



MONTHLY PRESIDENTIAL UPDATE TO THE COMMUNITY
December 20, 2018

Dear Campus Community,

As we conclude the fall academic semester and prepare to flip the calendar to 2019, we should remember to pause our busy schedules and reflect on those elements of our lives that bring us joy—family, work, friends, community—while thinking of what we can do to positively impact those elements that we hold so dear. I also would like to especially recognize the essential personnel University members who work over the winter break; their dedication to this University and to their roles is second-to-none, and their efforts go a long way in ensuring that Arcadia continues to operate as a first-rate institution.

PRESIDENTIAL ENGAGEMENT IN THE U.K.

Recently, I spent a week visiting Arcadia’s Centers in London and Edinburgh. This was an eye-opening experience, as I began to build a deeper understanding of the breadth, depth, and complexity of our global reach at Arcadia University. Accompanied by Lorna Stern and Colleen Burke from The College of Global Studies, I met with Arcadia’s First-Year Study Abroad students in London and Scotland. At our London Center, I met with faculty, staff, students from partner institutions and Arcadia, and Arcadia alumni.

I visited Arcadia’s housing in London—both our long-term leased housing as well as the Arcadia-owned Thoresby House. I attended a co-curricular program presentation, “Talk of the Town,” where the London Center presented two very popular slam poets, which was well received by our students. I met with long-standing institutional partners: Queen Mary University, Goldsmith’s College, City University, Kings College, and University College London. In Scotland, we visited the University of Glasgow, the Glasgow School of Fine Arts, Edinburgh Napier University, and the University of Edinburgh. We met with our three very engaged interns working with three different Scottish parties in the Scottish Parliament, and attended a lively debate on health care on the floor of the Scottish Parliament.

I met a very engaged Arcadia student who was highly praised for the nature and quality of her internship work with the Scottish Malawi partnership. Everywhere I visited, I observed institutions and individuals engaged in groundbreaking research, innovative thinking, and project-based learning, as well as happy students who are growing and learning. Our Directors, Dr. Hamish Thompson in Scotland and Mr. Andrew George in London, work with very engaged staff and faculty to curate dynamic programs that range from undergrad STEM research opportunities, to

internships, to service learning projects, to semester-based programs in many of the top 100 universities in the world. Our University has a broad and wide reach that is very well regarded in the countries where we work. We can build and expand on this reputation for our future.

BUDGET

We want to build a stable budget around a first-year class of 520 students each year for the next three-to-five years. This enrollment target will help us build financial stability and deal effectively with various market disruptions. Our desire is to continue our good work in recruiting students that select us as their first choice. The fall undergraduate Open Houses have been very successful; first-year applications and offers of admission are running 12% ahead of last year, point-in-time. As we stabilize our budget, we can work toward appropriate undergraduate enrollment growth. We will of course continue to develop our retention and student success initiatives.

As we address issues of instability in the higher education marketplace as a community, we are looking also at opportunities that will yield a high impact to our bottom line. We are awaiting the mid-year financial report and updated projection through the end of the fall semester and fiscal year. These numbers will be reported at the February Board meeting.

ARCADIA UKNIGHTED COMMITTEES

On Reading Day, Dec. 11, the University community heard from the UKnighted Budget, Aspirational, and Shared Governance and Transparency Committees in a highly anticipated follow-up to the April and September community-wide meetings.

The Aspirational Committees presented [a draft vision statement](#) for the community to comment on, the Budget committee summed up its recommendations, and the Shared Governance and Transparency Committee discussed what steps they would take in the spring semester. Attendees also learned about two newly established groups—the Freedom of Expression and Social Innovation task forces—that will continue their work in the spring, and discussed opportunities for community involvement.

To explore the ideas and values of the University for social innovation, the community participated in an exercise to identify behaviors exemplified by Arcadia's current social innovators to create a starting point for the task force to identify principles the University considers most important. With Arcadia's core values as a guide, the community was asked to write a simile or metaphor that described how they view or would like to view the University.

