athletics on Facebook, Instagram, and Twitter.

### Upcoming Initiatives

- The team is developing updated brand guidelines.

## Marketing

Several initiatives were developed to increase awareness and visibility for the University, especially among prospective students and their parents.

- Billboards: Lock Haven University billboards are in place throughout Centre, Clinton and Lycoming counties with several permanent boards installed along route 220 in Williamsport and route 80 in Centre County. Additional boards will be on rotation throughout the three counties through February of 2020.
- Radio: LHU partnered with local radio station WSQV to promote enrollment and key campus events. Executive Director of Communications Elizabeth Arnold appears bi-monthly on the WSQV morning show to promote upcoming events and initiatives.
- Downtown Lock Haven Banners: LHU Banners were recently installed along Water and Jay streets, along with several other downtown locations.
- Williamsport Crosscutters Sponsorship: Williamsport is a strategic recruiting area for Lock Haven. Over the summer we continued our sponsorship which includes visitor's bullpen signage, program ads, and onsite tables. Annually, more than 30,000 families see LHU branding.

### Upcoming Initiatives

- The team is working with Admissions to revamp admissions collateral.
- As part of our brand update, the team is working on articulating strategic messages and themes to share with the University community.
- Campus banner will be updated to reflect new branding guidelines.
- Create marketing and investment plans for individual program areas.
- Expand and augment marketing channels.
- We are in the process of hiring a Director of Marketing to support an increased focus on data-driven decision-making in support of critical areas like admissions.



## **Athletic Communications and Marketing**

Athletic Communications and Marketing supports all of LHU's athletic teams with social media posts and media advisories across multiple platforms, including golhu.com, as well as providing promotional and fundraising support for teams.

### Upcoming Initiatives

- The team is preparing to cover the full athletic schedule.
- We are in the process of hiring an Athletic Communications and Marketing assistant to support the expansion of athletic teams.

## **Upcoming Events**

September 21: Admissions Family Day  
September 26: Homecoming Golf Cart/KCSD Joint Parade  
September 27: Alumni Golf Tournament  
September 27: Homecoming – Block Party  
September 28 Homecoming – Tailgating and Concert  
September 28: Accepted Student Day  
September 29: Homecoming – Athletics Hall of Fame  
October 10: Southern Tier Alumni Event – Pittsburgh  
October 11: Community Health Fair and Concert  
October 12: Reeling Alumni Event – Fairfax, VA  
October 14: Admissions Instant Decision Day  
October 18: Reception at President's Residence after LHUF Board Meeting  
October 20: Scholarship Brunch  
October 24: 150<sup>th</sup> Anniversary Campus Kick-Off Event  
October 26: PA Program Alumni Event  
October 26: Admissions Open House  
November 2: Peace, Love, & Retention Fundraiser  
November 11: Veterans Expo  
November 22: Council of Trustees meeting

Report of the Vice President for Enrollment Management and Students Affairs to the Council of Trustees for the September 20, 2019 Meeting

**First Day Comparison of Enrollment Data**

| Enrollments (based on beginning of day August 27) |  | Headcount Enrollments  |                    |              |
|---|--|------------------------|--------------------|--------------|
| Categories of students                            |  | Pennsylvania Residents | Non-resident Total | Grand Totals |
| <b>Full-time</b>                                  |  |                        |                    |              |
| Undergraduate                                     |  | 2368                   | 144                | 2512         |
| Graduate  |  | 198                    | 60                 | 258          |
| Full-time Total                                   |  | 2566                   | 204                | 2770         |
| <b>Part-time</b>                                  |  |                        |                    |              |
| Undergraduate                                     |  | 272                    | 8                  | 280          |
| Graduate  |  | 131                    | 23                 | 154          |
| Part-time Total                                   |  | 403                    | 31                 | 434          |
| <b>Full-time and Part-time</b>                    |  |                        |                    |              |
| Undergraduate                                     |  | 2640                   | 152                | 2792         |
| Graduate  |  | 329                    | 83                 | 412          |
| Full-time and Part-time Total                     |  | 2969                   | 235                | 3204         |

Note: UG full-time = 12 hours or more; GR full-time = 9 hours or more  
Non-resident includes non-resident aliens and students from other states

| Change from 8/27/18            |  | Headcount Enrollments  |                    |              |
|--------------------------------|--|------------------------|--------------------|--------------|
| Categories of students         |  | Pennsylvania Residents | Non-resident Total | Grand Totals |
| <b>Full-time</b>               |  |                        |                    |              |
| Undergraduate                  |  | -322                   | -18                | -340         |
| Graduate                       |  | 18                     | 13                 | 31           |
| Full-time Total                |  | -304                   | -5                 | -309         |
| <b>Part-time</b>               |  |                        |                    |              |
| Undergraduate                  |  | 7                      | 5                  | 12           |
| Graduate                       |  | 12                     | 7                  | 19           |
| Part-time Total                |  | 19                     | 12                 | 31           |
| <b>Full-time and Part-time</b> |  |                        |                    |              |
| Undergraduate                  |  | -315                   | -13                | -328         |
| Graduate                       |  | 30                     | 20                 | 50           |
| Full-time and Part-time Total  |  | -285                   | 7                  | -278         |

