

University Council Meeting

November 17, 2017

Pastega Room, Richard Woodcock Education Center

Minutes

Present: Rex Fuller, Laurie Burton, Scott Beaver, Curtis Campbell, Paul Disney, Gary Dukes, Jessica Freeman, Mark Girod, Richard Kavanagh, Bill Kernan, Dave McDonald, Erin McDonough, Allen McKiel, Sue Monahan, Jesse Poole, Steve Scheck, Adele Schepige, Abdus Shahid, Michael Smith, Linda Stonecipher, Judy Vanderburg, Eric Yahnke, LouAnn Vickers (Ex-Officio)

Absent: Kathy Cassity, Tina Fuchs, Ryan Hagemann, Jesse Poole

Introductory comments – President Fuller

President Fuller reiterated the purpose and theme of the University Council is to focus on mission fulfillment. Participants are encouraged to share the results of these meetings with their colleagues. This will allow campus to see the progress of the Council and provide an opportunity to share their ideas which can then be brought back to the meetings. He plans to announce the University Council in his January newsletter.

Board of Trustees October meeting update

- **Dashboards** (Abdus Shahid)

Dr. Shahid presented the [President's Dashboard](#), which is comprised of six charts: Cohort, Retention and Graduation rates, Degrees Awarded, Affordability Index, Revenue by Source: 2017 Actual, Expenditure by Type: 2017 Actual, and Faculty and Staff: 2016 IPEDS. This will be the first set of dashboards completed and posted to the Institutional Research website. Dr. Shahid demonstrated that each of the six charts has an embedded link to provide additional and more specific detail. (e.g., If degrees awarded is selected, it will show detail of gender, ethnicity, Pell Grant participation, residency, urban /rural.) He noted that the Affordability Index compares WOU with other public universities in Oregon.

As these measures are being created, Dr. Shahid emphasized that we want to make sure we are aligning with HECC scorecard. Dr. Shahid noted that federal definitions used in IPEDS may be slightly different than the measures HECC uses but he will prepare data to align with both.

It was suggested that full words be used on the dashboards (instead of using abbreviations) to provide clarity for the audience reviewing the data. (e.g., tenure track instead of tenure_T.) It was also suggested that because some readers may be colorblind, consideration should be given to not use color in the charts and graphs or to perhaps find another way to delineate the differences in the data.

Dr. Shahid will continue to focus on the Affordability Index in preparation for the January Board of Trustees meeting. The theme for this meeting will be attendance and affordability. We will take a closer look at specifically what fees we charge and what discounting we do in an effort to make college more affordable for students.

It was noted that our students cross apply most to PSU, OSU, UO, and Chemeketa. Because of this, Chemeketa will be added to the mix of comparators in the affordability index chart.

- **Campus Master Plan (Michael Smith)**

SRG has been selected as the architecture firm to revise on our Campus Master Plan. Their team will be on campus all day December 5 for a full campus tour and to conduct student outreach as well as a faculty/staff forum, and to convene the steering committee for their first meeting which will be held from 3:00-4:30pm. To date, about 95% of the committee has been identified. A website is being developed to show the progress of the plan and to also provide a mechanism for input from the campus community. Email notifications will be sent to campus to alert them to the various forums.

Michael confirmed that during this process, updates will be made to the 2011 Master Plan and also the 2013 update made to this plan.

President Fuller used the example of our new Student Health and Counseling Center. This wasn't called out in the previous master plan but was completed because of the needs of campus.

The goal is to have the Master Plan completed by June 2018

- **TK20 update (Sue Monahan)**

TK20 is a software package being implemented to help us manage accreditation and assessment work institution-wide. The College of Education piloted the software last year.

Dr. Monahan provided a [timeline for implementation](#), noting target dates from October 31, 2017 through October 31, 2018. The assessment faculty (which consists of three groups) will work on this at an upcoming December 1 meeting. Assessment plans for programs will begin during winter term.

The team will begin to look into the ability of shifting course evaluations to TK20, utilizing its module. Conversations with faculty will be included in this process. It's important to ensure that this system cross-walks with our current system.

Dr. Monahan recommended that WOU's Strategic Plan be added to TK20 as noted as on the April 30, 2018 target date. Once it's added, she explained that we can input divisional plans and budget requests as well. TK20 will help us manage progress and

also track how these unit plans and budget requests align with our Strategic Plan. This will also allow the student portfolio module to be added. TK20 will mirror our current student course assessments – it's one system that can meet needs across campus.

Throughout the summer of 2018, we'll use TK20 to manage March 2019 accreditation skills. She noted that two other employees, Sarah Beard and Beverly West, are being cross-trained to provide assistance to campus. Some faculty have already begun reviewing TK20 work.

