



**Board of Trustees
Academic and Student Affairs Committee Meeting**

**Thursday, May 19, 2016
1:30 p.m. – 3:30 p.m. (or until business concludes)
DeBoer Room, Hannon Library**

MINUTES

Call to Order and Preliminary Business

Chair Sayre called the meeting to order at 1:30 p.m.

The following committee members were present: Teresa Sayre, Judy Shih, Joanna Steinman and Steve Vincent. Trustee Les AuCoin participated by videoconference. The following member was absent: Shea Washington. Trustees Bill Thorndike and Roy Saigo (ex officio) also were in attendance.

Other meeting guests included: Dr. Susan Walsh, Provost and Vice President for Academic and Student Affairs; Jason Catz, General Counsel; Craig Morris, Vice President for Finance and Administration; Ryan Brown, Head of Community and Media Relations; Chris Stanek, Director of Institutional Research; Kelly Moutsatson, Director of Admissions and Co-Executive Director of Student Enrollment; Dr. Matt Stillman, University Registrar and Co-Executive Director of Student Enrollment; Scott Moutsatson, SOU; Ryan Schnobrich, Internal Auditor; Don Hill, Classroom and Media Services Manager; John Stevenson, User Support Manager; Sabrina Prud'homme, Board Secretary; Kathy Park, Executive Assistant; Dave Coburn, OSA; and Olena Black, League of Women Voters.

Trustee AuCoin moved to approve the April 14, 2016 meeting minutes as drafted. Trustee Shih seconded the motion and it passed unanimously.

Public Comment

There was no public comment.

Provost's Report

President Saigo, Dr. Susan Walsh, and others from SOU recently visited SOU's sister university and the Amigo Club as well as city officials and members of the Mexican Congress in Guanajuato, Mexico. Dr. Walsh and President Saigo noted the success of the visit, as connections were reestablished and they shored up 47 years of relationships.

Dr. Walsh explained that she, Jason Catz and Dr. Matt Stillman have discussed the KCC-SOU staff rates with Dr. Roberto Gutierrez and conversations are ongoing.

She also added that SOU's week-long Southern Oregon Arts and Research program was

coming to a close and that she and her staff have been working closely with students who are doing high quality research.

Chris Stanek addressed the enrollment dashboard and completions report. He made adjustments to the dashboard by adding FTE enrollment trends of admitted students for summer sessions. The dashboard now includes a breakdown of resident and nonresident students in degree applications. Veteran counts have been added and adjusted to reflect the funding definition of veterans rather than SOU's headcount. The transfer graduate rate, undergraduate retention, first year retention and first year graduate rate will remain mostly unchanged until next year. Compared to AY14-15, overall FTE numbers for AY15-16 ended at 1.4 percent over for fall, 2.7 percent over for winter and 1.9 percent over for spring.

Mr. Stanek also discussed the completions report comparing AY14-15 to AY15-16, in which the week-over-week report indicates 216 degree awards, which will increase. He noted a 70-30 split on resident to nonresident students in bachelor degrees awarded and a 55-45 split for master's degrees, with graduate certificates more aligned with bachelor degrees at 80-20. Combining all, the split is 67-33, which matches the general distribution of SOU students.

Kelly Moutsatson informed trustees of the six Raider Orientation and Registration (ROAR) events that will be held over the summer for new and transfer students. Trustees were encouraged to attend a reception on the first day of each ROAR.

Recruitment and Enrollment Theory of Action

Chair Sayre introduced this agenda item, saying the Recruitment and Enrollment Theory of Action pulls together admissions and the registrar and informs SOU's practice as it moves forward. In discussing the intentional, transparent approach they are taking, Dr. Stillman began by saying there have been many discussions with various campus groups on the proper step-order for enrollment planning. SOU needs to determine goals and outcomes before building an enrollment plan, not vice versa.

Dr. Stillman stressed that the plan is not a static document but rather, must adjust to emerging realities and market conditions. There are many methodological considerations to be employed and they work closely with institutional research and the budget office to reach consensus on factors to consider and how to look at the data. SOU is at an interesting transitional interval, which is why they are recommending a two-year plan at this point.

Ms. Moutsatson explained that the presentation was not a full market analysis but was information shared with the committee for its consideration. She highlighted opportunities in the market including initiatives like the Jackson-Josephine Pledge, the Bridge Program and increased diversity in high school graduates. Some of the challenges include student loan debt, the flat or slightly declining number of high school graduates, and the unknown effect of the Oregon Promise.

