

# MISSION DAY X—Group Reports

*October 15, 2008*

## Mission Day 2008 Group 1

### THE AMO REPORT

**GROUP FACILITATOR(S)** Dr. Hummel, Ashley Mitchell

**GROUP RECORDER** Bonnie Vatter

**ALIGNED:** Highlight present structures, processes and activities that are aligned with the intent of the current theme.

1. Variety of Programs, Degrees & Majors offered -- Good
2. We are very focused on teaching; students and professors have strong relationships
3. We do offer a variety teaching methods, like Blackboard and Online Learning, internships, etc.

**MISALIGNED:** Highlight present structures, processes and activities that are misaligned with the intent of the current theme.

1. Upgrading in skills in using the technology (like Blackboard) who crave asynchronous interaction (tools like Blackboard make information and discussion available round-the-clock, but students and faculty need to know how to use it.)
  - a. We need an Instructional Design Team to help align all faculty with how to use technology and what technology is available; we also need to teach new students and transfer students about our technology.
  - b. Faculty Training on how to teach Distance Ed---interactive video, especially for classes offered simultaneously at both campuses (Southpointe & Main).
2. Increasing Incentives for Quality and Productivity ---research, courses offered, advising, etc.
3. Improving amenities includes improving food service accessibility, and help desk services round-the-clock.
4.
  - a. Align the curriculum with global issues – for example, green technology & global competition. Stronger international market through – larger, more mature population
  - b. Seek global market of students; improving study abroad & lifelong learning
5. Increase productivity of RESEARCH & efforts to seek GRANTS

**OPPORTUNITIES FOR ACTION:** Highlight the areas that must be examined by the University community to bring an alignment between the theme and the processes, structures and actions of the institution.

1. Diversify the opportunities to donate; create more specific categories, so donors can give their monies to specific programs/scholarships
2. Customize programs for Execs, Leaders
3. Market the Wills Program

### **Mission Day 2008 Group 2**

## **THE AMO REPORT**

**GROUP FACILITATOR(S) Melanie Blumberg**  
**GROUP RECORDER Howard Goldstein**

**ALIGNED:** Highlight present structures, processes and activities that are aligned with the intent of the current theme.

1. What is the place of a liberal arts education within the context of global challenges?

(1) It instills the appreciation for a global perspective and multiculturalism. (2) The University has made the discussion "building character and careers" a priority. (3) There is a significant effort to make internship experiences available to students.

2. How can technology be used to redesign facilities, and streamline support activities for students, staff and faculty?

(1) Cal U has made a substantial capital investment in its facilities. (2) The University hired technologically capable staff. (3) A large complement of FPDC workshops are available for faculty. (3) Several departments have received cutting edge technological equipment. (4) There is administrative support for providing necessary equipment for meeting accreditation standards.

**MISALIGNED:** Highlight present structures, processes and activities that are misaligned with the intent of the current theme.

1. What is the place of a liberal arts education within the context of global challenges?

(1) There is a general lack of appropriate training for student advisors. (2) Students should be required to complete Gen Ed classes in their freshman and sophomore years, with the exception

of upper division writing intensive courses. (3) The University does not do an adequate job marketing the importance of Gen Ed classes to parents and students. (4) Gen Ed classes exceed the number of credit hours mandated by the BOG. (5) More technological training is needed for support staff.

2. How can technology be used to redesign facilities and streamline support activities for students, staff and faculty?

(1) The University needs to make a further investment in technological software and equipment for several programs. (2) The University should have additional technological staff. (3) There is not enough individualized technical hands-on training for faculty, staff, and students.

**OPPORTUNITIES FOR ACTION:** Highlight the areas that must be examined by the University community to bring an alignment between the theme and the processes, structures and actions of the institution.

1. (1) There should be 24-hour access to computer support services and secure remote access for students, faculty, and staff. (2) The University should encourage blended classes (on-site and online teaching). (3) Establish partnerships with businesses that are leaders in technology and are able to assist in training students and preparing them for the global marketplace. (4) Increase the number of workshops for faculty and staff. (5) There should be an individual responsible for overseeing all issues related to technology.

