FACULTY AND STAFF
CONVOCATION AND CELEBRATION
WELCOME

DR. ANNE ZAYAITZ
Provost and Vice President for Academic Affairs
RECOGNITION OF UNIVERSITY AND COMMUNITY LEADERS

DR. ANNE ZAYAITZ
Provost and Vice President for Academic Affairs
On behalf of the Student Government Board, I want to welcome everyone to the new academic year at KU. SGB is the elected group of representatives who represent the student body. I see our board as a liaison for students, faculty and staff. I encourage you all, to inform students that we are here to help. Thank you.

MOLLY GALLAGHER
President
On behalf of University Senate, welcome back! We have a big year ahead of us. I hope all the students, staff, faculty, and administrators on senate are ready to get to work.

DR. ANDY ARNOLD
President
Hi I'm Ray Dunkle. I represent the Clerical, Maintenance and Custodial Staff of AFSCME 2234. Hoping that the Staff, Faculty, and Students have a wonderful 2017-2018 school year.

RAY DUNKLE
President
SCUPA represents the professionals on campus. We take pride in all we do. We support students through their journeys at KU and thereafter. What was once regarded as a smaller union has transformed to recognition of our importance, passion, and hard work. We are SCUPA!

FRAN CORTEZ-FUNK
President
On behalf of the Public Safety Department, we would like to pass on that we are eager to start a new semester and look forward to working with everyone involved with the campus community. Good luck to all and thank you for your contribution in helping us provide a safe environment for the campus.

BARRY ALTHOUSE
Representative

BRANDON KENDALL
Representative
FACULTY AND STAFF
CONVOCATION AND CELEBRATION
WELCOME NEW FACULTY AND STAFF

DR. ANNE ZAYAITZ
Provost and Vice President for Academic Affairs
FACULTY AND STAFF
CONVOCATION AND CELEBRATION
Golden Bear Guide

The Golden Bear Guide is a first year, student-centered mobile app that provides students with information that will keep them on the path toward **academic success** and **timely graduation** at Kutztown. Guide helps **reduce the noise** so you'll get connected to the right resources at the right time.

**Major Explorer**
Match your interests and career goals with the right major, and look at transferrable skills and career options for each major.

**Journeys**
Step-by-step guidance and tips on paying for college, making progress towards your degree, getting involved on campus, and much more.

**Class Schedule**
View your class schedule, and integrate it into your smartphone with the push of a button.

**Hold Center**
Connect to the right office so you can quickly resolve holds.

**Resources**
 Seamlessly connect to Kutztown University resources from your phone.
FACULTY AND STAFF
CONVOCATION AND CELEBRATION
DR. ANNE ZAYAITZ
Provost and Vice President for Academic Affairs

PROMOTED AND TENURED FACULTY
## PROMOTED FACULTY

### ASSOCIATE PROFESSOR

<table>
<thead>
<tr>
<th>Kerri L. Cebula</th>
<th>Nicole Marie Johnson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sandra Chambers</td>
<td>Eric Landquist</td>
</tr>
<tr>
<td>Soo K. Goh</td>
<td>Joshua A. Miller</td>
</tr>
<tr>
<td>Christopher W. Habeck</td>
<td>Shawn M. Riley</td>
</tr>
<tr>
<td>Julia L. Hovanec</td>
<td>Yasoda Sharma</td>
</tr>
<tr>
<td>Joseph Jedwab</td>
<td>Christopher Weiler</td>
</tr>
<tr>
<td>Mauricia A. John</td>
<td>Michele White</td>
</tr>
</tbody>
</table>
PROMOTED FACULTY

PROFESSOR

Elaine Cunfer
Rose DeSiano Galjanic
Michael Downing
Sudarshan Fernando
Robert Folk
Heather Fountain
Daniel Haxall
Lynn Kutch

Amy Pfeiler-Wunder
Phillip Reed
Christine Saidi
Laura Sherrod
Yong-Sang Shim
Donna Steslow
Patricia Walsh Coates
Glenn Walters
TENURED FACULTY

Catherine A. Best
Kerri L. Cebula
Todd A. Dodson
Soo K. Goh
Christopher W. Habeck
Julia L. Hovanec
Mauricia A. John
Nicole Marie Johnson
Joshua A. Miller
Shawn M. Riley
Yasoda Sharma
Glenn D. Walters
FACULTY AND STAFF CONVOCATION AND CELEBRATION
DR. JOHN P. SCHELLENBERG
Professor Emeritus, Department of Physical Sciences