Academic Affairs Updates

- **General Education redesign (Steve Scheck)**

Provost Scheck reminded the group that our Strategic Plan calls out the redesign of the Gen Ed program. The committee worked through the summer and has offered town hall sessions during fall term to allow campus the opportunity to provide input. Details from the town hall meetings are available on the Faculty Senate website.

The Gen Ed Task Force ends December 31, 2017. The framework proposal will then be handed over to Faculty Senate's Gen Ed Committee (GEC) for review. The University Council will be given the opportunity to review the Gen Ed curriculum to ensure that it makes Western more accessible for degree completion.

The curriculum being proposed is malleable and should support the efforts of HB2998. HECC staff are supportive of what the task force is proposing.

- **Transfer pathways: Chemeketa 90+90 pathways (Dave McDonald)**

Dave McDonald shared that transfer pathways are being created and demonstrate our strengthening relationship with Chemeketa. HECC data was used to create this model. He shared the 90+90 Plan "[Chemeketa AAOT degree to WOU Bachelor of Science in Biology](#)" worksheet. The courses and plan are outlined on the front of the document and the actual courses that need to be taken are listed in a work plan format on the back. We want it to be easy for those who start at a two-year community college to be able to transfer and complete their degree.

He noted that the advising approach at Chemeketa is different than WOU so the students don't have the consistency of one advisor to drive them down a specific path. Western has taken the opportunity to distribute the pathways documents in several ways to Chemeketa – they're shared electronically with the advisors and also handed out at recruitment days. Additionally, a WOU space is being created so our materials are displayed all the time.

HECC has developed a task force regarding transfers, based on HB2998. WOU is fortunate to have Tad Shannon serve on this committee. President Fuller affirmed that we are committed to making pathways work and want to see students transfer at the optimal time. It may be 2+2 years or it could be less units taken at the community college level and more units taken at WOU. The goal is to set a pathway to help

students get through college and earn their degree in the shortest amount of time. In February 2017, President Fuller and President Hamann (Linn-Benton Community College) co-presented to the House Higher Education Committee regarding this matter.

McDonald will continue to work with various departments (e.g. mathematics) to create additional pathways and will also continue to work with division chairs regarding the course offerings at WOU and those that will be required.

The 90+90 pathways will also be reviewed by Faculty Senate for input.

Review of University Goals and Planning Retreat (by team)

- **Refresh and prioritize Tier One and Two Goals**

Teams were asked to identify any changes in tier one and tier two goals and send them electronically to LouAnn and President Fuller.

The following documents were provided by each team.

TEAM 1 STUDENT SUCCESS – Tier One (start now)

- Registrar and UCS develop a plan to improve registration and catalog systems, including a budget proposal (complete this year)
 - **Leads:** Amy Clark and Bill Kernan
- Establish (physically) centralized tutoring (complete next year)
 - **Lead:** Laurie Burton (in collaboration with Jesse Poole, Kat Schmidt, Hamid Behmard, first meeting already set for 11/21)
- Establish university wide guide / standard for faculty advising (complete next year)
 - **Lead:** Jesse Poole, call for faculty members via Faculty Senate
- Create plan for creating a wider distribution of courses across time slots (complete this year)
 - **Lead:** Sue Monahan, team includes Richard Kavanagh, call for faculty members via Faculty Senate
- Publish targets for flexibly offered courses in 2018-19 (complete next year)
 - **Lead:** Academic deans Cassity and Girod
- Identify degree program(s) that can begin delivery in Salem (complete next year)
 - **Lead:** Dave McDonald, team includes academic deans Cassity and Girod

TEAM 1 STUDENT SUCCESS – Tier Two (start now or next year)

- Diversity committee create a plan that they can share with campus on how to:
 - 4.3 Provide culturally responsive support for students from diverse communities.
 - 4.4 Strengthen commitment to diversity and equity by enhancing support and academic services for students

- **Lead:** Diversity Committee chair and Rex Fuller

Back burner, perhaps for next year

- Start Increasing Academic Engagement Professional Learning Community
 - **Lead:** Sue Monahan

TEAM 2 ACADEMIC SUCCESS

Provost Scheck asked the Academic Affairs staff to review all Tier One and Tier Two goals that have emerged from Strategic Planning and to then prioritize them. The team is also acutely aware that an Academic Strategic Plan must align with strategic plan implementation efforts and that appropriate resources must be allocated.

The team specifically reviewed Tier One and Tier Two goals that most directly aligned with Academic Affairs.