**Mission Day 2008 Group 3**

## **THE AMO REPORT**

**GROUP FACILITATOR(S) Richard Griffin**

**GROUP RECORDER Monica Ruane**

**ALIGNED:** Highlight present structures, processes and activities that are aligned with the intent of the current theme.

1. Good, current physical master plan.
2. Some work-related activities exist.
3. Strong four-year professional degrees.
4. Cultural/extra-curricular activities, beyond sports, exist on campus.

**MISALIGNED:** Highlight present structures, processes and activities that are misaligned with the intent of the current theme.

1. Lack of an academic long-range plan.
2. No evaluation of the demands on faculty and additional workload created by online classes.
3. Cal U will become too expensive for students to afford a four-year program, which many of them may not need anyway.
4. Students are unaware of or simply do not take advantage of extra-curricular opportunities.

**OPPORTUNITIES FOR ACTION:** Highlight the areas that must be examined by the University community to bring an alignment between the theme and the processes, structures and actions of the institution.

1. Create an academic strategic plan.
  - a. Define our vision of what it means to be private, and decide with whom we will be competing.
  - b. Develop a goal for a maximum number of students.
  - c. Decide which programs to keep, and which are simply not bringing-in students.
2. Develop an academic advisory board.
  - a. Membership should come both from the University and the outside community.
  - b. Create a method for evaluating programs, and decide which should be offered face-to-face, online, or as a hybrid of both.
    - i. Remember that technology is a tool, and does not reduce the burden on teachers.
    - ii. Better deliver online classes by continuously educating faculty.
3. Develop more 2-year programs.
  - a. Establish a lasting relationship with local industry.
  - b. Apply emphasis on practical/critical-thinking skills which will aid students in their careers.
4. Engage students in non-classroom activities.
  - a. Create more opportunities for undergraduate assistant-ships.
  - b. Possibly expand first-year seminar.
  - c. Make student participation in cultural/procedural opportunities mandatory (i.e. Mission Day or the symphony).
    - i. Better promote such opportunities to the campus community.

## Mission Day 2008 Group 4

### THE AMO REPORT

**GROUP FACILITATOR(S)** Marta McClintock-Comeaux

**GROUP RECORDER** Emily Sweitzer

**ALIGNED:** Highlight present structures, processes and activities that are aligned with the intent of the current theme.

1. Global on-line classes provide individual timeframes (students and faculty), support for on-line learning (training programs), different media for accessing class info, Guskin GA's
2. Campus Programmings: Student Life programming for "down" time/entertainment, club offerings, CUE transcripts (faculty, staff, students), Resume Builder at Career Services--efficient programs, FPDC poised to assist with balance, information gathering, indoctrination of new faculty, financial assistance for professional development, Health Science Physical Health opportunities, Audiology services, +60 program at Life Long Learning, Covey Trainings, Computing services help desk, software assistance, library workshops for information/technology opportunities, gaming week during finals week, number of hrs. that Library is open, Campus wide email (announcements)
3. College planners (notebooks)--time management
4. Helpfulness of faculty/staff, "happy" climate (clean, friendly, beautiful, dorm space with divisions for work and life), flexible hrs. for faculty work life
5. Child care services, pre-school program (Dr. Bonfanti)

**MISALIGNED:** Highlight present structures, processes and activities that are misaligned with the intent of the current theme.

1. Climate for female students/faculty/staff (salary discrepancies, social interactions), Climate of tolerance for differences/diversity/perspectives, GA's paid less at Cal U
2. Campus Infrastructure/Services: parking as a means to access campus/re-evaluate parking structures/designations, bus schedules eradicate to/from Vulcan Village for use, safety (weekends/evenings), and class schedule coordination, Food service efficiency and professional work demeanor, Program facility renovations are not congruent with dorm/facility renovations
3. Access to Information: Policy awareness needs to be highlighted for student "sick/emergency" issues, complex search process on Cal U web site, advisors are not utilized to full potential and the converse, advisors lacking knowledge

4. Faculty burnout with regard to responsibilities/equality across faculty, post-tenure responsibilities (everyone pulling their load).
5. Focus on traditional UG students must change to incorporate non-traditional, adult education

**OPPORTUNITIES FOR ACTION:** Highlight the areas that must be examined by the University community to bring an alignment between the theme and the processes, structures and actions of the institution.

