

*Testimony Presented To*

The Senate Capital Budget  
Subcommittee

The House Subcommittee  
on Education and Economic  
Development

By Janet Dudley-Eshbach  
*President*

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*A Maryland University  
of National Distinction*

**Salisbury**  
UNIVERSITY



# Testimony of Dr. Janet Dudley-Eshbach

*President of Salisbury University*

Good afternoon, Mr. Chairman and members of the Committee. For the record, my name is Dr. Janet Dudley-Eshbach, and I am proud to be completing my seventh year as President of Salisbury University.

It is my personal privilege to brief this committee on the projects that are included in Governor O'Malley's proposed Fiscal Year 2008 Capital Budget for Salisbury University and to underscore their importance to our ability to ensure greater access while maintaining our high standards of academic quality. In respectfully asking for this Committee's approval of Salisbury University's budget, I would also like to extend my gratitude for the strong and reliable support you have already provided throughout our rise to national distinction.

## A Maryland University of National Distinction

In 2006, Salisbury University solidified its reputation as one of America's truly great universities, garnering important recognitions from the nation's leading authorities on higher education excellence. We were named by *U.S. News & World Report* as one of the top five public universities of our classification in the northern United States. For the eighth consecutive year we were designated by *The Princeton Review* as one of "The Best 361 Colleges in the U.S.," and for the third straight year we were named by *Newsweek-Kaplan* as one of

"America's 369 Most Interesting Schools." Finally, *Kiplinger's Personal Finance* magazine named Salisbury University one of the "100 Best Values in Public Colleges" in February 2007.

We have earned national acclaim despite receiving less state funding than all but one of our national performance peers and ranking last among University System of Maryland (USM) institutions in combined state operating support per student. This stands as testament to the caliber of SU's faculty and staff, the extraordinary culture of private giving that has guided our institution through



challenging times, and a commitment to exacting fiscal stewardship that enables us to invest the maximum possible share of public dollars in our classrooms and students.

Based upon our ability to balance affordability, access and quality on a limited budget, the Board of Regents last year designated Salisbury University as one of three "enrollment growth institutions" within the USM. In response, the General Assembly provided SU with the operating budget support needed to accommodate 323 additional students in 2006-07. It also approved funding for two capital projects—our Teacher Education and Technology Center (TETC) and Perdue School of Business building—that are vital to our ability to sustain



long-term enrollment growth and prepare students for competitive success in today's knowledge-based economy.

It is my pleasure to report that Salisbury University has met and exceeded our ambitious enrollment target—our total student enrollment for the Fall 2006 semester stood at 7,383, an increase of 374 students above the previous year. Assuming that funding support in coming years will allow SU to maintain the state's enrollment growth policy, we are excited by this chance to open the doors to higher learning—and to the extraordinary personal and professional opportunities that come with a University diploma—to a greater number of deserving students.

## The Challenges of Success and Growth

With our extraordinary success comes a unique body of challenges. We must point out, however, that the student growth SU has already accommodated in recent years has placed considerable strain on our limited supply of classrooms, laboratories, parking lots and residential space. We are responding to this challenge with a sense of urgency and innovation.

For example, we are currently implementing a plan to redistribute many of our non-academic facilities and student services across U.S. Route 13. This area—commonly referred to as “East Campus”—already accommodates our athletic

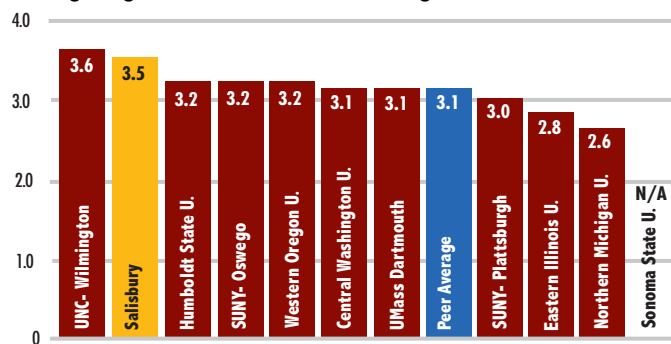


fields and houses many of our most popular community resources, including SU's public access television studio and the Nabb Research Center. Over the past year alone, we have added 630 student parking spaces on two parcels of leased property, moved our University Police headquarters to East Campus and purchased 9.4 acres of prime industrial property for future campus development.