We will compile and share results with the community after winter break. This UKnighted initiative continues to move our community forward to our strategic plan.

UPDATE ON ADJUNCT UNION NEGOTIATION

As of December 1, the adjunct union negotiations have reached a phase where Arcadia has put a contract on the table, and we are awaiting a response. This contract advances the conversation and still leaves room for negotiation.

On Tuesday, December 11, I met with a group of adjunct professors and students who were expressing their concerns, and I listened to their frustrations. At that meeting, the adjuncts shared a letter which I promptly responded to expressing my intent for fairness.

As I stated in the letter, I have listened to the concerns of our adjunct faculty and shared my hope for these negotiations to reach a fair agreement. I also emphasized that, as steward of the University's resources, fair means I must operate within the financial constraints of the institution. Our negotiating team has incorporated many of the requests presented by union representatives, including pay structure and improved benefit opportunities. However, there are other requests we do not think it advisable to undertake given our limited resources. To protect the interests of all parties, the discourse is guided by the Federal Mediator and professional negotiators.

I have full confidence that Eric Nelson and Rebecca Kohn will continue to uphold the institution's values and lead this important process through to a fair and equitable solution. This is important to me and to our community members.

ACADEMIC AFFAIRS WORKING GROUPS

The Innovative Programming and Resource Assessment working groups have formed to work on the development of new academic programs and to consider how to best allocate resources in Academic Affairs. Outcomes will support strategic planning and the success of the University as we move into the future. These groups are made up of individuals representing multiple programs and departments in Academic Affairs. They will reach out to members of the Arcadia community for information and ideas during this academic year. As a result of their work, a list of priorities will be developed for new programming, as well as recommendations for how they could be supported. We hope that you will contribute to this collaborative process as we generate ideas that will contribute to thriving academic programs at Arcadia.

EXTERNAL REVIEW OF DIRECT REPORTS

As previously mentioned, the evaluations for the offices of University Advancement, University Relations, and General Counsel are complete, and the final reports have been shared on the arcadia.edu/UKnighted webpage.

The review of the office of Enrollment Management kicked off this week. To help us in this process, we have partnered with [Credo](#) to assess areas of enrollment, recruitment, and financial aid. As we are at the height of the enrollment cycle, they will help us explore multiple areas related to overall student success (e.g. retention, graduation) as

well as evaluate data related to program enrollment, costs, and opportunities. This important work will inform our priorities around student success and lead to valuable information for our strategic planning process.

Academic Affairs	Spring 2019
The College of Global Studies	Summer 2019
Finance and Administration	Summer/Fall 2019

LEADERSHIP SEARCH COMMITTEE UPDATES

Our search partner, Diversified Search, recommended a shift in title for the Advancement leadership position to Vice President of Development and Alumni Relations. It is their recommendation that the market needs clarity on the exact responsibilities and expectations of this role to recruit top higher education candidates.

The committees reviewed the results of the November community-wide open sessions and will continue to work with Diversified Search to produce job descriptions to attract the ideal candidate for the aforementioned position as well as the Vice President for Academic Affairs and Provost position. Both positions will be posted nationwide before winter break, and recruiting candidates will commence in the new year. Timelines and updates will be forthcoming in 2019.

I would like to personally wish all members of the Arcadia University community, at home and around the world, a very special holiday season and a peaceful, restful, and productive new year.

Warmly,

Ajay Nair, Ph.D.
President

EXTERNAL PRESIDENTIAL ENGAGEMENT

Media Interview - Bill Donahue Suburban Life Magazine
Ted Wood (Trustee Emeritus/Parent Alumna)
Presidents Experience Lab at Zappos Headquarters
London and Edinburgh Center - The College of Global Studies
"PAMS" meeting: Presidents of Arcadia, Manor and Salus
Dr. Michael Brown
MAC Conference