DR. ANNE ZAYAITZ
Provost and Vice President for Academic Affairs

JOHN P. SCHELLENBERG AWARD
SCHELENBERG AWARD RECIPIENTS

Dean Ballas
Robert “Moe” Folk
Heather Fountain
Lisa Frye
Janice Gasker
Randy Kaplan
Kevin Mahoney

Keith Massie
Lynn McQuaid
Christine Nunez
Adrienne Oakley
Phillip Reed
C.J. Rhoads
Gregory Shelley
DR. JOHN P. SCHELLENBERG
Professor Emeritus, Department of Physical Sciences

DR. ANNE ZAYAITZ
Provost and Vice President for Academic Affairs

JOHN P. SCHELLENBERG AWARD
JOHN P. SCELLENBERG AWARD

DR. TONY WONG
Department of Mathematics
FACULTY AND STAFF
CONVOCATION AND CELEBRATION
DR. CARLSON R. CHAMBLISS
Professor Emeritus, Department of Physical Sciences

DR. ANNE ZAYAITZ
Provost and Vice President for Academic Affairs

DR. CAROLE WELLS
Vice Provost and Dean of Graduate Studies

CHAMBLISS FACULTY RESEARCH AWARDS
CHAMBLISS FACULTY RESEARCH AWARD RECIPIENTS

Andrew Arnold  Willis Rapp
Allan Back    Marc Renzema
Kunal Das    Kim Shively
Matthew Daub  Edward Simpson
James Delle  Marilyn Stewart
Michael Gabriel  Evan Summer
Michael Gambone  Sarah Tindall
Cheryl Hochberg  William Towne
Yong Huang  Todd Underwood
Patricia Kelleher  Francis Vasko
John Lizza  Edward Vitz
Avidan Milevsky  Glenn Walters
Al Pisciotta  Maximiliano Zuniga
DR. CARLSON R. CHAMBLISS
Professor Emeritus, Department of Physical Sciences

DR. ANNE ZAYAITZ
Provost and Vice President for Academic Affairs

DR. CAROLE WELLS
Vice Provost and Dean of Graduate Studies

CHAMBLISS FACULTY RESEARCH AWARDS
CHAMBLISS FACULTY RESEARCH AWARD

DR. YUN LU
Department of Mathematics
DR. CARLSON R. CHAMBLISS
Professor Emeritus, Department of Physical Sciences

DR. ANNE ZAYAITZ
Provost and Vice President for Academic Affairs

DR. CAROLE WELLS
Vice Provost and Dean of Graduate Studies

CHAMBLISS FACULTY RESEARCH AWARDS
CHAMBLISS FACULTY RESEARCH AWARD

DR. MOSTAFA MAKSY
Department of Business Administration
FACULTY AND STAFF

CONVOCATION AND CELEBRATION
COACHES OF THE YEAR

Joseph Ambrose
Rick Binder
Chris Blum (3)
Erik Burstein (2)
Bernie Driscoll (5)
Barry Fetterman
Robert Fisher (2)
Tim Flannery
John Gump (2)
Dan Hinkel (2)
Ray Hoffman (2)
Judy Lawes (9)

Brian Mondschein (6)
Raymond Monica (2)
Ken Ralph
Suresh Ramamurthi (2)
Matt Royer (5)
Jeff Schellenberger (2)
Marci Scheuing
Patty Weldon
Betty Wesner (2)
Tom York
Al Zellner
MATT SANTOS
Interim Vice President for Communications, Marketing and External Affairs

COACHES OF THE YEAR
COACH OF THE YEAR

ERIK BURSTEIN
Women's Soccer
MATT SANTOS
Interim Vice President for Communications, Marketing and External Affairs

COACHES OF THE YEAR
COACH OF THE YEAR

JIM CLEMENTS
Football
FACULTY AND STAFF
CONVOCATION AND CELEBRATION
DEFYING GRAVITY

Valerian’s Dane DeHaan ascends to stardom—and fatherhood.

