

**University Council Meeting
November 3, 2017
Columbia Room, Werner University Center**

Minutes

Present: Rex Fuller, Laurie Burton, Scott Beaver, Kathy Cassity, Paul Disney, Jessica Freeman, Mark Girod, Ryan Hagemann, 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, LouAnn Vickers (Ex-Officio)

Absent: Curtis Campbell, Gary Dukes, Tina Fuchs, Eric Yahnke

Introductory comments – President Fuller:

Why the University Council (UC)?

- The University Council consists of all members of President's Cabinet, leaders of the governance groups (faculty, staff and students), and additional representatives from throughout the university including representation from Western's two unions. The University Council is responsible for determining the degree to which the university is meeting its mission and is engaged in comprehensive, ongoing, systematic assessment of its work that leads to mission fulfillment and continuous improvement.
- President's report to our Board of Trustees July 2016 highlighted the recommendations made by NWCCU, beginning in April 2007 to the most recent, following their site visit in April 2016. (Their seven recommendations provided to the group in the Google drive.)

What's been accomplished?

- April 2016 a planning committee was formed and in nine months they developed a new Strategic Plan, which was approved by the Board of Trustees in January 2017.
- A new set of university goals (the President's goals) received approval from BOT in July 2017.
- University Budget Committee (UBC) was established and began meeting in May 2016.

What else needs to be in place for mission fulfillment?

- University Council is now established; new committees have been established to meet the expectations of accreditation process.

What is the expectation?

- Members of this committee should wear "university" hats – what do we need to do to meet our mission? What evidence does Western have in support of mission fulfillment?

It was suggested that we communicate President Fuller's charge to the University Council to the broader campus community.

Overview of NWCCU

- **Review of seven year visit recommendations**
 - Year One and Ad Hoc reports are posted on Academic Affairs website. They reflect what we are doing in response to the recommendations of NWCCU. Their recommendations address all of the issues noted in 2007, 2009, and 2013. NWCCU's greatest focus is student success.
- **Reports Submitted**
 - **Year One report** (submitted March 2017) *Mission and Core Themes* focused on recommendations 1, 2, and 3, which centered on mission and outcomes related to mission fulfillment. The Year One report also focused on Core Theme 1 & 2, Student Success and Academic Excellence respectively. Office of Academic Effectiveness will continue to focus on these two themes. UC will be observing how we are meeting the objectives and can advise President Fuller.
 - **Ad Hoc report** (submitted September 2017)
- **Next steps and reports**
 - Year One report will be resubmitted March 2018. Our Strategic Plan was not fully approved when the original submission was made in March 2017. The new report will be shared with UC. In addition to the resubmission of the Year One report, there will also be a mid-cycle report to demonstrate how we are accomplishing our goals. This report is our roadmap for the coming years.

Strategic Plan Implementation

- **Overview of process and planning**

President Fuller reviewed the Strategic Planning Process flow chart to point out that we're in the "Execution" stage, the Integration → Action process.

As the Strategic Planning committee began to meet, they rated the progress of where we were in relation to the process outlined in the previous Strategic Plan, using green, yellow, and red to denote progress.

As the UC does its work, changes can be made to the Strategic Plan based on factors. Our current plan was designed to align with HECC and the State of Oregon to make sure we're headed the right direction. The work of the University Council should link back to the Strategic Plan.

- **Unit plans – Structure, expectations and roles**

The next step is to create divisional plans to support Strategic Plan. Cabinet officers have been asked to create plans. An example of what's being done is the Enrollment Management Plan presented to the board at the October 25 meeting. Plans from other departments will then be developed to complement those provided by the cabinet officers. It's important to note how our work and other work on campus is being tied to SP and President's goals.

Review of University Goals and Planning Retreat

The Board of Trustees approved President Fuller's goals at the July 2017 meeting. These are adopted as University Goals.