Responding to Trustee AuCoin's inquiry about the impact the early interest in free community college will have on applications, Ms. Moutsatson said her counterparts

report a decrease in resident freshmen applications and she anticipates many late applications, as does Dr. Walsh. Chair Sayre asked about the notification timeframe for the Oregon Promise and Ms. Moutsatson said notification is later than originally expected.

Ms. Moutsatson then addressed the many factors in their strategy including occupations with the largest growth in Jackson County and changing student demographics. She discussed that Jackson County has a higher median household income and more people over 25-years old with bachelor's degrees. She cited US Department of Education research estimating that 42.6 percent of all students enrolled in higher education in 2019 will be 25 or older, which may bode well for SOU given its preponderance of nontraditional students. Other factors include: a rapid increase in high school graduates expected to occur among Hispanics; a projected decrease in high school graduation rates by 2020-21 in Oregon; the region's highest graduation rate of 89 percent at Ashland High School versus others as low as 60 percent. Additionally, with Oregon high school students on track to complete a record number of community college classes taught by high school teachers at twice the rate of ten years ago, this is a good opportunity to recruit for the Advanced Southern Credit Program.

Trustee Thorndike asked if there was any effort to connect high school teachers and students with appropriate college professors. Dr. Walsh said Advanced Southern Credit is modeled around that concept and that high school teachers are trained to teach the classes that students would take if attending SOU. Further contacts can happen organically but there is room to grow in that area.

Trustee Shih asked if an analysis has been completed to evaluate the students who complete two years at a community college then come to SOU to show how long they take to graduate, if there were time savings, the quality of students, etc. Dr. Stillman said his office, Institutional Research and a HECC subcommittee are looking at that.

Ms. Moutsatson then covered the geodemographic analysis, saying the Student Success and Completion Model (SSCM) has funding weights for underrepresented students and SOU's strategy will identify where recruitment efforts should be strengthened. SOU already has a new admissions counselor in Portland and the native nations liaison who have been instrumental in recruitment efforts already.

SOU's goals will also include developing strategies to encourage adults of all ages to continue or complete their education and training, fostering deeper partnerships with local school districts and the community to improve K-12 outcomes, and creating better connections between higher education and training and employer needs. Responding to Trustee AuCoin's inquiry about marketing to 25-year olds, Nicolle Aleman said there has been digital marketing, spots on KOB1, limited print advertising and JPR commercials.

Discussing fiscal and other implications of the student mix, Dr. Stillman mentioned the assumptions used: six-year pattern for undergraduates, 30 credits per year, 3 percent yearly tuition increase and average SSCM degree and SCH points mix. The national model uses a six-year rate, rather than four, and is a typical pattern at SOU. Dr.

Stillman then compared six-year annualized revenue from resident freshmen, resident transfer students, WUE freshmen and WUE transfer students when a degree is and is not produced. In the SSCM, SOU either gets money for a degree awarded or gets nothing but does receive SCH funding in any event.

Over a six-year period, roughly 38 percent of the freshmen cohort produce a degree and roughly 50 percent of the transfer students produce a degree. Talking to the next slide, Dr. Stillman said it reflects the weighted degree revenue for the current pattern of an average student. In this analysis, the annualized total revenue for resident freshmen is a bit lower than from WUE freshmen. To reach a parity between resident freshmen and transfer students and WUE freshmen and transfer students, roughly 55.5 percent of the resident freshmen cohort would have to produce a degree and roughly 52.2 percent of the resident transfer students would have to produce a degree. Trustee AuCoin said this underscores the necessity to invest in retention. Chair Sayre agreed and stressed the importance of achieving the right mix but without giving up on the WUE students in the interim.

Trustee Shih acknowledged that SOU is already focusing on retention and asked what more needs to be done. Dr. Walsh said many decisions and strategic initiatives around retention have been brought to this committee. SOU has focused a lot of resources on retention especially in the last two years, with some assistance from the legislature. However, more can and will be done once a proper focus has been determined and the proposed budget includes funding for such initiatives. Mr. Morris added that \$582,000 from the state will be available in the second year of the biennium for student success programs. Mr. Morris added it is good to put money toward retention but it is also important to put resources toward recruiting the right students. He suggested studying the students who do tend to graduate and trying to recruit more students with those characteristics. Chair Sayre added that K-12 is supporting learners to increase the graduation rate and has good experiences to share. Mr. Morris reiterated the administration's commitment to budget at least \$250,000 each year for student success initiatives.