1. Student Life: Develop non-traditional student education programs for UG (expand on-line offerings, increase session offerings, portfolio assessments for work experience), Student orientation programs need to increase alcohol awareness and authorities need to enforce compliance, develop more social programs/meeting places, increase opportunities for students to gain personal/professional awareness/responsibilities (face book consequences, legal issues, etc.), Increase common hour throughout the week, Bus transportation for student use only vs. current public access
2. Expand marketing of unique and excellent programs on campus across state/nation, promote general annual scholarship opportunities for in, out of state, and transfer students
3. Enforce smoking ban (contingencies need to be developed/enacted and provided for cessation--designated areas for smoking)
4. Incorporate flex time for staff participation in Health Programs, educational opportunities, etc., Climate and Cross comparison surveys for minorities, gender, GA's
5. Reciprocal California, community involvement/development (campus-community relationships) and community marketing (off campus, community life/resources), preview model programs and develop a campus-wide committee

**Mission Day 2008 Group 5**

## **THE AMO REPORT**

**GROUP FACILITATOR(S)** Taunya Tinsely

**Theme: Making Education Affordable & Efficient. Given a decline in state funding can we develop a plan to reduce the cost per student with regard to class size, tuition, and campus resources.**

**GROUP RECORDER** Denise Joseph

**ALIGNED:** Highlight present structures, processes and activities that are aligned with the intent of the current theme.

1. Large classes when appropriate (early required classes/introductory classes) as in any University; Money saving for University.
2. Overall cost and quality including faculty qualifications (terminal degrees and publications)
3. Facilities are high quality and serve to recruit students
4. Number of accredited programs
5. Marketing campaign and publication (information presented and quality)

Comments: #6. Global online classes and programs expanding

**MISALIGNED:** Highlight present structures, processes and activities that are misaligned with the intent of the current theme.

1. Cost in terms of added fees are too high.

Comments: However, at what cost do we lower fees? What has to go if we do not have the fees? What is the trade off in value of the education you are receiving? What are you investing in (i.e., student fees)? How do we see ourselves in the market place in our region? Definition of value can be different for each individual student.

2. As recommended during Mission Day 2007, develop support systems for faculty that will permit faculty to spend more time on student-centered learning versus the time allotted to administrative, clerical and other non-student related activities (i.e., there seems to be an imbalance of time devoted to teaching versus non-student related activities). There needs to be more efficiency within the University system to increase faculty satisfaction.

3. Global online delivery may not be conducive to all student learning styles or conducive to all academic disciplines. More work for students and faculty. Misperceptions by students as to what on-line classes involve.

4. Perception that we are promoting online delivery, but may not be accepting/hiring faculty who have online terminal degrees. Needs to be clarified. Not enough support to faculty to instructional support

**OPPORTUNITIES FOR ACTION:** Highlight the areas that must be examined by the University community to bring an alignment between the theme and the processes, structures and actions of the institution.

1. Tap into more potential on-line global opportunities. Would like Cal. U to be the pioneer in this area.
2. Exercise greater fiscal responsibility with regards to student fees. Help students to understand the value of student fees as well as the value of their money supporting the fees.
3. Increase instructional design and support to faculty for campus classes and global on-line classes beyond FPDC. Although they are doing a great job with all the increased faculty support in this area, they cannot do it alone as many other colleges and universities have specific instructional design departments to assist faculty with these new challenges.
4. Develop opportunities for increased faculty satisfaction in non-monetary ways. Enthusiastic and energetic faculty helps to increase enthusiastic and energetic students which increases student satisfaction.
5. Continue positive view of our Cal U. community. Strengthen alumni relationships. Increase marketing and communication of the Cal. U. community including faculty, staff, student, and alumni successes.

#### **Mission Day 2008 Group 6**

### **THE AMO REPORT**

**GROUP FACILITATOR(S)** Mark Aune

**GROUP RECORDER** Cheryl Hettman

**ALIGNED:** Highlight present structures, processes and activities that are aligned with the intent of the current theme.

