May 12, 2014

Dear Campus Community,

As we are just weeks away from our Spring 2014 Commencement and the close of this academic year, this President’s Pause summarizes some of the University’s accomplishments this past year, and provides updates for the coming months.

**Campus Master Plan**
Creating a physical and technology appropriate environment that supports student learning, enhances educational excellence, and promotes a healthy student and work life is the goal of the Master Plan. The data-gathering phase of developing the Campus Master Plan concluded last month after more than 1,000 University constituents (including students, alumni, adjunct and full time faculty, staff, Trustees, community neighbors, and City personnel) participated in over 36 visioning sessions during March and April. Our consultant partner, LPA, will spend the summer analyzing all data and will suggest a first draft of the Campus Master Plan during feedback sessions in early fall 2014. A final draft should ready for review by the end of December 2014. I thank everyone for their enthusiastic, thoughtful, forward-looking input during the data-gathering phase.

**Compensation Proposal Approved**
“Strengthening Human and Financial Resources” is one of the four core initiatives in University’s 2020 Strategic Vision. In alignment with this goal, the Board of Trustees has approved a generous compensation and benefits package for all employees of the University of La Verne for the coming academic year. The increases will average 4.01 percent overall (including general, market, promotion, and longevity increases), with all full-time employees in good standing receiving no less than a 2.5 percent general increase. The adjunct/overload compensation will be increased by $250 per course for the 2014-2015 fiscal year, translating to an average adjunct course increase of 7.75 percent. I am happy to report that in several areas the University is ahead of CUPA
averages. This year’s salary increase brings most employee groups at or close to the national averages for private universities as reported by the College and University Professional Association for Human Resources (CUPA). Specifically:

- The College of Arts & Sciences and College of Education and Organizational Leadership full-time faculty salaries are higher than CUPA averages for private universities for their ranks by 3.34 to 17.34 percent.
- The College of Business & Public Management faculty meet, or are very close to, CUPA averages for private universities, though full professors are further behind.
- The College of Law faculty compensation is behind other ABA-accredited schools according to CUPA averages. The University will revisit this issue upon full ABA approval.
- The published course rate for our adjunct faculty is $652 higher than the CUPA national average for a three-unit course. However, La Verne’s four-unit course rate is $206 lower than CUPA national data. The $250 per course increase for next year will be a significant step forward.

For more detailed information about the Board-approved 2014-2015 budget, please visit the Budget Information Group’s website at [http://sites.laverne.edu/treasurer/budget-advisory-group/](http://sites.laverne.edu/treasurer/budget-advisory-group/) and used the password ‘transparency.’

Over the next few months, the Compensation Task Force will continue its work in developing the University’s overall compensation philosophy and proposing a multi-year path to ensure that we fully reach our goal of providing all employees with competitive pay in a changing market environment. We have made much progress in recent years. I look forward to the Compensation Task Force recommendation and will have a comprehensive plan for increasing competitiveness coupled with internal equity to the Board of Trustees next year.

**Budget Update**

Last week, the Board of Trustees approved the fiscal year 2014-2015 budget of $189.3 million. The budget aligns the University’s resources with the individual colleges’ plans and 2020 Strategic Vision priorities, addresses healthy general increases in compensation, allocates funding to recruit talented faculty and staff positions in growth areas, continues our commitments and investments to student financial aid, and adds additional resources for vital operational expenditures. Improvements in our academic reputation, in our facilities, in our marketing, and investments in our students, faculty and staff will contribute to a stronger financial position for the University. By devoting
our resources to our core priorities and not only protecting, but adding to our human capital, the Board of Trustees continues to demonstrate their commitment to further strengthening the University of La Verne.

**Fundraising & Endowment Update**

As of April 30, this year’s cash, pledge and estate commitments total nearly $6,000,000. A significant, multi-year focus on increasing alumni participation has begun. The “Advancement-University Partnership” has resulted in such events as Sundays at the Morgan, the CEO Summit, the Campus West Grand Opening, and the upcoming All-University Golf Tournament on June 6. Additionally, planning for both the comprehensive campaign and the University’s 125th Anniversary has begun. The anniversary will be a year-long celebration during 2016-2017 and volunteers to help plan and coordinate events are welcome. As of March 31, 2014, I am pleased to announce that our endowment market value is at $57 million.

**Facilities Update for 2014-2015**

Dozens of projects were completed during the 2013-2014 year, including the Campus West athletics complex, the A Street shuttle lot expansion, and the addition of dozens of faculty offices and some new classrooms/labs following the shift of administrative units to the Princeland building. We also joined and immediately engaged in the Green Billion Dollar Challenge by retrofitting parking lot lighting with LED bulbs, replacing faucets with low-flow systems, and replacing water-intensive turf with drought-tolerant and California-native plantings, eliminating about 53 metric tons of Carbon Dioxide equivalent and reducing water use by over 500,000 gallons.

During the 2014-2015 academic year, we will complete Leo Park on the northwest corner of Arrow Highway and D Street, renovate old and build new labs, and replace more turf with native plants (for sustainability and teaching purposes), among other projects. Our facilities team has worked extremely hard to keep our campus beautiful, functional, and sustainable.

**Enrollment**

Though the University enrolled a record total of 8,796 degree-seeking students in 2013-2014, the increase in traditional student enrollment was the result of higher retention rates. The entering class for fall 2013 was smaller than previous years and the academic qualification of the entering class was a record high in terms of SAT math, SAT verbal, and SAT composite. I am concerned we might not meet our target goal for entering freshman fall 2014, in part because of the increase in California State and UC student acceptances. Our focus on delivering quality educational experiences that are relevant, distinctive and competitive will help us with recruitment and retention efforts in the
near and long term. The La Verne campus masters programs met their overall projections this year; but, we are projecting a decrease in enrollment for fall 2014. The enrollments for doctoral programs should remain stable. The recruitment environment for traditional age students and MBA has changed significantly in recent months. With these decreases in numbers of applications and confirmations, I anticipate a more challenging environment for our enrollment than we have had these past three years.

**New Board Members**
Last week, we welcomed new Board of Trustees member Mr. Alan Simon. Mr. Simon is the President and CEO of Omaha Steaks and has extensive board experience, including serving on Creighton University’s Board of Trustees and on the Board of Overseers for University of Pennsylvania School of Social Policy and Practice. He will bring new insight and perspective to our Board, and we are very fortunate to have him join our team. We also welcome Mr. Alvin Chang, graduate of our MBA program (‘01). He is a resident of Taiwan, President and CEO of Cerpass Technology Corp. He will be travelling to our Board meetings from Taiwan and will bring additional insight to our Board. Additionally, Ms. Wendy Lau, who has served as the Alumni Representative to the Board of Trustees for the past three years, was voted into an at-large position on the Board. Taking her place as the alumni representative to the Board is Mr. Alex Lester. Alex was nominated by the Alumni Advisory Board and was unanimously approved by the Board of Trustees. The Board is looking forward to working with our new members to continue working towards achieving more than we ever imagined.

**Commencement**
I am pleased to announce that Dr. Jose Hernandez, former NASA astronaut, will deliver the Spring Commencement address for both ceremonies on Saturday, May 31. He has an inspiring and impressive story, and his life and personal values closely align with those of the University and our students.

This year has been challenging, exciting, humbling, and inspiring. Together, we have realized many accomplishments and are poised to continue our successes in the coming year. I thank you each, faculty and staff, for all you do to support our students, our values, our mission, and our vision.

Sincerely,

Devorah Lieberman, Ph.D.
President