As a method of double checking the methodology used, Dr. Stillman then addressed undergraduate revenue as a lifecycle approach instead of an annual approach, which reaches the same general conclusions. When a student earns a degree, the lifecycle approach prefers resident freshmen students but prefers WUE freshmen students when a degree is not produced.

There are other student mix considerations among resident and WUE students. For example, there are political considerations for residents in 40-40-20; HECC evaluation framework focuses on performance related to resident students; SOU is focused on serving the region; and state funding varies over time. WUE students contribute to ethnic diversity; are recruited heavily for athletic teams, theater and music; are more likely to live on campus; have a lower percentage of reliance on tuition remission; and are a static revenue source not implicated by state funding.

Dr. Stillman presented a short term suggestion for student mix and volume for the next two years, using a conservative, data-informed approach influenced by experience.

There are no radical departures from existing frameworks and they are mindful of resources and realities. In AY16-17, the HECC Institutional Research Office predicts SOU's FTE enrollment will be up 2.1 percent over the current academic year, the majority being in the non-fundable population. In AY17-18, the HECC predicts SOU's FTE enrollment will be up 1.9 percent over AY16-17. Historically, the HECC's projections tend to be pretty accurate but often do not incorporate institutional realities. As a result, Dr. Stillman thinks the estimates are a bit too aggressive.

Dr. Stillman added availability of scholarship funds is outpaced by tuition increases and students can always use more scholarship money. Regarding the scholarships that have the biggest effect, Ms. Moutsatson said one-time scholarships create problems in subsequent years and she would like to see more long-term scholarships that would roll over to subsequent years. Dr. Walsh added that increasing available PEAK jobs would also benefit students.

Combining the HECC's enrollment projection and SOU's enrollment planning, Dr. Stillman projected a 1 percent increase in AY16-17 over the current academic year, all of it being in the non-fundable population. He also projected a 1.5 percent increase in AY17-18 over AY16-17, at which time some of the student success initiatives will begin to come to fruition.

The fiscal implications of those projections would result in a 15 percent fund balance in FY16-17 and 15.3 percent in FY17-18. Mr. Morris noted that the pro forma he presented to the Finance and Administration Committee was very conservative and showed the fund balance would drop below 5 percent in next two biennia. He pointed out that just a 1 percent enrollment growth in each of those years would result in a fund balance in the 10-15 percent range at the end of the 2019-2021 biennium.

Dr. Stillman said phase two of the plan, which has already been started, will focus on strategies to achieve goals and will also address recruitment, retention and degree production opportunities. He reiterated the malleable nature of the plan.

Trustee Shih thought students should be encouraged to graduate in four years, not six. Dr. Walsh said SOU has a four-year mindset, while the nation uses a six-year model in accordance with reporting requirements. Chair Sayre added that Phoenix High School offers the Oregon transfer model, making graduation in three years a reality.

Previewing phase two, Ms. Moutsatson said phase one will inform phase two and they are simultaneously building a two-year enrollment plan as an interim plan to build on current recruitment and retention successes. Enrollment goals are grounded in SOU's mission and vision and take into account a response to the changing demographic trends and historical contexts, as well as the need to maintain a financially healthy and sustainable university. Enrollment goals include maintaining the current level of incoming student recruitment while expanding outreach to underserved populations, expanding collaborations among campus entities to increase the engagement and retention of first-year students, creating intentional and systemic programs for first-year students to be retained from second to third year, increasing programming and academic and support services to retain a greater number of transfer students and

evaluating and streamlining current academic pathways to increase degree completion.

Responding to Trustee AuCoin's question about specifically targeting the large Hispanic population, Ms. Moutsatson said various offices and programs on campus contribute to recruiting and supporting this population. Dr. Walsh added that a bright spot in the HECC report was SOU's outreach to the Hispanic community.

Chair Sayre, Trustees AuCoin and Vincent, and Mr. Morris praised the presentation and the plan. Mr. Morris added a caveat that if SOU increases enrollment and graduation rates and the other six institutions do too, there would be no increase in funding for SOU because it is based on proportional funding.

Other Business

Regarding future meetings, Chair Sayre advised the committee that she expected to be absent for the June 16 meeting and that Trustee Steinman would chair that meeting. The July 21 meeting will probably be canceled while the August 18 meeting may be necessary for the committee to receive an accreditation update before the report is submitted in September.

Adjourn

Chair Sayre adjourned the meeting at 3:20 p.m.

Date: September 15, 2016

Respectfully submitted by,



Sabrina Prud'homme
University Board Secretary