



**WESTERN OREGON UNIVERSITIES BOARD OF TRUSTEES
REGULAR MEETING OF THE FULL BOARD
OCTOBER 26, 2016
WERNER UNIVERSITY CENTER, COLUMBIA ROOM
2:00-6:00 PM
MEETING NO. 16**

BOARD MINUTES

I. CALL-TO-MEETING/ROLL CALL

Chair Baumgartner called the meeting to order at 2:00 PM and asked Board Secretary Ryan Hagemann to take roll.

The following trustees were present: Arredondo (left meeting at 5:00 PM), Baumgartner, Guthrie, Hurtado, Ingle, Koontz, Martin, Minahan (present by phone), Mladenovic, Paraskevas, Shetterly (arrived at 2:05 PM), and Fuller (non-voting). Incoming trustee Betty Komp joined the meeting. Her term is not official until January 10, 2017. Trustees Kulongoski and Taylor were not present.

II. CHAIR'S WELCOME

Chair Baumgartner welcomed everyone to the October meeting and briefly described the development of the board agenda, with a strategic focus on certain themes, shared the appointment of Representative Betty Komp (effective after her current term in the Oregon House of Representatives is concluded), the reappointment of Marshall Guthrie and the appointment of Kelsee Martin to the WOU Board of Trustees, noted the appointment of Lane Shetterly as the chair of the Board's Academic and Student Affairs Committee, and observed the inclusion of written reports by all of the vice presidents in the docket materials.

III. CONSENT AGENDA

Chair Baumgartner called for a motion to approve the consent agenda. The consent agenda consisted of the minutes for the January 28, 2016 and the July 27, 2016 board meetings. After the spelling of name in the minutes was corrected, Trustee Mladenovic moved approval of the consent agenda and Trustee Ingle seconded the motion. The following trustees voted in favor of the motion:

Arredondo, Baumgartner, Guthrie, Hurtado, Ingle, Koontz, Martin, Minahan, Mladenovic, Paraskevas, and Shetterly. Fuller is non-voting. There were no trustees opposed and there were no abstentions. The motion passed.

IV. PRESIDENT'S REPORT

Chair Baumgartner recognized President Fuller for his report. In addition to the written report in the docket, President Fuller shared information about the opening of the Woodcock Education Center, the diversity of the incoming class and brief comments on the enrollment mix of the incoming class, the dual enrollment agreement with Clackamas Community College, the construction of the Student Health & Counseling Center, and the creation of the Strategic Communications & Marketing Unit. Fuller noted that there would be a longer update on accreditation later in the meeting.

V. SHARED GOVERNANCE REPORTS

(1) Faculty Senate

Chair Baumgartner recognized Dr. Adele Schpiege, Faculty Senate President, for her report. Dr. Schpiege shared information about the WICHE Passport and university-wide assessment efforts. Shetterly asked about the relationship between the faculty's work on assessment and the NWCCU accreditation reports and Schpiege confirmed that the WICHE Passport and assessment work was purposeful. Provost Scheck described WOU's participation in the WICHE program and noted that WOU was the only public four-year university participating in Oregon. He shared that the Higher Education Coordinating Commission would like all universities to be passport universities.

(2) Staff Senate

Chair Baumgartner recognized Chris Solario, Staff Senate President, for his report. Solario stated that the Staff Senate continued work on professional development, staff mentoring, quarterly newsletters, the creation of a Staff Senate Scholarship, and the exploration of a merger with the Administrative Support Council (ASC).

(3) Associated Students of Western Oregon University (ASWOU)

Chair Baumgartner recognized Alma Pacheco, ASWOU President, for her report. Pacheco outlined the students' voter registration efforts, coordination with the Oregon Student Association, the interest in the upcoming Students of Color Conference, efforts of the ASWOU Equity Director, description of LGBT resources, and the WOU United initiative. She described a candidate forum held on campus and Trustee Koontz echoed the participation of the Monmouth-Independence Chamber of Commerce. Pacheco described the efforts of the WOU Food Pantry and Shetterly asked for information about how trustees might participate.

VI. PUBLIC COMMENT

No individuals offered public comment to the Board.

VII. COMMITTEE/VICE PRESIDENTS' REPORTS

(1) EXECUTIVE, GOVERNANCE & TRUSTEESHIP

(a) Vice President & General Counsel

Chair Baumgartner observed that there was a written report from the Vice President & General Counsel in the docket materials and asked the Board if there were any questions for VPGC Hagemann. Hagemann offered brief comments about the upcoming 2017 legislative session, PURMIT (the Public Universities Risk Management & Insurance Trust), and the WOU Policy Council. Hagemann discussed efforts by all of the public universities to prepare for the legislative session, described the submission of the consolidated budget to the HECC and anticipation of the Governor's Recommended Budget, the significant work by the Policy Council and interns to make all WOU policies and procedures searchable on the new website, and noted that the PURMIT was preparing to select an insurance broker to start renewals of all of the insurance policies that cover university activities. Chair Baumgartner asked about the new Oregon Council of Presidents and Hagemann introduced Dana Richardson, the new executive director, and Ellie Boggs, the new executive assistant.

