

Edinboro University Operations and Workforce Plan

September 10, 2013

Plan Context

Edinboro University is an excellent choice for higher education because of the talent and the commitment to our students that distinguishes our faculty, staff, administration, and friends of the University. That commitment has shaped the development of the 2013-2018 Strategic Plan, which guides our decisions.

In order to ensure student success and a vibrant University culture we must address our challenges directly and position ourselves for a future of financial stability so that we can continue to provide unparalleled opportunity and excellence. That future will include being poised for growth in areas that match student and regional demand; in our extremely competitive environment we must evolve to sustain our important work and to remain strong and vibrant. To support this positioning, the University is implementing its new Strategic Plan for 2013-2018 and recently completed a reorganization of the Academic Affairs division creating two new colleges designed to provide focus for improved quality and competitiveness.

Current Challenges and Responses

Today, like much of higher education, we face enormous financial challenges that are the result of several converging environmental factors – severely declining high school enrollment in the Northeastern United States and in our major service region, concomitant declining enrollment at the university, declining state funding and increased fixed costs. While student numbers have decreased by 18% since 2010, our overall work force has not matched that trend. In fact, with 1,545 fewer students we still have nearly the same number of faculty members. Student-faculty ratio is a useful and common way to consider the right balance; if the ratio declines it is because there are more faculty members per student than in the past. Our student-faculty ratio has declined by 9% since 2010, indicating that we have too many faculty for our declining population of students. Our current student-faculty ratio is 16.5; our budget model indicates that it must be just above 20 to break even.

We are facing a \$5.5 million structural deficit for the current fiscal year. Simply put, our expenses outpace our revenue significantly. For the last several years we have been addressing the financial challenges through staff and management attrition and operational savings. More importantly, this past year we also began a push to increase our recruitment and retention numbers in new, bold and strategic ways (see Appendix). These efforts helped, as we managed to minimize the decline in new student numbers for fall 2013, but they were not enough in light of an ongoing decline in continuing students

due partially to smaller entering classes in the past few years. In fiscal year 2014 we have or will eliminate an additional 13 FTE staff positions and we will continue to review operations to achieve further efficiencies and additional savings. Teaching faculty represents 63% of our personnel budget and we can only achieve necessary expense reductions if we address academic expenses as well as other areas on campus. We have evaluated all programs considering multiple factors that will allow us to preserve strong offerings within our budget constraints. Some of these factors have included a budget-linked analysis of program productivity and student-faculty ratios, program demand, student completions, program cost, and centrality to mission. More than 40 FTE faculty positions — half from temporary faculty — have been identified for potential elimination and these are detailed below. These changes will allow the University to reposition itself for future development by enacting efficiencies in courses and programs and beginning the process of changing our program mix to meet future educational needs.

Strategic refocusing and investment will be made in programs that strengthen the University by providing the foundation for growth, including current programs and new areas for development at both the undergraduate and graduate levels.

Five programs have been identified to be placed in moratorium, but all students currently in these programs will be provided the opportunity to complete their programs. In addition, courses will continue to be taught in these disciplines as part of our General Education offerings.

- Bachelor of Arts in German
- Bachelor of Arts in Music
- Bachelor of Arts in Music Education
- Bachelor of Arts in Philosophy
- Bachelor of Arts in World Languages and Cultures

Investment of resources is under consideration for the following areas of potential growth:

- New or Revised Undergraduate Programs
 - Animation and Digital Arts
 - Forensic Computing
 - Industrial Psychology
 - Integrated Media Production
 - Intercultural and International Studies
 - Leadership
 - Water Resource Management
- New Graduate Programs
 - Animation Arts
 - Business
 - Criminal Justice
 - Information Technology

Revenue Generation Opportunities

With decreasing state support, we are increasingly tuition dependent. Tuition represents 69.2% of our revenue and that revenue increases significantly only with higher enrollment. As indicated earlier, the University will continue its strategic efforts to provide new programs in growth areas as well as to increase both recruitment and retention. Successful enrollment management will always be our priority and is aligned with our mission and our commitment to student success.