JORDAN MORGAN
OL / KUTZTOWN UNIVERSITY

The New York Times

THE WALL STREET JOURNAL
WSJ
FACULTY AND STAFF
CONVOCATION AND CELEBRATION
SHARON PICUS
Assistant Vice President for Human Resources

EMPLOYEE OF THE YEAR
HUMAN RESOURCE ADVISORY COUNCIL

Ray Dunkle
Tracy Reidenhour
R. Chad Brown
Frances Cortez-Funk
Pamela Sicher
Marci Scheuing

Deborah Johnson
Michael Gabriel
Stephanie Moncada
Sharon Picus
Alexis Martin
SHARON PICUS
Assistant Vice President for Human Resources

EMPLOYEE OF THE YEAR
EMPLOYEES OF THE MONTH

GINA LAUBACH
July 2016

SHARON YOUNG
August 2016
EMPLOYEES OF THE MONTH

ANDREA BUNO
September 2016

HONEY SVOBODA
October 2016
EMPLOYEES OF THE MONTH

LEAH CASSELLIA
November 2016

GLENN RUHE
December 2016
EMPLOYEES OF THE MONTH

DONNA MOORE
January 2017

NANCY SCHEIDT
February 2017
EMPLOYEES OF THE MONTH

SYLVIA CONRAD
March 2017

KATHY LOOMIS
April 2017
EMPLOYEES OF THE MONTH

KATHY SUE TRAYLOR
May 2017

DOROTHY SIRAVO
June 2017
SHARON PICUS
Assistant Vice President for Human Resources

EMPLOYEE OF THE YEAR
EMPLOYEE OF THE YEAR

SHARON YOUNG
Information Technology
FACULTY AND STAFF
CONVOCATION AND CELEBRATION
WIESENBERGER FACULTY AWARD
FOR EXCELLENCE IN TEACHING

ALEX OGEKA
Senior Director of Development and Alumni Relations
WIESENBERGER FACULTY AWARD RECIPIENTS

Patrick Duddy  Michael Gabriel
Jack Schellenberg  Elaine Reed
John Landis  Dave Wagaman
Ed Evans  Will Rapp
Allida McKinley  Alan Back
James Ogden  Evan Summer
David Peterson  Thomas Grant, Sr.
John Loomis  Randy Schaeffer
Kathleen Dolgos  Lorri Engstrom
Tom Schantz  Theresa Stahler
Arifeen Daneshyar  Marilyn Stewart
Robert Ziegenfus
ALEX OGEKA
Senior Director of Development and Alumni Relations

WIESENBERGER FACULTY AWARD
FOR EXCELLENCE IN TEACHING
WIESENBERGER FACULTY AWARD FOR EXCELLENCE IN TEACHING

DR. DUANE CRIDER
Sport Management and Leadership Studies
FACULTY AND STAFF

CONVOCATION AND CELEBRATION
FACULTY AND STAFF

CONVOCATION AND CELEBRATION
PRESIDENT’S INITIATIVES

Academic Excellence
Expanding Educational Opportunity and Access
Faculty and Staff Professional Development
Marketing and Public Relations
Social Equity and Diversity
Administration and Finance
Fundraising and Alumni Relations
Transparency and Openness
DR. KENNETH S. HAWKINSON
University President

ACCOMPLISHMENTS
LEADERSHIP TEAM

Dr. Anne Zayaitz
Provost and Vice President for Academic Affairs

Dr. Warren Hilton
Vice President for Enrollment Management and Student Affairs

Dr. Donavan McCargo
Assistant Vice President and Dean of Students

Mr. Jeff Jones
Director of Admissions and Special Assistant for Enrollment Management and Diversity Recruitment

Dr. Roger Douglas
Director of International Admissions and Services

Ms. Sharmon Bryant
Director of First Year Experience

Ms. Des Reasoner
Director of Residence Life
LEADERSHIP TEAM

Mr. Terry Brown
Assistant Vice President for Facilities Management

Dr. Anne Carroll
Dean, College of Business

Dr. David Beougher
Dean, College of Liberal Arts & Sciences

Mr. Matt Santos
Interim Associate Vice President for Communication, Marketing and External Affairs