(b) Committee Chair

Chair Baumgartner offered a brief summary of EGTC activities, noting that the committee was less active since the last Board meeting. He described board vacancies, HECC evaluations, presidential evaluation, and the meeting with the HECC Chair, HECC executive director, and the Board Chairs from all of the public universities. Baumgartner also observed that the Board would be keeping a close eye on accreditation progress and that he asked committees to remain focused on the efforts. He expanded on the work the committee would face regarding presidential evaluation and contract and filling board vacancies, with all board members facing the expiration of their term in 2018.

(c) Committee Recommendations for Board Action

There are no EGTC recommendations for Board action

(2) FINANCE & ADMINISTRATION

(a) Vice President for Finance & Administration

Chair Baumgartner observed that there was a written report in the docket materials from the Vice President for Finance & Administration Eric Yahnke and asked trustees if there

were any questions. Yahnke offered a brief description of the capital repair allocation methodology, the natural sciences building renovation, the availability of an internal auditor through the University Shared Services Enterprise (USSE), and the ongoing work of the external audit firm. Baumgartner noted that the Board would consider action items from the FAC later in the meeting.

(b) Committee Chair

Trustee Hurtado offered the FAC report due to Chair Taylor's absence. He described the ongoing work of the external audit firm, the presentation of USSE Treasury Services regarding investments, the issues with the purchase of furniture for the new Woodcock Education Center, and the 2017-2019 capital request.

(c) Committee Recommendations for Board Action

(i) Fiscal Year 2017 Initial Budget

Chair Hurtado and Vice President Yahnke presented the Fiscal Year 2017 Initial Budget. Yahnke offered some high-level observations about the initial budget, including a 17% fund balance, anticipation of a 4% decrease in student FTE, and a \$790,000 increase in tuition revenue due to a changing mix of student enrollment. He noted that 63% of the budget supports instruction, research and academic support. Yahnke shared that there would be a \$900,000 increase in state appropriations due to how the state distributes money to universities and state agencies, with 49% in the first year of the biennium and 51% in the second year. He cautioned the Board about the impact of declining enrollment and noted the offset from mechanisms, such as regional support funding. Baumgartner confirmed that the initial budget considered both the 4% decrease in student FTE and the \$790,000 increase in student tuition dollars. President Fuller reiterated the slight increase in student FTE and slight decrease in student headcount. Fuller and Yahnke reiterated the impact of declining enrollment on WOU's ability to get state appropriation through the HECC funding formula. Yahnke described how HECC bases the appropriation and formula off of projections and reconciles actual numbers later in the process. Baumgartner asked if the FAC recommended the initial budget and Trustee Koontz observed that the FAC did not have an official quorum when it considered the document, but that it appeared to be in order. Baumgartner called for motion to approve the 2017 Fiscal Year Initial Budget as presented and included in the docket materials. Mladenovic moved approval of the budget and Shetterly seconded the motion. The following trustees voted in favor of the motion:

Arredondo, Baumgartner, Guthrie, Hurtado, Ingle, Koontz, Martin, Minahan, Mladenovic, Paraskevas, and Shetterly. Fuller is non-voting. There were no trustees opposed and there were no abstentions. The motion passed.

(ii) FY2017 Q1 Management Report

Chair Hurtado and Vice President Yahnke presented the FY2017 Q1 Management report. Yahnke shared that there were three sections to the report. He reviewed the Education & General, Auxiliary Enterprises, and Designated Operations/Service Centers portions of the management report. Koontz observed that there is not much variance to consider in the first quarter of the year. Baumgartner asked Yahnke about the increase in incidental fees and Yahnke explained the phenomenon of raising the fees necessary for current services with an enrollment decline. Baumgartner called for motion to approve the FY2017 Q1 Management Report as presented and included in the docket materials. Shetterly moved approval and Mladenovic seconded the motion. The following trustees voted in favor of the motion:

Arredondo, Baumgartner, Guthrie, Hurtado, Ingle, Koontz, Martin, Minahan, Mladenovic, Paraskevas, and Shetterly. Fuller is non-voting. There were no trustees opposed and there were no abstentions. The motion passed.