- **Student Success Tier One Goal One: Increasing academic engagement in Professional Learning Community**
Academic Affairs believes this is a lower priority than other initiatives.
- **Student Success Tier One Goal Two: Improve registration and catalog systems**
Academic Affairs believe this is a high priority but we have concerns about who is appropriate to lead this effort and whether or not this can be accomplished in a manner, and on a timeline, that will be most beneficial to campus.

(Dr. Scheck added: Academic Affairs is researching some software packages used at other universities. However, this would require new investments, so until our operating costs improve we have to determine where this fits in to budgetary priorities.)

- **Student Success Tier One Goal Three: Diversity committee plan and implementation**
Academic Affairs believes this is a high priority but has concerns that UDC does not have appropriate “handles” for change or administrative authority to dedicate resources. At this time, they can’t verify that the University Diversity Committee has been invited to participate in the planning work to date.
- **Academic Excellence Tier One Goal One: General education redesign**
Essential and underway.
- **Academic Excellence Tier One Goal Two: Academic program review**
High priority already underway.
- **Academic Excellence Tier One Goal Three: Strategic marketing of academic programs**
Academic Affairs team believes it is essential to market and promote academic programs at WOU. We believe that we should procure expertise in this area as this is

an investment that will return revenue in enrollment. Also, prioritized efforts to recruit from community colleges must be highlighted here.

- **Community Engagement Tier One Goal One: Formalize high impact practices**
High priority
- **Student Success Tier Two Goal One: Centralize tutoring**
Academic Affairs believes this is important but not equally important to general education reform and other curricular efforts currently underway.
- **Student Success Tier Two Goal Two: Improve academic advising**
High priority
- **Student Success Tier Two Goal Three: Broaden course availability**
High priority
- **Academic Excellence Tier Two Goal One: New degrees for new enrollment**
Academic Affairs believes this is essential and should be a Tier One goal.
- **Academic Excellence Tier Two Goal Two: Establish university wide guide / standard for faculty advising (student success)**
Integrated with student success under improved academic advising
- **Academic Excellence Tier Two Goal Three: Support professional staff**
Academic Affairs believes this is an essential element that needs to be addressed to keep high quality people over time.

TEAM 3 COMMUNITY ENGAGEMENT

- **Tier One – Goal One**
 - **Formalize an Experiential Learning/High Impact Practices Task Force**
Adopt experiential learning guidelines and align high-impact practices with these guidelines.
- **Tier One – Goal Two**
 - **Make WOU more inviting and welcoming (reference to Strategic Plan, Section III, #3.2)**
- **Tier One – Goal Three**
 - **Stream-lined system for online purchases and credit card use** (as a committee they hope this leads to a full review of WOU's business practices as it relates to customer service and community engagement)
- **Tier Two – Goal One**
 - **Approval of Experiential Learning/High Impact Learning Program**

1.1 Adopt experiential learning guidelines and align high-impact practices with these guidelines.

- **Tier Two – Goal Two**
 - **Appropriately resource Strategic Marketing and Communications and Alumni & Friends office to tell WOU’s story**
- **Tier Two – Goal Three**
 - **Improve campus climate survey results relative to diversity**

It was noted that these are the specific changes made to previous goals submitted:

- Tier 2 and Tier 1, Goal 2 were flip flopped
- The steps in Tier 1, Goal 3 were updated to be “ticket” focused and begin roll out

The Council discussed how the Tier Two, Goal Three would be implemented, who the lead person would be, and who he/she would report to – the president or the vice president & general counsel? It was noted that a diversity committee is already established at Western. President Fuller said he has regular meetings with their leadership and would bring this goal to their attention.

Dean Girod noted that the College of Education is wrestling with an understanding of what their role is to implement the Strategic Plan. They conducted an internal survey and half of the respondents prioritized partnerships and resources to the Strategic Communications and Marketing Department to tell their story – they felt it is essential to tell their story.

TEAM 4 ACCOUNTABILITY

Team 4 made no changes to the initial assessment or placement of their Tier One and Tier Two goals. They noted that all three Tier One Goals are already underway and are critical as they address NWCCU recommendations #4 and #6. Some Tier Two goals are also already underway.

- **Tier One – Goal One**
 - **Complete full cycle of budget development as outlined in the charge to the University Budget Committee (IV. 1.)**
 - **Lead:** Eric Yahnke
The team identified the action steps as “green light” and should implementation should continue. However, some of the leads for accomplishing the various steps still need to be identified.
- **Tier One – Goal Two**
 - **Create a transparent, publicly available, revised Institutional Research & Effectiveness website, including, but not limited to a University Profile and board dashboard (IV.2.)**
 - **Lead:** Abdus Shahid

Dr. Shahid is fully engaged in preparing the dashboards, website, and the university profile. This goal is on track to be completed by end of this fiscal year.