We believe there are also potential new revenue opportunities in the following areas which are currently under investigation or development:

- Development of business services within the Materials Testing Laboratory
- Expansion of academic summer camps
- Expansion of business and professional conference hosting
- Fee for services to clients in the Leader Clinic
- Fee for services at the Counseling and Psychological Services Center
- Increasing grant funding and development for scholarships, research and operations
- Offering short-term leases to non-students in available residence hall space

Next Steps

Edinboro will continue to meet its mission to provide the highest quality education but will need to do so in a way that minimizes non-essential costs while offering superior service. The University will continue careful review of all areas for cost savings, including personnel, programs, facilities and business processes.

The Vice Presidents and Deans will continue this process of review, involving additional input from departmental leaders and other stakeholders. This will take place through campus budget forums and departmental meetings. We recognize that this process is difficult, but it is necessary for the long-term vitality of the University.

Planned Personnel Changes and Projected Financial Savings

Department	APSCUF	AFSCME	SCUPA	Other Represented	MGMT
Academic Affairs					
Art	1	vacant			
	5.5	temp			
Biology & Health Services	3	TT			
Business & Economics*					
Chemistry	2	TT			
Counseling, School of Psychology and Special Education	1	temp			
Early Childhood and Reading	4.5	temp			
Geosciences	3	TT			
History, Anthropology & World Languages	2	TT			
	0.25	temp			
Middle & Secondary Education and Education Leadership	3	temp			
Music	6.41	TT	1		
Nursing	5.63	temp			
Philosophy	1	TT			
Physics & Technology	1	vacant			
	0.5	RPT			
Political Science & Criminal Justice	1	TT			
School of Education			1		1
Graduate Studies & Research					<u>2</u>
Student Affairs					
Campus Life & Leadership Development			<u>1</u>		
Health & Wellness Center	0.75			0.5	
Office for Students with Disabilities	0.375				
Residence Life & Orientation					1
Finance and Administration					
Building Maintenance		<u>1</u>			
Construction					<u>1</u>
Energy Management					<u>1</u>
Financial Operations (Accounting, Bursar, Purchasing)		<u>2</u>			
University Advancement					
Marketing/ Communications		<u>1</u>			
Miscellaneous					
Multi		1			
TOTAL	41.915	7	1	0.5	6

*Delay filling of tenure track position

Bold numbers depict workforce plan already implemented

Currently Projected Savings:	FY14	FY15	FY16
	\$1,376,294	\$4,232,108	\$4,744,108

Appendix

Initiatives to Improve Recruitment

1. Expand metropolitan recruiting (Erie, Buffalo, Cleveland, Pittsburgh, Philadelphia) and reassign Admission Counselor territories to maximize effectiveness.
2. Redesign the University web pages to enhance recruitment. (SP)
3. Host invite-only student-of-color recruitment events. (SP)
4. Set recruitment targets for each admissions counselor and change the Admissions Office focus. (SP)
5. Implement a more effective communication plan for prospective, admitted, and deposited students. (SP)
6. Implement a data warehouse as an analytical tool for assessment of recruitment program effectiveness and student characteristics for targeted investment of resources.
7. Expand active recruitment to non-traditional populations (e.g., veterans), international, and transfer students. (SP)
8. Invest resources in Presidential Excellence Scholarships in a strategic manner to enhance recruitment competitiveness.
9. Continue targeted marketing for graduate programs.
10. Continue development of new undergraduate and graduate programs to meet student demand.
11. Establish the Porreco College to reach new student markets. (SP)

Initiatives to Improve Retention

1. Refine the direction of the Academic Success Center including expansion of student support workshops and more targeted specialization of the academic success coordinators.
2. Implement an Advising Quality Committee for analysis and implementation of advising quality improvements. (SP)
3. Implement a College Start Porreco (CSP) transition program.
4. Redesign the First Year Experience (FYE) program to enhance 2nd year retention. (SP)
5. Assess and improve customer service in all student service areas. (SP)
6. Expand implementation of High Impact Practices (HIPs) for all students. (SP)
7. Target fundraising/scholarships for HIPs. (SP)
8. Enhance internship and mentorship opportunities. (SP)

(SP) indicates that the initiative is associated with the Edinboro University Strategic Plan 2013-2018.