(3) ACADEMIC & STUDENT AFFAIRS

(a) Provost & Vice President for Academic Affairs

Chair Baumgartner observed that there was a written report from the Provost & Vice President for Academic Affairs in the docket materials and asked trustees if they had any questions for Provost Steve Scheck. Scheck introduced the interim Dean of Liberal Arts & Sciences Dr. Robert Winningham and asked Associate Provost for Academic Effectiveness Dr. Sue Monahan to give a brief report to the Board about assessment efforts. She emphasized the alignment and assessment work necessary to improve WOU's academic programs. Monahan offered that WOU was collecting all program outcomes so curriculum maps could be developed. She shared that specific learning outcomes were selected and that assessment was a process of continual improvement. She noted the graduate learning outcomes pilots focused on quantitative literacy. Baumgartner asked how the assessment efforts reinforced the deliverables for NWCCU.

(b) Vice President for Student Affairs

Chair Baumgartner observed that there was a written report from the Vice President for Student Affairs in the docket materials and asked trustees if they had any questions for Vice President Gary Dukes. Dukes touched on the neighborhood walks, successful third-cycle DOJ/VAWA grant for Abby's House, and the new position in the Student Enrichment Program (SEP) office. Trustee Guthrie and Arredondo asked clarifying questions about the TriO grant application.

(c) Committee Chair

Chair Shetterly noted that much of the committee's work was focused on assessment and observed that there were no action items from ASAC on this meeting's agenda.

(d) Committee Recommendations for Board Action

There are no ASAC recommendations for Board action.

VIII. UPDATE ON STRATEGIC PLANNING

Chair Baumgartner turned the Board's attention to strategic planning, explaining the preliminary work in the previous months to set the stage for the development of the strategic plan. He asked for input and questions as President Fuller and Dr. Laurie Burton—strategic planning committee co-chairs, updated the Board the planning process. Fuller described the process elements of the committee's work, including the significant town halls designed to gather reaction and input. He noted that there were town halls planned for the future and that the committee's goal was to present a final plan to the Board in January 2017 for approval. Fuller turned to the docket materials and shared the new, proposed mission statement with the Board. He described the key elements of "creating opportunity for student success" in the new statement. He continued, noting that WOU wanted to be a renowned campus of choice. Fuller reviewed many of the questions and observations that emerged from the town halls. Shetterly asked about the deletion of the word "accessible" from previous drafts. Fuller and Burton walked through the five pillars of the draft plan, starting with student success. Burton observed that the planning process has generated substantial excitement on campus. She outlined the tenets of the student success pillar and the strategic initiatives focused on student success, including streamlining university requirements and academic pathways, transfer pathways, and a systematic assessment system. She also described the impact of four-year degree plans, the role of athletics and student enrichment activities, the library, faculty advising, and a student success center. After the student success pillar, Burton turned to academic excellence. She noted that there was extensive feedback on the proposed academic excellence pillar. Fuller continued with the proposed community engagement pillar and discussed student internships in the community. Fuller also explained the necessity of performance metrics to ensure how the university would know it was successful. He described the need to build key messages and to be data-driven. He reviewed the final pillars of communication and accountability and sustainability. Fuller shared that significant feedback was focused on investing in students to ensure success. He noted that accountability, sustainability, and stewardship should all drive to student success. Burton offered that there was substantial focus on shifting campus culture to measure success. Fuller asked Hurtado and Koontz—board liaisons to the planning committee—if they had any comments. Hurtado echoed the connection between strategic initiatives and budget decisions and Koontz observed the great sense of opportunity. Fuller turned to the Board for comments and asked if the planning committee was moving in the right direction.

Mladenovic shared that she was impressed with the amount of collaborative work and offered her support for institutional research and a focus on technology. She also noted that it was important to call out the environment in which faculty are cultivated and retained. Fuller and Koontz walked through the language of the plan to echo

Mladenovic's comments on faculty environment. Mladenovic also asked for clarification about the definition of ethical transparency. Trustee Minahan asked about enrollment and whether it was a strategic or tactical issue. Fuller responded that enrollment was both a strategic and tactical issue and Minahan agreed with the sentiment, stressing the urgency of addressing any enrollment issues or declines. Minahan also asked for more information about the WOU Foundation and fundraising for scholarships. Minahan explored metrics to demonstrate success, such as "scholarship money exceeds operational costs." Shetterly focused attention on diversity and accessibility and how to highlight the concepts more in the draft plan. Burton observed that there was significant discussion the use of the terms in the plan. Arredondo asked for more information on how focusing on underserved populations is captured in the plan—offering that stories about student experience could be particularly effective. Arredondo asked about sustainability and whether or not WOU was a Hispanic-serving institution. Trustee Paraskevas echoed the excitement about strategic planning and focused her comments on the faculty environment. Mladenovic noted that Paraskevas's comments about the faculty environment was the concept she was describing earlier. Baumgartner asked about specific programs and highlighting excellence and Fuller noted that the committee hesitated to include specific programs because needs and populations could change. Mladenovic asked if there were too many bullet points under each initiative and Fuller described the difference between goals and tactics. Baumgartner observed that he would like to see some more distillation in the final product and Fuller noted that the committee would work on ways, including a website, "smart document" or glossary to assist readers in understanding what the various elements of the plan means. Baumgartner noted that he wanted to ensure that the plan was a compelling call-to-action.