In review of the University Goals the following progress has been made:

- IR department established and a website is being developed
- University Budget Committee (UBC) will continue its work
- University Technology Committee (UTC) is being formed **
- A new Master Plan is underway (SRG)
- Creation and implementation of University Council (UC)

** The goal and purpose of the University Technology Committee will be to build a broad campus group that provides input & dialogue around IT decisions for campus. This was noted in NWCCU site visit report. President Fuller is reviewing the plan he received for implementing this group.

- **Tier one and two goals**

Actions steps should be outlined in all goals to ensure we're keeping track of what is being accomplished. (This tracking process will also be very helpful for the lead person.)

TEAM 1 STUDENT SUCCESS – TIER ONE

Goal One: *Increasing Academic Engagement Professional Learning Community (PLC – a faculty group) (e.g., via office hours, etc.) between faculty and students*

- **PROGRESS:** A PLC has been established related to undergraduate learning outcomes. PLC on academic engagement hasn't been established but is underway. Academic Affairs is the LEAD.

Goal Two: *Registrar and UCS develop a plan to improve registration and catalog systems, including a budget proposal*

- **PROGRESS:** UCS and Registrar's office have already begun having conversations and will continue to do so.
- **ACTION STEP:** Form a student focus group utilizing UC member, ASWOU President Jessica Freeman, for input on how the catalog should be built. End user of students need to be involved.

Goal Three: *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

- **ACTION STEP:** Review this goal with the University Diversity Committee so the created plan can be shared with faculty senate, staff senate, etc. (Rex will lead this effort.)

TEAM 2 ACADEMIC EXCELLENCE – TIER ONE

Goal One: *Completion of General Education redesign*

- **PROGRESS:** This redesign effort is underway by Gen Ed task force. They are hoping for full launch Fall 2019.

Goal Two: *Implementation of formal Academic Program Review*

- **PROGRESS:** ASL and English Dept. preparing a review/report.
- **ACTION STEP:** Recommend that programs that have done reviews provide a report to Faculty Senate. (Possibly spring 2018 or fall 2018 or whenever their reports are complete.)
- **ACTION STEP:** Conduct Town Halls around Gen Ed Task force. D. McDonald to create a subgroup to share with Chemeketa Community College.

Goal Three: *Strategic Marketing of our programs and examples of excellence*

- **PROGRESS:** Focus group of high school students has been established and a website is underway to target prospective students. Beginning in 2018, Strategic Communications & Marketing department (MarCom) plans to highlight one of the 50+ programs each week. They are also targeting a marketing piece for each program.
- **ACTION STEP:** MarCom needs to be included in the conversations to meet this goal. (example: Utilize the Western Edge as we work with legislators – having stories about our academic programs at their fingertips goes a long way or have students present their academic showcases at other universities to create awareness of WOU.)
- **ACTION STEP:** Make sure there are two threads for undergrad & graduate programs.
- **ACTION STEP:** Get a request to UBC to make sure this happens.

TEAM 3 COMMUNITY ENGAGEMENT – TIER ONE:

Goal One: *Formalize an Experiential Learning/High Impact Practices Task Force*

- **PROGRESS:** Adry Clark is working on establishing the task force.

Goal Two: *Make WOU more inviting and welcoming*

- **PROGRESS:** Efforts are being made to address the need to get our name/voice out there. We're also working to improve signage "way finding" around campus. With acquiring OMA and also the Hwy 99W redesign, we need to ask "what direction do we want to bring people to campus?" By bringing travelers through downtown Monmouth to enter campus vs. down Hoffman to Riddell, they gain a different perspective and insight of the community.

Goal Three: *Stream-lined system for online purchases and credit card use*

- **PROGRESS:** Suggestions will be presented to President's Cabinet on November 8.

