



LOCK HAVEN UNIVERSITY OF PENNSYLVANIA

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University Principles

Loyalty
Vision
Appreciation
Respect
Integrity
Creativity
Common Mission
and Objectives
Clear Expectations
Good Communication
Shared Governance

Values Statement

Committed to a culture of learning that is caring and challenging, supportive and rigorous while embracing the intellectual, moral, and social virtues of people from diverse backgrounds and persuasions.

March 30, 2010

Dr. Elizabeth Sibolski
President
Middle States Commission on Higher Education
3624 Market Street
Philadelphia, PA 19104-2680

Dear Dr. Sibolski:

I am writing to provide Lock Haven University's formal response to the final report of the evaluation team that visited the university February 21-24, 2010.

On behalf of the university, please accept our heartfelt appreciation for the work done by the visiting evaluation team. The university community was impressed with their diligence, wisdom, and professionalism.

The university was disappointed by the team's finding that the university does not meet Standard 2 (Planning, Resource Allocation and Institutional Renewal). We understand the team's concern that the university must strengthen planning, assessment, and resource allocation processes, and the need to complete the current strategic planning process and implement a new strategic plan. We look forward to documenting our progress as we continue to improve our processes.

However, we believe that the university's existing planning processes meet the requirements of Standard 2, as we attempted to demonstrate in our self-study report. We regret that we did not make this more clear to the visiting evaluation team.

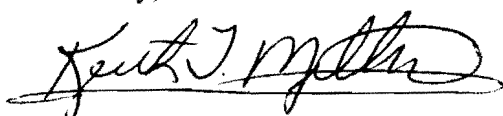
1. Examples of planning documents include the Technology Plan (www.lhup.edu/finance-admin-tech/IT%203%20yr%20Plan%202009-10%20to%202012-13.pdf), Facilities Plan (www.lhup.edu/finance-admin-tech/Facilities%203%20yr%20Plan%202009-2013.pdf), and Student Financial Services Plan (www.lhup.edu/finance-admin-tech/Student%20Financial%20Services%20%20010410.pdf). The university documents the ways in which it has accomplished its stated goals in its annual Strategic Plan Progress reports, which have regularly been distributed to key campus constituents and posted on the website (www.lhup.edu/planning-and-assessment/planning/history.htm).
2. The university has focused particular attention on the 62 key performance indicators in the Pennsylvania State System of Higher Education's System Accountability Plan. These are used to document the University's progress year to year, as well as to establish comparisons between the fourteen PASSHE institutions and selected national peer institutions. The university has successfully met or exceeded key performance indicators such as persistence and graduation rates, program accreditations, distance education enrollments, minority enrollment, and percentage of faculty with terminal degrees. Eight percent of the university's system funding is related to performance on twenty-three of these measures. Planning efforts have used

these funds to support Lock Haven enrollment initiatives, recruitment of faculty and staff, and other strategic decisions based upon our mission.

3. The university evaluates budget requests in light of its strategic plan in annual budget planning meetings under each vice president (*Self-Study Report*, 20-25, www.lhup.edu/MS2010/documents/LHU-MS2010Report.pdf). In addition, the provost has proposed implementation of a form to be used in justification for all departmental budget requests; the form requires explicit linkage of budget requests to strategic planning goals.
4. The university's 2009 Enrollment Management Plan (www.lhup.edu/planning-and-assessment/planning/spcresources/EnrollmentMgmtPlan2009.docx) has addressed long-term challenges posed by declining state support, changing demographics, and rising costs.
5. We believe that resource allocation decisions are regularly made in accordance with the Strategic Plan. We acknowledge that better documentation may be necessary. In addition, controversial decisions (e.g., turfing of athletic fields) were sometimes viewed as occurring without relation to the Strategic Plan goals and objectives, while in actuality such decisions were informed by the Strategic Plan.
6. We also believe that the strategic planning process that has been underway since the fall 2009 will address the concerns expressed by the team. We are particularly grateful for the team's encouraging assessment that "there is recognition of the importance of developing a strategic plan with measurable goals and objectives, key performance indicators for how these will be measured and on-going assessment of the effectiveness of the plan. There was also evidence that Lock Haven University will tie the strategic plan to the budgeting process in the development of their new strategic plan." The university has completed documentation of its current strategic planning process (see attached "Lock Haven University Strategic Planning Process" flow chart).

The university appreciates the Commission's careful review of this information. The university has no major disagreement with the remainder of the team report.

Sincerely,



Keith T. Miller
President

Enclosure

Lock Haven University Strategic Planning Process

November 2009

December '09 - February '10

March 2010

April 2010

May 2010

June-July 2010

August 2010

Fall 2010