Dr. Michelle Kiec
Interim Dean, College of Visual and Performing Arts

Dr. John Ward
Interim Dean, College of Education
UNIVERSITY BRAND

HERE, YOU ROAR
ENHANCED WEBPAGE DESIGN
STUDENT SUCCESS, ACCESS AND ACADEMIC QUALITY

<table>
<thead>
<tr>
<th>Year</th>
<th>Retention</th>
<th>Continuation</th>
<th>4-yr Grad Rate</th>
<th>6-yr Grad Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>77%</td>
<td>68%</td>
<td>32%</td>
<td>54%</td>
</tr>
<tr>
<td>2007</td>
<td>78%</td>
<td>68%</td>
<td>34%</td>
<td>55%</td>
</tr>
<tr>
<td>2008</td>
<td>77%</td>
<td>67%</td>
<td>34%</td>
<td>56%</td>
</tr>
<tr>
<td>2009</td>
<td>77%</td>
<td>66%</td>
<td>35%</td>
<td>54%</td>
</tr>
<tr>
<td>2010</td>
<td>77%</td>
<td>66%</td>
<td>34%</td>
<td>55%</td>
</tr>
<tr>
<td>2011</td>
<td>71%</td>
<td>68%</td>
<td>34%</td>
<td>55%</td>
</tr>
<tr>
<td>2012</td>
<td>73%</td>
<td>65%</td>
<td>35%</td>
<td>55%</td>
</tr>
<tr>
<td>2013</td>
<td>73%</td>
<td>65%</td>
<td>39%</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>73%</td>
<td>64%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>73%</td>
<td>63%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
STUDENT SUCCESS, ACCESS AND ACADEMIC QUALITY

Golden Bear Maroon
Golden Bear Gold
Golden Bear Platinum (debt-free tuition)
KU Academic Excellence Scholarship
KU STEM
Sesquicentennial Academic Honors
Presidential Academic Honors
Transfer Book Award
Board of Governors Tuition Waiver
International Piano and String Quintet Scholarship
KU Allentown School District Scholarship
KU Reading School District Scholarship
KU School District of Philadelphia Scholarship
KU Centro Hispano Daniel Torres Scholarship
KU Latino Leadership Alliance of the Lehigh Valley Scholarship
KU Civic Innovation Scholarship
Phi Theta Kappa Scholarship
OUT-OF-STATE / INTERNATIONAL TUITION

- 150% of In-State Tuition
- Out-of-State Graduation Rates 6% Above In-State
UPWARD BOUND

- William Allen High School, Allentown
- $1.3 Million over Five Years
- $500,000 Matching Funds
- 60 Participants per Year
ADMISSIONS AND ENROLLMENT MANAGEMENT

NEW RECRUITMENT INITIATIVES
• Full-Time Admissions Counselor in Philadelphia
• Allentown and Reading School District Partnerships
• Bus Passes
• Math Placement Exam
• Rapid Insight Predictive Analytics
• Dual Admissions
• American Honors
TWO-YEAR HOUSING REQUIREMENT

- Freshmen and Sophomores
- 14% Increase in Retention Rate
NEW PROGRAMS

- Bachelor of Science Information Technology
- Bachelor of Science in Social Media Theory and Strategy
- Doctorate in Transformational Teaching and Learning
DOCTOR OF SOCIAL WORK

• Third Cohort to Begin in Fall
• First Cohort to Graduate in May
## FACILITY IMPROVEMENTS

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lytle Hall HVAC</td>
<td>$1,900,000</td>
</tr>
<tr>
<td>Deatrick Hall Life Cycle</td>
<td>$10,200,000</td>
</tr>
<tr>
<td>Artificial Turf Replacement</td>
<td>$918,000</td>
</tr>
<tr>
<td>Grim Water Infiltration Repairs</td>
<td>$450,000</td>
</tr>
<tr>
<td>Rohrbach Library Improvements</td>
<td>$180,000</td>
</tr>
</tbody>
</table>
POPLAR HOUSE VISITOR AND ADMISSIONS CENTER
POPLAR HOUSE VISITOR AND ADMISSIONS CENTER
FACULTY/STAFF DEVELOPMENT PROGRAMS

- Faculty Seminar in Higher Education Leadership
- Faculty Grant Proposal Writing Fellows
- Alternate Work Assignment Funding Opportunities
STRATEGIC INITIATIVES

- New First-Year Experience Director
- Smaller Class Sizes in Math and English Composition
- Special Classroom Equipment and Technology
- Keystone Hall Improvements
- IT Server Replacement
## STRATEGIC INITIATIVES