Note: UG full-time = 12 hours or more; GR full-time = 9 hours or more  
Non-resident includes non-resident aliens and students from other states

| Breakdown of Undergraduate Students From Above |  | Headcount Enrollments  |                    |              |
|--|--|------------------------|--------------------|--------------|
|  |  | Pennsylvania Residents | Non-resident Total | Grand Totals |
| New Freshmen                                   |  | 571                    | 43                 | 614          |
| New Transfers                                  |  | 113                    | 14                 | 127          |
| Continuing Undergraduates                      |  | 1904                   | 81                 | 1985         |
| Other (Non-degree, Non-matriculated)           |  | 52                     | 14                 | 66           |

| Breakdown of Undergraduate Students From Above |  | Headcount Enrollments  |                    |              |
|--|--|------------------------|--------------------|--------------|
|  |  | Pennsylvania Residents | Non-resident Total | Grand Totals |
| New Freshmen                                   |  | -131                   | 10                 | -121         |
| New Transfers                                  |  | -23                    | 0                  | -23          |
| Continuing Undergraduates                      |  | -181                   | -28                | -209         |
| Other (Non-degree, Non-matriculated)           |  | 20                     | 5                  | 25           |

| Breakdown of Graduate Students From Above     |  | Headcount Enrollments  |                    |              |
|---|--|------------------------|--------------------|--------------|
|   |  | Pennsylvania Residents | Non-resident Total | Grand Totals |
| New Graduate Students (include new transfers) |  | 143                    | 47                 | 190          |
| Continuing Graduate Students                  |  | 186                    | 36                 | 222          |

| Breakdown of Graduate Students From Above     |  | Headcount Enrollments  |                    |              |
|---|--|------------------------|--------------------|--------------|
|   |  | Pennsylvania Residents | Non-resident Total | Grand Totals |
| New Graduate Students (include new transfers) |  | 8                      | 15                 | 23           |
| Continuing Graduate Students                  |  | 22                     | 5                  | 27           |

- Overall LHU enrollment is 2969, which includes a decline of 278 students (-7.9%); with erosion occurring primarily in a decline of 131 in-state, first-time freshmen (16.6%)
- Out-of-state, first-time freshmen increased by 10 students (18.8%)
- First-time transfer students decreased 23 students (16.9%), all of the decrease occurred with in-state students
- First-time graduate students increased by 23 (10.7%), and continuing graduate students increased by 27 students (10.8%)

Other noteworthy points with fall enrollment:

- The most significant graduate enrollment increases occurred with Athletic Training (11), Clinical Mental Health Counseling (11), Sport and Exercise Psychology (16), and Sport Administration (6)
- Associate degree enrollment increases occurred with management (5) and nursing (17)
- First-to-second year retention increased from 64.6% to 66.7%



## Ruffalo-Noel Levitz Initiatives

A team of people, representing key areas of the University, have been working closely with RNL since the beginning of the year. Through this process, a more coherent and forward-leaning enrollment strategy has been developed. RNL has provided professional consulting to help organize the process and develop a more strategic recruitment and retention framework to increase enrollment. Below are the key areas that are included in the project scope:

### **Demand Builder**

By expanding outreach to prospective students through a more aggressive email and print campaign, LHU will increase applications. RNL has worked closely with the office of admissions to identify the target population of prospective students, and to craft the communication that is delivered to them. In total, this initiative will include 75,000 prospective students and will encompass outreach to seniors and juniors. The project launched this summer and will continue for seniors throughout the fall.

### **Financial Aid Optimization**

A team from LHU worked closely with an RNL consultant, who provided a data-informed strategy for increasing enrollment through the implementation of a scholarship strategy. The new strategy will provide more transparency for parents and students about the availability of scholarships, and more efficiency in delivering the scholarship notification in the student's letter of admission. The new strategy will greatly enhance LHU's ability to recruit high-achieving students and will underscore the University's mission of providing an affordable education for our students. The new strategy will include the following awards:

|                          | Pennsylvania Residents | Non-Pennsylvania Residents |
|--------------------------|------------------------|----------------------------|
| Chancellor's Scholarship | \$2,500                | \$4,000                    |
| President's Scholarship  | \$1,500                | \$3,000                    |
| Provost's Scholarship    | \$1,000                | \$2,500                    |
| Eagle Scholarship        | \$500                  | \$2,000                    |

### **Enrollment Projections**

Based on historical enrollment trends and demographic information, RNL consultants provided an analysis to establish a framework for enrollment planning in the immediate future. The projections provide three different goals for enrollment, depending on the potential for re-gaining market share in core Pennsylvania counties. The projections are currently being expanded to include fall enrollment data, which was not finalized at the time that the analysis was being developed.

### **Price Sensitive**

RNL is conducting an analysis of LHU's price compared to peer institutions, and the impact of price on the University's ability to recruit students. The in-state portion of this study is almost complete, but the out-of-state cohort of students was not large enough to provide valid conclusions. Discussions to rectify this problem are ongoing with RNL.

## Re-Enrollment

RNL organized a campaign to target students who were enrolled at LHU but withdrew. The campaign included outreach to the students and a financial incentive of a 10% tuition discount for the students to re-enroll. To date, 17 students have registered for fall 2019 from this campaign.

## Other Enrollment Management Student Affairs activities

- A new CRM (Customer Relationship Management) platform has been implemented in the office of admissions. The platform – Slate - provides a sophisticated tool to deliver email, print, and text communication and it greatly enhances LHU's recruitment potential.
- Admissions counselors have hit the road for the fall recruiting season and a comprehensive Pennsylvania travel schedule is planned. A full slate of on-campus events is also scheduled, including two open house programs, an Instant Decision Day (on-the-spot admissions decisions), and a VIP event for our most academically talented students.
- Move-in for all LHU students was once again a terrific event, with helpful LHU students available to assist families with the move-in process.
- Welcome Week was a busy and exciting event for all new and returning students; activities were planned throughout the week to engage students and ensure that they were connecting to the LHU Community. A "New Year's Eve" Event was hosted on the Sunday before classes started and a variety of activities were provided to students; President Pignatello provided the countdown as a ball dropped from the roof of Price Auditorium to initiate the start of a new academic year.