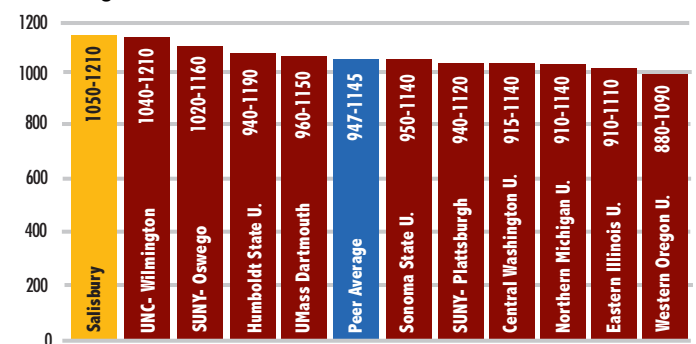
While we are working aggressively to satisfy demand for increased student parking and other important services, SU's academic enterprise is still constrained by a limited supply of classroom, laboratory and faculty office space. Furthermore, many of our most popular and fastest-growing academic programs are housed in outdated facilities that lack modern learning equipment and technology.

## Salisbury University vs. Our Performance Peers (2005)

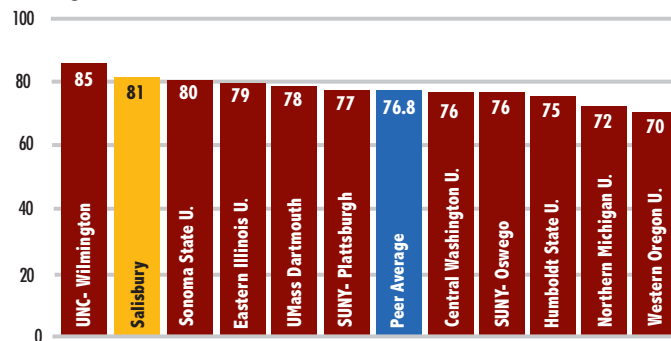
**Average High School Grade Point Average**



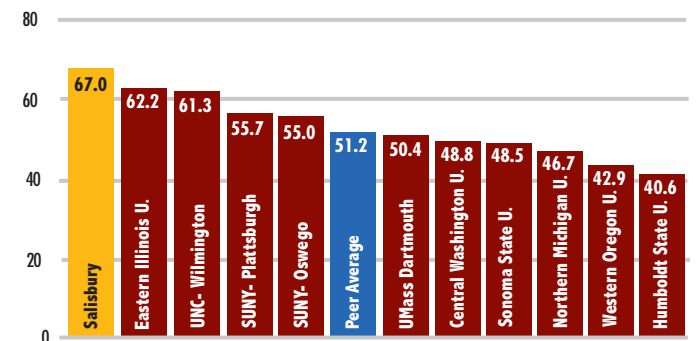
**SAT Ranges**



**Average Second-Year Retention Rate (%)**



**Six-Year Graduation Rate (%)**



Fall 2005 Data Source for Graphs: Salisbury University Office of University Analysis, Reporting and Assessment



**Some of the distinctive features of the TETC will include:**

- A 124-seat, mega-computer lab
- Tiered classrooms with capacities of 60, 80 and 120 seats
- Distance Learning Center
- Reading and Resource Center
- Outdoor Classrooms
- Adult Education Clinic

It is for these reasons that Salisbury University’s continued success depends, to a large extent, upon the timely completion of our TETC and Perdue Business School buildings. I will briefly update the committee on the status of these pivotal projects, including our efforts to construct the TETC in the most cost-efficient manner possible.

items that are vital to the project’s functionality and design.

Salisbury University’s TETC will be a three-story, 165,000 square foot facility that houses our Seidel School of Education and Professional Studies and several departments within our Fulton School of Liberal Arts. It will ultimately replace Caruthers Hall, a 53,500 square-foot facility that opened in 1955 and underwent renovation in 1979.

This is truly a transformational project for Salisbury University, one that will redefine the very manner in which teaching and learning occur on our campus. When complete, the TETC will provide Salisbury University with the modern facilities necessary to accommodate enrollment growth and sustain our growing national reputation for teacher education and workforce development. This state-of-the-art learning facility will include the following features:

- Tiered classrooms with capacities of 60, 80 and 120 seats;
- A “mega-computer lab” with over 120 stations;
- A distance learning center that will allow faculty and students on campus to interact directly with those at centers such as Shady Grove, Hagerstown, Elkton and Wye Mills;
- An Integrated Media Center (IMC) with a television production studio, video demonstration lab, editing facilities, video and audio production bays, and a photography center. The IMC will enable students to work creatively in digital film, animation, music composition, performing and visual arts, and other cross-disciplinary media.
- An adult education clinic and several outdoor classrooms.

By virtue of its striking architectural features and location on U.S. Route 13, the TETC will provide Salisbury University with a distinctive visual identity for interstate and regional travelers, and will provide members of the community with a more welcoming gateway into our campus.

## Teacher Education and Technology Center (TETC)

*FY 2008 Total: \$9.6 million*  
*(\$7.6 million for equipment and furnishings;*  
*\$2.0 million for construction)*

*Project Total: \$65 million*

The \$9.6 million proposed in the FY 2008 budget would provide all of the equipment and furnishings needed to operate the TETC, and it would allow us to fund construction





Thanks to the \$49.6 million that the legislature approved in last year's capital budget, we began construction on the TETC last summer. I am pleased to report that the project is proceeding in a timely manner, and that we fully intend to have the TETC finished and ready for occupancy in the Fall 2008 semester, as planned.