<table>
<thead>
<tr>
<th>Initiative</th>
<th>CENTRAL FUNDING</th>
<th>DIVISIONAL FUNDING</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Success Initiatives</td>
<td>116,371</td>
<td>225,000</td>
<td>341,371</td>
</tr>
<tr>
<td>Diversity Initiatives</td>
<td>—</td>
<td>17,145</td>
<td>17,145</td>
</tr>
<tr>
<td>Professional Development</td>
<td>20,000</td>
<td>32,500</td>
<td>52,500</td>
</tr>
<tr>
<td>Academic Program Development/Implementation/Marketing</td>
<td>200,000</td>
<td>40,000</td>
<td>240,000</td>
</tr>
<tr>
<td>Recruitment Initiatives</td>
<td>184,308</td>
<td>356,500</td>
<td>540,808</td>
</tr>
<tr>
<td>Technology Initiatives</td>
<td>104,868</td>
<td>1,072,082</td>
<td>1,176,950</td>
</tr>
<tr>
<td>Other Initiatives</td>
<td>25,021</td>
<td>276,172</td>
<td>301,193</td>
</tr>
<tr>
<td>Equipment Replacement</td>
<td>24,687</td>
<td>376,718</td>
<td>401,405</td>
</tr>
<tr>
<td>Facilities Renovation</td>
<td>95,000</td>
<td>145,000</td>
<td>240,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>770,255</strong></td>
<td><strong>2,541,117</strong></td>
<td><strong>3,311,372</strong></td>
</tr>
</tbody>
</table>
UNIVERSITY MINORITY STUDENT ENROLLMENT

<table>
<thead>
<tr>
<th>Year</th>
<th>% Minority Enrollment</th>
<th>% Minority Cohort</th>
</tr>
</thead>
</table>
| 11.30% | 11.35% | '08
| 11.52% | 12.74% | '09
| 12.37% | 15.87% | '10
| 14.75% | 18.82% | '11
| 15.91% | 19.80% | '12
| 15.72% | 17.11% | '13
| 18.29% | 21.30% | '14
| 19.38% | 22.54% | '15
| 19.44% | 19.22% | '16
| 20.82% | 25.66% | '17
DIVERSITY

- Significant Increase Among University Administration
- Frederick Douglass Fellowship
- Educational Programs and Special Initiatives
### Fundraising

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5,561,795</td>
<td>Total amount raised in <em>gifts</em> and <em>pledges</em>.</td>
</tr>
<tr>
<td>$978,000</td>
<td><em>Scholarships</em> provided by <em>KUF</em> to KU students.</td>
</tr>
<tr>
<td>$1,482,700</td>
<td>Dollars raised for <em>academic departments, athletics, clubs, campus groups</em>, and the <em>Keystone Fund</em>.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,346</td>
<td>All donors to KU Foundation (+5.5%).</td>
</tr>
<tr>
<td>3,177</td>
<td>Alumni donors to KU Foundation (+4.5%).</td>
</tr>
<tr>
<td>22</td>
<td>Students receiving grants from the “<em>Just In Time</em>” Student Emergency Assistance Fund since 2015</td>
</tr>
<tr>
<td>20</td>
<td>New endowed or direct scholarships created in FY17.</td>
</tr>
</tbody>
</table>

- **$27,000,000** Total value of KU Foundation endowment, including 300+ scholarships and awards funds
- **$76,637,000** All philanthropic dollars raised by KU Foundation since its inception
TARGETED ALUMNI OUTREACH

- Alumni Events
- College and Department Events
- Presidential Ambassadors
- Ladies Tea
- Senior Class Gift
- Dinner with Golden Bears
- Alumni Reunion Weekend
TRANSPARENCY AND OPENNESS

• Constituent Meetings
• Meeting Schedule
• Open Hour
• President’s Faculty Advisory Group
• President’s Roundtable on Drugs and Alcohol Abuse
• President’s Town/Gown Council
• Provost Faculty Advisory Group
• Human Resources Advisory Group
• Marketing Faculty and Staff Advisory Group
• International Programs Faculty Advisory Group
• Alumni Board
• Foundation Board
• Other Advisory Groups
CHALLENGES AHEAD

DR. KENNETH S. HAWKINSON
University President
MIDDLE STATES ACCREDITATION

- Self Study Completion
- Campus Visit by Dr. John Ettling, Oct. 26
- Campus Visit by Team, March 2018
## Workforce Reduction

