

## Shawnee State University Quality Program Summary

### **Who We Are:**

<http://www.shawnee.edu/acad/aqip/pdf/SystemsPortfolio2008.pdf>

### **Since the Systems Portfolio:**

Shawnee State University has experienced significant change since the completion of its Systems Portfolio in 2008. Increased enrollment, a new state governance system, and dwindling state budgetary support have created the perfect opportunity to revisit campus processes, reorganize operations, and refresh the University's mission.

#### **Strategic Planning and the University System of Ohio**

Ohio's new governance structure for higher education temporarily halted the development of Shawnee's 20/20 Strategic Plan in 2008. The Board of Regents created the University System of Ohio (USO) which includes new directives and roles for the state's public colleges, universities, and centers for adult education. The Shawnee 20/20 Strategic Plan was completed in 2009, including visions and goals established by the USO for its member institutions. For more details, please refer to the 20/20 document that is attached separately.

For more information regarding the University System of Ohio, click on the link below:

[http://www.shawnee.edu/off/pres/PDF/USOStrategicPlan\\_bw.pdf](http://www.shawnee.edu/off/pres/PDF/USOStrategicPlan_bw.pdf)

#### **Modification of the University mission to include Applied Research**

In response to the USO's mission for Shawnee State, the development of plans for a Center of Excellence, and cultural shifts at the University as it grows, Shawnee's mission needed to be re-visited and ultimately revised to reflect a new commitment to applied research:

"Shawnee State University-the regional state university for Southern Ohio-prepares students for the changing needs of business, industry, education, and society through its diversified degree programs. Recognizing the importance of knowledge, values, and cultural enrichment, Shawnee State University is committed to providing higher education that fosters competence in oral and written communication, scientific and quantitative reasoning, and critical analysis/logical thinking. To enrich the lives of the community, the University provides opportunities for continuing personal and professional development, intellectual discovery, applied research, and appreciation for the creative and performing arts."

Enrollment, Retention, Graduation

Despite smaller numbers of graduates from Ohio high schools, Shawnee has enjoyed a steady increase in its enrollment over the past four years. Enrollment Management has expanded its recruiting area to include some of Ohio’s larger metropolitan areas and has had success in attracting students from those areas. Shawnee’s increase in enrollment has also increased the number of on-campus residential students from less than 600 three years ago, to nearly 1,000 in the fall of 2010.

The chart below provides a snapshot of the Shawnee paradox: impressive enrollment growth coupled with low graduation and retention rates.

| Total SSU 15 <sup>th</sup> Day Fall Headcount Enrollment |            |           | Retention Rates - Fall to Fall |                  |                           | Graduation Rates                        |
|--|------------|-----------|--------------------------------|------------------|---------------------------|---|
| Term   | Enrollment |           | 4-yr Degree Only               | 2-Yr Degree Only | 2- & 4-Yr Degree Combined | (Source - IPEDS Graduation Rate Survey) |
| Fall 2007  | 3,699      | FA06-FA07 | 52.96%                         | 57.45%           | 54.58%                    | 25%                                     |
| Fall 2008  | 3,976      | FA07-FA08 | 53.83%                         | 43.08%           | 50.18%                    | 28%                                     |
| Fall 2009  | 4,300      | FA08-FA09 | 53.57%                         | 52.03%           | 53.02%                    | 28%                                     |
| Fall 2010  | 4,561      | FA09-FA10 | n/a                            | n/a              | n/a                       | 26%                                     |
|  |            |           |                                |                  |                           |   |

*Provided by SSU Office of Institutional Research 8/2010*

### Responses to Growth

Shawnee's rapidly growing student population has prompted several changes around campus:

- The University Center was expanded to create a larger cafeteria, a coffee shop, and better locations for student services such as Admissions and Student Activities and Housing Offices, and the University bookstore. The older portion of the UC is still undergoing extensive remodeling to facilitate the new Student Business Center.
- The Student Business Center brings the offices of Financial Aid, Registrar and the Bursar together in one common area, with staff being cross-trained to respond quicker and more appropriately to student needs. Currently the new SBC is being housed in the former bookstore building.
- The Teacher Education Department has relocated to a new building that the University is leasing. The new Education Building provides classroom and office space to better serve the needs of Education majors. The addition of the building expands the academic portion of campus northward and nearer to new student housing.
- Through a long-term lease arrangement with a local businessman, the number of student housing units continues to grow. Two new buildings were opened this fall, increasing the total on-campus housing capacity to 830 students. Housing demands have exceeded capacity for the past three years, so SSU has converted several double units to triples to meet the demand. A total of 963 students live on campus this fall.
- Shawnee Turf, the University's new multipurpose field hosts the men's and women's soccer teams' home events as well as other intramural sports and activities.
- University Information Services just completed a major upgrade to the student email system that gives students greater flexibility in its usage.