It is also my pleasure to inform you that we have taken extraordinary steps to complete the TETC project in the most cost-effective manner possible. When the construction contract was put out to bid last year, the sum of the bids received exceeded the legislature's allocation by approximately \$10 million. The unexpected cost escalation was due to the construction boom that Maryland was experiencing at the time and its effect on an already limited supply of project labor and building materials. Based upon the experiences of other public institutions with new construction projects pending or underway, our experience was not unique.

I am proud to inform this committee, though, that through increased bid competition and aggressive "value engineering"—a process in which we eliminated non-essential building options and reevaluated the costs of everything from ceiling tiles to light fixtures—we managed to cut the cost escalation in half. While we have been forced to make difficult choices over the past several months, I am pleased to present this committee with a project that meets the highest standards of cost-efficiency and careful fiscal stewardship.

## Perdue School of Business Building

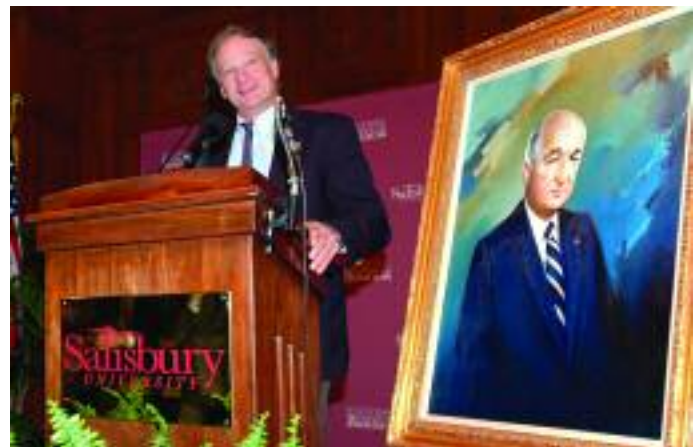
*FY 2008 Total: \$2.9 million (planning)*

*Project Total: \$55.9 million  
(includes \$12 million in private funds)*

The \$2.9 million in the FY 2008 budget will be invested in detailed planning for this 112,800-square-foot facility that will house the Franklin Perdue School of Business and its

nationally-recognized academic, research and public service programs.

As you know, this project received a significant boost last March, when Jim Perdue announced an \$8 million donation from the Arthur W. Perdue Foundation for the construction of the new building. The Perdue Foundation gift will be provided in four scheduled installments of \$2 million apiece and is



contingent upon the State of Maryland's commitment to a programming schedule that allows the building to be completed no later than December 31, 2011. I am pleased to report that we have already received the first installment and will receive the others as key project milestones are met.

This contribution was the largest donation in Salisbury University's history and reflects the importance of this project to our long-term success, as well as our state's ability to nurture and maintain a highly skilled workforce. Additional funds for the project will be raised by our private Salisbury University Foundation over the course of its Capital Campaign.

The Perdue School of Business has experienced extraordinary growth in both size and stature in recent years. In just five years, undergraduate enrollment in the Perdue School has risen from 1,194 to 1,639 students—a 37 percent increase that ranks as the fastest rate of growth among Salisbury's four academic schools.

During that period of time, the Finance major has grown from 14 to 149 students, the Management major from three to 230 and our Marketing major from nine to 254. This dramatic growth is due largely to the stellar reputation of the Perdue School, which now ranks in the top 20 percent of all business schools in the United States.



Currently, the primary classroom and office facilities for the Perdue School are housed at Holloway Hall, which also serves as Salisbury University's main administrative building and a venue for larger performances and ceremonies. The space limitations at Holloway Hall have required the Perdue School to relocate certain courses to other academic buildings on campus—an inconvenient short-term solution that restricts the amount of space available for other departments. For the same reasons, many of SU's most successful public-private partnerships are currently scattered at various sites across campus.

The new Perdue School building will allow Salisbury University to accommodate continued enrollment growth. It will also allow us to fully integrate our academic programs with successful initiatives such as the Business, Economic and Community Outreach Network (BEACON) and thus take advantage of the natural synergies between classroom learning and practical application. Finally, it will equip the Perdue School with the learning technologies needed to prepare our aspiring CEOs, accountants and finance officers for success in the knowledge-based economy.

## Summary

The capital investments contained in Governor O'Malley's Fiscal Year 2008 budget will keep both our TETC and Perdue School of Business buildings on schedule for timely completion. When complete, these state-of-the-art facilities will enable Salisbury University to accommodate significant enrollment growth, preserve our nationally-acclaimed academic standards and sustain our proven record of success in workforce development. These are the priorities that this subcommittee has supported so consistently in recent years, and it is in that spirit of gratitude that I respectfully ask for your support of this budget.

Thank you for this opportunity to testify and for your consideration.



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