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>PERCENT CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exec/Admin/Managerial (H10)</td>
<td>42</td>
<td>40</td>
<td>41</td>
<td>41</td>
<td>42</td>
<td>36</td>
<td>34</td>
<td>-19.0%</td>
</tr>
<tr>
<td>Faculty (H20)</td>
<td>507</td>
<td>487</td>
<td>491</td>
<td>473</td>
<td>457</td>
<td>472</td>
<td>470</td>
<td>-7.3%</td>
</tr>
<tr>
<td>Professional Non-faculty (H30)</td>
<td>211</td>
<td>196</td>
<td>196</td>
<td>201</td>
<td>202</td>
<td>203</td>
<td>212</td>
<td>0.5%</td>
</tr>
<tr>
<td>Secretarial/Clerical (H40)</td>
<td>121</td>
<td>114</td>
<td>113</td>
<td>121</td>
<td>119</td>
<td>113</td>
<td>116</td>
<td>-4.1%</td>
</tr>
<tr>
<td>Tech/Paraprofessional (H50)</td>
<td>23</td>
<td>22</td>
<td>23</td>
<td>23</td>
<td>23</td>
<td>20</td>
<td>22</td>
<td>-4.3%</td>
</tr>
<tr>
<td>Skilled Crafts (H60)</td>
<td>37</td>
<td>36</td>
<td>34</td>
<td>34</td>
<td>32</td>
<td>28</td>
<td>28</td>
<td>-24.3%</td>
</tr>
<tr>
<td>Service/Maintenance (H70)</td>
<td>127</td>
<td>125</td>
<td>121</td>
<td>117</td>
<td>113</td>
<td>108</td>
<td>109</td>
<td>-14.2%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>1,068</td>
<td>1,020</td>
<td>1,019</td>
<td>1,010</td>
<td>988</td>
<td>980</td>
<td>991</td>
<td>-7.2%</td>
</tr>
</tbody>
</table>
# 2017-2018 Deficit Reduction Plan

<table>
<thead>
<tr>
<th></th>
<th>AA</th>
<th>AF</th>
<th>EMSA</th>
<th>COEQ</th>
<th>GEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retirement Savings</td>
<td>983,703</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Vacant Position Eliminations</td>
<td>—</td>
<td>312,144</td>
<td>150,884</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Temp Personnel Eliminations</td>
<td>20,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Operating Budget Reductions</td>
<td>-73,464</td>
<td>23,103</td>
<td>—</td>
<td>9,869</td>
<td>1,050,000</td>
</tr>
<tr>
<td>Bad Debt Expense</td>
<td>—</td>
<td>100,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total Reductions</strong></td>
<td>$903,239</td>
<td>$435,247</td>
<td>$150,884</td>
<td>$9,869</td>
<td>$1,050,000</td>
</tr>
</tbody>
</table>
ENROLLMENT MANAGEMENT PLAN
• Increase Retention
• Increase Enrollment
• 9,300 Students by 2020
The State System’s institutions draw most of their students from the counties in which they are located together with a few surrounding counties (see the appendix).

Figure 2 shows the variation in income that exists across the state. The fact that per capita income ranges so widely—evident of the wealthiest county (Chester) earn roughly three times as much as residents of the most impoverished county (Forest) — has clear implications for college affordability for a system of institutions that are so closely tied to service to particular geographic regions and that have tuition rates that are essentially the same.

Figure 2. Per Capita Income by County, 2015

Source: Bureau of Economic Analysis.

- Reflecting these patterns of income variation by county, institutions in the State System enroll student bodies with average incomes that are quite different from one another (Figure 3). Not surprisingly, the institutions that tend to be in the greatest financial distress are also the ones that enroll the lowest-income students.
GENERAL EDUCATION
SPEECH ON CAMPUS AND THE FIRST AMENDMENT

• Task Force Formation
SPEECH ON CAMPUS AND THE FIRST AMENDMENT

deanofstudents@kutztown.edu
SPEECH ON CAMPUS AND THE FIRST AMENDMENT

UNITY DAY
Thursday, Aug. 31
11 a.m.
MSU Lawn
CONCLUSION

DR. KENNETH S. HAWKINSON
University President
FACULTY AND STAFF

CONVOCATION AND CELEBRATION