### **Organization of Quality Program**

Since becoming a member of AQIP in 2005, the Quality Program at Shawnee State has been coordinated in the Office of the Provost. Originally a function of the Associate Provost position, changes in personnel and job duties over the past two years and more recently, reorganization in the Division of Academic Affairs have resulted in reassignment of AQIP liaison duties. Cathy Mullins, Assistant to the Provost/Academic Grants Officer, assumed the liaison duties earlier this summer.

The University has a high level of support and involvement in the quality program in all units of the organization. The Board of Trustees and the President pledge and practice full commitment to the University's involvement in AQIP. All three governance organizations on campus – University Faculty Senate, University Administrative Assembly, and the University Staff Assembly-are also involved and committed to the campus quality program.

### **Responses to New Expectations**

The structure of the Division of Academic Affairs is undergoing a transformation that reflects what the University has learned about retention and recruitment, changes in our mission, and performance expectations from the University System of Ohio. Highlights of the changes include the addition of the

University College, Research and Community Development, and new responsibilities to the Associate Provost position. For more details, please refer to the Academic Affairs Organizational chart at the end of this document.

Earlier this year the President began a review of the Division of Student Affairs to identify unmet needs in that division and to explore alternatives that will provide a higher quality of service to current and future students.

The University is studying potential expansion of its two year programs to four-year baccalaureate programs, as part of new USO directives that impact Shawnee State and other four year state institutions that also offer two year degrees.

### Committees Structure

The University governance structure includes a number of university-wide committees whose memberships include representatives of all campus governance groups (University Faculty Senate, University Administrative Assembly, University Staff Assembly, and the Student Government Association). The Strategic Planning Committee has evolved into the advisory committee for AQIP. Currently, the governance chairs are working with the President to refocus the committee structure. Recommendations will be reviewed this year, with the intention that a new structure will be in place in the fall of 2011.

### **Systems Appraisal Response**

Over the past year, the Strategic Planning Committee examined the University's Systems Appraisal category by category, analyzing the results and making recommendations. A common theme was discovered among the University's Opportunities: we collect data, but do little with it. In response to the Systems Appraisal, several actions have occurred. The University established an Institutional Research Office, but it had a somewhat troubled beginning, with a mismatch between the newly hired IR Director and the needs of the institution.

The President is currently reviewing a plan to establish an Office of Institutional Effectiveness. Current plans are to begin a search for a Director for the office later this fall. The plan incorporates the Office of Institutional Research within OIE.

The position of Student Ombudsperson has changed from being a responsibility of the Vice President of Student Affairs to one filled by a full time faculty member.

### **Recent AQIP actions**

Current Action Projects – We have two retired and three active Action Projects currently:  
[http://www.ncahlc.org/component/option,com\\_apdsearch/Itemid,217/](http://www.ncahlc.org/component/option,com_apdsearch/Itemid,217/)

Two of the projects (Scheduling and Advising) will be retired this fall and replaced by two new ones to be recommended by the Strategic Planning/Continuous Improvement Committee.

Strategy Forum 2010 The 2010 Strategy Forum was attended by:

Dave Todt, Provost

Jim Settle, VP Student Affairs

Elinda Boyles, VP, Finance

Jonica Burke, Director of Institutional Finance

Bob Trusz, Associate VP Enrollment Management

Kyle Vick, Professor, Psychology

Carl Hilgarth, Chair, Engineering Technology

Cathy Mullins, Assistant to the Provost, AQIP Liaison

The team used the Systems Appraisal to create a potential Action Project that will drive the University forward in data-driven decision making.

### **Areas of Opportunity**

Although Shawnee State University is in its fifth year as an AQIP institution, we are still grappling with establishing a culture of continuous improvement across campus. A number of departments have embraced continuous quality improvement, examples are the Clark Memorial Library and University Information Services, but others are still discovering how to implement a quality approach. Also, we have not refined the process for developing new action projects and retiring old ones. Shawnee is looking forward to its first campus check up visit and the opportunity to share ideas with our visiting colleagues.



# Academic Affairs Organizational Chart

June 28, 2010