IX. OCTOBER DISCUSSION THEME: ENROLLMENT MANAGEMENT

Chair Baumgartner recognized VPAA Scheck, Associate Provost David McDonald, and Director of Admissions Rob Findtner for a strategic conversation—the first of the Board's thematic meetings—on enrollment. McDonald starting with background information, including a snapshot of current enrolment. McDonald that overall enrollment was down, but that it was up in particular categories and down in others. He noted that retention was up significantly, including retention of Latino students and under-represented students. McDonald noted that resident numbers had dropped, but non-resident student numbers were up. McDonald shared that he was going to review three major elements to the enrollment presentation—environment, building a new class, and SWOT analysis. As for environment, he noted that two-thirds of undergraduates come to WOU as first-time freshmen, high school graduate populations are projected to be flat, but Latino high school graduates are projected to triple. He noted that one-third of the undergraduate population are transfer students, but there is some worry about the number of the transfer students community colleges are producing. McDonald reviewed the essential elements of building a class, including contact, prospect, applicant, and enrolled. He described direct mail pieces, personalized Facebook websites, and emphasizing WOU's competitive strengths. McDonald, for SWOT purposes, noted that WOU's strengths included location, campus

size, nice facilities, and Latino student enrollment. He noted some weakness, including lack of staff and budget and low level of institutional scholarship aid available to students. McDonald shared that the Willamette Promise, Bilingual Scholars, and certain academic programs offered some enrollment opportunities. Baumgartner asked McDonald—with the current threats and weaknesses—how would WOU achieve 2% enrollment growth that is included in the draft strategic plan. McDonald acknowledged that WOU—on the current path—could not achieve that. Mladenovic asked how enrolment management measures the effectiveness of the various strategies it employs. She asked, in an environment of doing “more with less,” whether there were expensive initiatives that could be eliminated. She asked specifically if there was a return on printed materials. Findtner explained the dynamic admissions process and that not meeting the expectations of students and parents could be damaging. McDonald described the difference in student expectations—with students applying to as many as ten institution and parents asking if universities could do more with financial aid packages. Koontz asked about flexible approaches with students and Findtner reiterated that every student is different and has much more control in the admission process. Guthrie asked if we gather information from students that do end up coming to WOU. Baumgartner asked if there were particular academic programs that draw students, and Findtner offered that education, exercise science, nursing, and business tend to draw students. Baumgartner returned to the draft strategic plan and asked how WOU would link the goal of “developing an array of meaningful programs” with enrollment goals. McDonald noted that one possibility would be to examine the student body of the future and their expectations for academic programs, including pre-professional and partnership programs. Koontz inquired as to how effective WOU was in examining those trends. Baumgartner asked President Fuller how 2% enrollment growth could be achieved in the current environment. Fuller offered several observations, including understanding data, emphasizing areas of strength, revisiting marketing materials, and determining whether or not a different proportion of resident students was acceptable or satisfactory to the Board. He also described the impact of the Willamette Promise and WOU alumni in eighty percent of Oregon classrooms. Fuller also described the positive impact of the retention rate and how the WOU community could be deployed to sustain that success. Paraskevas asked about the influence of high school counselors and alternative programs. McDonald and Findtner discussed the impact of alternative programs and the move of some institutions to hire regional admission representatives in particular geographic markets. Baumgartner thanked the Board for the robust discussion on enrollment and its impact on the health of the university. He noted that the next strategic thematic discussion would be on the cost of attendance at the January 2017 meeting.

X. FINAL ANNOUNCEMENTS

Baumgartner asked for final information on the strategic plan and NWCCU draft reports. He asked Board members to review upcoming events and to ensure the upcoming board meetings were on each of their calendars.

XI. ADJOURNMENT

Chair Baumgartner adjourned the meeting at 5:58 PM with a quorum (Baumgartner, Fuller, Guthrie, Hurtado, Ingle, Koontz, Martin, Minahan, Mladenovic, Paraskevas, and Shetterly)

A handwritten signature in black ink, appearing to read 'R. Hagemann', with a long horizontal flourish extending to the right.

Ryan James Hagemann
Secretary to the Board