**MISALIGNED:** Highlight present structures, processes and activities that are misaligned with the intent of the current theme.

1. **\*\*Need more information about how the finances (costs) are dealt with currently. What are revenues and expenses? How are student “costs” used to begin with?**
  - Technology is not always current & state-of-the-art; Faculty & students don’t always have the education/training to be able to use it
  - Departments do not get information about their budgets soon enough; Also, it takes too long for the information to come down from the State, etc. to help faculty acquire resources and to plan creative strategies for the classroom.
  - Marketing may not be targeting program needs appropriately; Also, it may not portray what we want our CALU “image” to be that will attract students and engage them once they

attend; the campus culture may not engage them enough to make them want to “give back” after they graduate.

- Students don't seem to know what happens to the money they pay...What do they get for it in terms of services and resources that make them understand the higher costs and to value what they get for their \$...what are all those fees for?
- Communications throughout the university are lacking; need to know what resources already are and what is needed vs. what can be eliminated or revamped for improvement and cost containment; Web site is not easy to navigate to find information & lacks online forms, etc
- Large class size is not what students expect when they come here; often their decision to come is based on small class sizes.

**OPPORTUNITIES FOR ACTION:** Highlight the areas that must be examined by the University community to bring an alignment between the theme and the processes, structures and actions of the institution.

- What happens to the revenues that come in to begin with?
- Different classes should have different approaches to class size and teaching strategies...not a “one size fits all” approach...consider Hybrid courses; manage class size per type of course & discipline accreditation requirements, student needs; and explore creative teaching strategies
- Need clarity and availability of information about the finances of the university; about the needs that students and faculty are having; about what is working and what is not working.
- Greater “connection for students within the university and for online students as well...they need to be engaged while attending in order to find value in giving back after graduation.
- More, better and increased use of technology in the classroom and for student resource acquisition
- Provide increased resources for students if class size goes up – more advisement, tutoring, technology, counseling, etc.
- Engage taxpayers, corporations, foundations, etc, for finding means of support for higher ed; need grant office with lots of support!

## Mission Day 2008 Group 7

### THE AMO REPORT

**GROUP FACILITATOR(S)** Mohamed Benbourenane

**GROUP RECORDER** Laura Beach

**ALIGNED:** Highlight present structures, processes and activities that are aligned with the intent of the current theme.

1. Seeking program accreditation where possible
2. On-line program are more advanced than other schools
3. Provide value added element to the students
4. Comparable to other schools as to the affordable to tuition
5. Reasonable class size

**MISALIGNED:** Highlight present structures, processes and activities that are misaligned with the intent of the current theme.

1. High fees
2. Students lack marketable skills on graduation
3. Conflict between a business and education models, with increased efficiency it is more difficult to get into classes
4. We don't have the developed learning environment we could, it should be more student focused
5. Students see a lot of windowing dressing; it seems more effort is put into making the campus look better to new students than using funds to help current students. Students feel there is false advertisement

**OPPORTUNITIES FOR ACTION:** Highlight the areas that must be examined by the University community to bring an alignment between the theme and the processes, structures and actions of the institution.

1. Increase accountability of students fee and inform everyone where money is going. Make sure the offices receiving the money from fees are in alignment to academic mission

2. Make student aware of the services that they are paying.
3. Reducing out-sourcing services, when services can be completed with in the university by students. Then give money back to the students. Also, a sense of belonging needs to be created so that the students, when graduated, will give back. Create endowments, and redirect more to student services and student communities, not just tuition.
4. Do surveys to get to know students through the admission process. This way we would know what the students really want and what is expected.
5. Student success is everyone's responsibility and engage the students when necessary.

### **Mission Day 2008 Group 8**

## **THE AMO REPORT**

**GROUP FACILITATOR(S) Linda Myer**

**GROUP RECORDER Nancy Hudson**

**ALIGNED:** Highlight present structures, processes and activities that are aligned with the intent of the current theme.