- **Tier One – Goal Three**
 - **Address all outstanding NWCCU ad hoc report concerns satisfactorily (IV. 2.2)**
 - **Lead:** Sue Monahan
Action steps noted have already begun.

- **Tier Two – Goal One**
 - **Reimagine Academic Innovation Center to establish programs and pathways responsive to student and workforce needs, the HECC strategic plan and Student Success and Completion Model. (IV. 4.1, 4.2)**

This goal should remain in tier two and probably have a “yellow” or “red” light in terms of implementation.

- **Tier Two – Goal Two**
 - **Establish University Council and clearly articulate its relationship and scope vis-à-vis other University departments, groups, shared governance entities, councils, and task forces in order to focus on mission fulfillment, review the goals established at the September 2017 Retreat, and prioritize requests made of Institutional Research & Effectiveness in order to ensure alignment with mission fulfillment work (IV. 2.3, 4.2, 4.3)**

This goal could be moved to Tier One as it is already underway. This also aligns with recommendation by NWCCU.

- **Tier Two – Goal Three**
 - **Establish articulation/partnership agreements—similar to those with Chemeketa and Clackamas Community Colleges—with Portland Community College, Mt. Hood Community College, and Linn-Benton Community College (IV, 3.5)**
 - **Lead:** David McDonald
This is well underway but should remain in Tier Two.

It was noted that if the identified lead is not part of this team, the team members will need to communicate to those individuals to make sure the deadlines are achievable.

TEAM 5 SUSTAINABILITY

Team 5 grouped their goals into three priorities: high, medium, and low. This is intended to reflect the urgency of beginning work toward a specific goal, not goal completion.

- **Tier 1 - Goal 1 - Increase FR-SO retention rate by 5 percentage points (~35 students in freshman class) by 2018-19 through 2020-21**
Priority: High

Notes: The action step of creating a multi-year financial aid package to give students a plan is not attainable because of changes to state and federal regulations.

- **Tier 1 - Goal 2 - Increase sources of external funding**
Priority: High

Notes: This is closely tied into Tier 2 - Goal 3.

- **Tier 1 - Goal 3 - Ensure the degrees we are offering meet our regional user base**
Priority: Medium

Notes: This is a continuous process that is already underway.

- **Tier 2 - Goal 1 - Exploring staff-rate exchanged with Chemeketa (or others in Salem)**
Priority: Low

Notes: Upon reflection, this seems more like an action step than a full goal. We suggest changing the Goal to "Explore and Implement Faculty/Staff Support Initiatives" and making this an action item within that Goal. Another, higher priority, example of a support initiative is improving access to, and affordability of, childcare on campus.

- **Tier 2 - Goal 2 - Create and empower University Technology Committee**
Priority: Medium

Notes: We expect this to follow a similar process to the University Budget Committee where the first year of the committee's implementation is used to lay the foundations for their work. We don't expect this committee to be fully implemented until the 18-19 academic year at the earliest.

- **Tier 2 - Goal 3 - Make WOU the most affordable institution (Tuition as a percentage of median family income)**
Priority: High

Notes: This goal will be an incremental process to try and meet, but it is a vital one. For that reason, it is our only Tier 2 goal to have a priority of High. This goal is closely tied into Tier 1 Goal 2 because fee remissions can come from external funding sources.

Concluding remarks/discussion:

President Fuller anticipates feedback from NWCCU before the January meeting. This will provide the Council an opportunity to review their response and continue its efforts to fill the gap.

Dr. Fuller said he will be seeking feedback from this Council to help build the agenda for January's meeting. An assessment survey will also be sent to the group to review our process. Additionally, the tier one and tier two updates shared at today's meeting will be combined to create a single document that captures the changes and overlapping aspects of the goals.

The January 17 Board of Trustees will be at 1:00pm in the Werner University Center, Columbia Room. Erin McDonough will provide a presentation on external funding on behalf of the WOU Foundation. Details from the board meeting will be brought back to the UC to continue the alignment of our work.

Erin suggested that she also share her presentation (given at the Board of Trustees meeting) at the next University Council meeting. This would provide an opportunity for input and interaction from this team.

President Fuller emphasized the need to ensure the process of the University Council is aligned with our Board of Trustees and the need to synchronize the Board of Trustees and the WOU Foundation Board. He added that the Foundation Board has established a Development Committee to solicit and cultivate friends and donors. This committee has already met once.

Assignments for January 26 meeting:

No specific assignments were given.

Meeting was adjourned at 10:26am.

Winter Term Meeting Dates:

- January 26, 2018 – 8:15am-10:30am, WUC, Columbia Room
- February 23, 2018 – 8:15am-10:30am, RWEC, Pastega Room