TEAM 4 ACCOUNTABILITY – TIER ONE

Goal One: *Complete full cycle of budget development as outlined in the charge to UBC*

- **PROGRESS:** UBC will resume meeting and will work to balance budget 1.4 million deficit AND make decisions for other resources to meet goals (reinvestments) First meeting this year is scheduled November 16.

Input can be provided to UBC by bringing ideas to a vice president. The information will be brought to President's Cabinet and then to UBC. Currently, the VP's are working on initiatives for 2018-2019 and will bring them to Cabinet November 22.

Suggestion was made to make sure survey is linked on the UBC website and to send a regular reminder to campus.

Goal Two: *Create a transparent, publicly available, revised Institutional Research & Effectiveness website, including, but not limited to a University Profile and Board of Trustees' dashboard.*

- **PROGRESS:** A dashboard example was presented to the BOT at the October meeting for discussion. Shahid also met with the President's Cabinet to discuss the website and the need to include dashboard, fact book, university profile, etc. This also meets one of the University goals from President Fuller. The website will have facts and information that will be available to campus. The official data source will always be IR for any count of numbers.

Goal Three: *Address all outstanding NWCCU ad hoc report concerns satisfactorily.*

- **PROGRESS:** Implementation of TK20. (update at next UC meeting) Eric Yahnke is also looking at a budget module. TK20 will be presented to Faculty Senate as part of the roll-out.

TEAM 5 SUSTAINABILITY & STEWARDSHIP – TIER ONE:

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

- **PROGRESS:** Efforts are being made to increase enrollment and outreach. HECC funding formula will be weighed upon degree completion. Our culture needs to focus (as continuous improvement) on getting students to complete degrees.

Goal Two: *Increase sources of external funding*

- **PROGRESS:** Foundation Board had a retreat and reaffirmed the mission of their board: to increase external funding. That board has been made aware that their responsibility is to grow funding for scholarships and student success. This will tie back to success stories – people invest in student success.

Goal Three: *Ensure the degrees we're offering meet our regional user base. (i.e. meet state needs – we need to sustain enrollment long term.)*

- **PROGRESS:** We are considering an external firm to provide input/information. We're pursuing degree completion options in Salem – Organizational Leadership, what else should we consider?

- **Next steps and additional goals**

- **ACTION:** All tier one goals need to be actively moving forward in order to accomplish them. President Fuller reminded the UC that it works on consensus – please speak up.

Board of Trustees October Meeting Update

The dashboards, campus master plan, and general education redesign were addressed while reviewing the planning retreat goals.

Time didn't permit for the discussion on Transfer Pathways: Chemeketa 90 + 90 pathways but it will be addressed at a later time.

Concluding remarks/discussion:

It was noted that because some goals will overlap, we need to be reasonable as we prioritize what we try to accomplish now and what we should begin in the tier two goals. Realistically all tier one goals won't be accomplished so we should identify what we NEED and WANT to accomplish this year.

It was suggested that we add columns to each goals matrix to include 1) a specific person to serve as the lead; 2) stake holders; 3) notes of progress made.

The work of the University Council is developmental and complex. It will need to make determinations but also needs to become the work of Faculty Senate, President's Cabinet, etc. To ensure these goals are accomplished, the lead for each goal will need to do a stakeholder analysis to determine who else should be involved.

Assignments for November 17 meeting:

Prior to the November 17 meeting, each group should meet and decide which goals in tier one are the highest priority, they might not necessarily in the order they are listed or perhaps a tier two goal should actually be moved to tier one. At the November 17 meeting, we will review the refreshed version of tier one goals to prioritize them and establish clear leads to help accomplish the goals. Each group should determine a convener who will take the lead as we dive into deeper detail of the goals.

Questions to ask: What constituency needs to be touched? What are reasonable set of goals for this year?

Team Leaders for Goals

Student Success: Laurie Burton

Academic Excellence: Steve Scheck

Community Engagement: Erin McDonough

Accountability: TBD

Sustainability: Dave McDonald

Meeting was adjourned at 10:37am.