1. Theme: What promotes efficiency and other positive things in public institutions as opposed to private: Ability to reward performance by faculty and staff (depending on how performance is defined.)
2. Clear decision making policies.
3. Faculty and staff satisfaction
4. Current chancellor may be an improvement, may listen to what faculty and presidents are saying regarding rules and seems to be acting quickly.
5. The ideal of an affordable education for state residents, diversity of students and faculty

Comments: Definition of private institution: No state funding. Definition of public university: an institution that is concerned with affordability, includes how it is governed. We can and have to change to meet the changing paradigm. University community members can still go online and contribute to the strategic plan. The highest priority is making people aware of the issues through the media.

**MISALIGNED:** Highlight present structures, processes and activities that are misaligned with the intent of the current theme.

1. Negative things about public institutions of higher education: Board of Governor's policies and archaic state rules that impede innovation.
2. Lack of fluidity and speed in implementing speed, tied to slow political processes.
3. Focus is on efficiency and making students feel good as opposed to education, i.e. the watering down of the ideal of higher education
4. Inefficient meetings regarding regulatory processes, at least partly caused by people (including previous chancellor) out of touch with contemporary problems.
5. Competition between state universities and at the same time being bound together with other state universities, having to carry state universities that are failing.

**OPPORTUNITIES FOR ACTION:** Highlight the areas that must be examined by the University community to bring an alignment between the theme and the processes, structures and actions of the institution.

1. Students with a consumer mentality about their education, deal with "me" society that affects how students behave as well as how citizens fund public education. Mobilize students to vote. Educate PA voters about what is happening to public education. Use Facebook and Myspace to reach students.
2. Reducing archaic state rules, including rules that limit faculty from doing more grant writing.
3. Increasing money for state education, perhaps through public action groups, increase scholarships that are available for students, increase alumni giving, even if it's just getting alumni to give \$5 because foundations look at our alumni participation rate. Let alumni know and perhaps even students know that this is the case. The March of Dimes and its beginning is a good example of this kind of giving. Increase class gifts. Increase culture of philanthropy on campus. Increase student attachment to the university and student participation in university activities. Too many students are just commuters and do not have an attachment to the university.
4. Convincing senior citizens in this state that higher education is important, fixing health care system so that it does not take such a huge chunk of state funding, educate public in general about the importance of public education.
5. Increase global online program; double or triple our online program including offering gen ed classes during the summer. We need to remove internal rules that limit our summer online program. We don't know whether these are actual rules or why these targets exist. If we can fill

the classes, why can't we offer them? We have to guarantee enrollment, but if we do not offer the classes we can't see if students will take them.

## **Mission Day 2008 Group 9**

### **THE AMO REPORT**

**GROUP FACILITATOR(S)** Loring Prest, Robert Mehalik

**GROUP RECORDER** Carrie Rosengart

**ALIGNED:** Highlight present structures, processes and activities that are aligned with the intent of the current theme.

1. We are seeking accreditation in various departments.
2. Expansion of Global online.
3. We are succeeding in recruiting students from outside of the five county area. The dorms are quality, which pleases the students. And the campus looks good and is safe which pleases the parents.
4. We are offering scholarships, and developing capital projects. The development team has been increased.
5. We have associations with other colleges in the area to provide economy of scale in purchasing.

**MISALIGNED:** Highlight present structures, processes and activities that are misaligned with the intent of the current theme.

1. The PASSHE universities are competing with each other. The universities are cannibalizing each other in terms of recruiting each other's student base. It is not clear what the niche is for Cal U within the PASSHE system.
2. Efficiency drives effectiveness.
3. There is a lack of community in California. There is a mass exodus on Friday afternoons. This will hurt in retaining students. We are a commuter school. There is a lack of community/college relationship.

4. We are misaligned because the community and donors are not aware of what is happening at Cal U. The marketing is not clear. The website isn't user friendly in a way that shows off the campus.

5. There is a misalignment in our facilities. We aren't matching the digital knowledge of our students. We don't have smart boards in all classrooms. We need to provide the technology appropriate for our class rooms. When the class size is raised to the point that there aren't chairs for all of the students it is a problem.

**OPPORTUNITIES FOR ACTION:** Highlight the areas that must be examined by the University community to bring an alignment between the theme and the processes, structures and actions of the institution.

1. Unite PASSHE institutions to lobby for reduced regulations.
2. Look for development of community programs. Provide audit programs for senior citizens in the area.
3. Students can lobby for more appropriations from the state. They can "March on Harrisburg."
4. Effectiveness and efficiency could be enhanced through more cooperation and interaction across campus structures and departments.
5. We need to show how what we are doing improves our community. We can get grants using our expertise to act as a regional resource.

**Mission Day 2008 Group 10**

## **THE AMO REPORT**

**GROUP FACILITATOR(S)** Group 10-Peg Christopher, Kristen Abramski, Alyssa Trynock

**GROUP RECORDER** Connie Monroe

**ALIGNED:** Highlight present structures, processes and activities that are aligned with the intent of the current theme.

1. (Theme: Gathering Information) Most departments do surveys and / or outcomes assessments. Surveys of image/expectations have been done.
2. (Theme: Team Building) We have good people at Cal U.

3. (Theme: Image/Niche consolidation) We get the grants. We have ideas. We have a mission statement and core values. We have good academic programs; many are accredited.
4. (Theme: Resources) Enrollment is up. We have quality faculty who seek external funding. We have good student services (career services, SAI, ... ) The SAI student organizational budgeting process works well.
5. (Theme: Major Gifts: We have good faculty/student/alumni/staff relationships (connections)

Comments: We had central themes you can see in all areas (aligned, misaligned, action):  
Gathering information, Team building, Image/identity/niche consolidation, Resources support and access, Major Gifts.

**MISALIGNED:** Highlight present structures, processes and activities that are misaligned with the intent of the current theme.

1. (Theme: Gathering Information) The outcomes of surveys are not shared across the board. Some non-academic departments don't do customer service/exit interviews. Information is not communicated to the entire team (campus community).
2. (Theme: Team building) Lack of training and preparation for roles. Boundaries are not always clear. There is sometimes a poor division of labor.
3. (Theme: Image/ Niche ) We don't always sustain the grant projects or publicize them off campus. Rules and procedures for grant contracting/processing/spending can be a barrier or disincentive. There are barriers to interdepartmental project to provide human services (assessment intervention and training) or other consulting projects. We do not have established benchmarks and our ability to achieve benchmarks to show our quality (broad-based).
4. (Theme: Resources) Class size is a topic we haven't investigated enough. There is limited access to desired classes. The needs list limits and limited course availability is a problem- particularly for transfer students. There is not enough networking across the board (between/ among academic areas and student services). There is ambiguous access to resources. SAI student organization budget process is limited to students, other budget processes could learn from this. Lack of sufficient input from those involved.
5. (Theme: Major Gifts) Obtaining major gifts is a new function for our university. This is part of being privatized, a way to get more money. This is a new paradigm for us - part of the loss of public funding.

**OPPORTUNITIES FOR ACTION:** Highlight the areas that must be examined by the University community to bring an alignment between the theme and the processes, structures and actions of the institution.

1. (Theme: Gathering Information) Better communication. We need better information gathering. We need learning outcomes and satisfaction surveys across all departments (including non-academic). Develop a hybrid operating plan that balances the business model with the academic excellence model.
2. (Theme: Team building) Better of division of labor - suggestion- put dollar value on work requests and policy changes.
3. (Theme: Niche/ Image) Make a university commitment to sustaining successful special projects piloted through grants and pursue more flexibility in grant contract processing and spending at the campus and state level (purchasing). Develop senior seminar as a bridge from graduation to career (to parallel freshmen seminar needs). Find /define our image/niche (profit versus non-profit, academic versus business, balanced hybrid?) What could we be doing beyond academics to provide consulting services to raise funds and create more awareness of our expertise (we have ideas but there are barriers). Define benchmarks so we can monitor success. Maintain/ensure individualized attention for students. Options to meet their needs in course formats and availability.
4. (Theme: Resources) Better teamwork. We should do research on the impact of class size. Extend some of the processes of the SAI student organizational budget to other budgets so there is more input and transparency of budget.
5. (Theme: Major Gifts) Close the loop to provide information to the development department. Use personal connections to help get access. Build teamwork between and among everyone and development staff. Faculty and staff should help to identify major contributors with major gift potential.