

**Board of Trustees
Academic and Student Affairs Committee Meeting
Thursday, October 20, 2022**

MINUTES

Call to Order/Roll/Declaration of a Quorum - Chair Jonathon Bullock

Chair Jon Bullock called the meeting to order at 12:02 p.m. He welcomed everyone, including new and continuing trustees, to the first meeting of the academic year. Chair Bullock welcomed and thanked presenters for their attendance: Dr. Susan Walsh, Dr. Neil Woolf, Dr. Carrie Vath, Dr. Sherry Ettlich, Danielle Mancuso, Matt Sayre, Matt Stillman, and Josh Lovern.

Board Secretary Sabrina Prud'homme called the roll and a quorum was not yet present. The committee heard information items but did not decide action items until a quorum could be assembled.

Committee Members:

Brent Barry*	Present	Iris Maria Chavez*	Present
Jon Bullock	Present	Andrew Gay	Present
Debra Lee*	Present	Barry Thalden*	Present
Mimi Pieper	Present		

*Members arrived following a delay

Other Trustees in Attendance: President Rick Bailey, Katherine Cable, and Daniel Santos

Consent Agenda (Action)

Lacking of a quorum, this item was handled later in the meeting.

Public Comment

No members of public offered comments

Provost's Report

Provost Sue Walsh provided an update on the articulation retreat, which was expanded to include Umpqua, Shasta, Rogue, and Klamath Community Colleges. They reviewed articulation agreements, what is being done well, and what can be improved. Dr. Walsh commented on the great relationship-building among faculty.

Provost Walsh welcomed the new Director of Education, Health, and Leadership Vance Durrington who replaced John King. She also reported on the chairs and directors fall retreats and said that most of the questions revolved around President Bailey's upcoming all-campus address. She later reported that the group is fully-engaged in the cost management.

Discussion topics among the Provosts' Council included community colleges proposals for applied bachelorette programs and related work with the Higher Education Coordinating Commission (HECC) on that process; automatic admission as a pathway for underserved high school students; transcript holds; and policies around transcript holds. Dr. Matt Stillman added that we are anticipating state legislation similar to

California and Washington that will prohibit holding transcripts and diplomas from students with outstanding balances.

Reporting on the BRIDGE Program, Dr. Walsh noted that SOU received approximately \$500K to enhance the program and will serve an increased population of over 100 students. The year-long program that can be extended, program provides wrap-around services for students who might not have come to college if not for the program, including guaranteed jobs on campus.

Vice President's Report

Dr. Neil Woolf, Vice President for Enrollment Management and Student Affairs, updated the committee on a variety of items in his unit. SOU has seen increased participation in student life activities; there was a record number of visits to the Student Recreation Center in a single day, exceeding 600; SOU has the highest diversity of international students in over a decade with 26 countries represented; and the small but mighty admissions team The small but mighty admissions team completed 340 high school visits, 202 college fairs, 90 college application workshops, hosted 3,200 campus visitors, and added 100,000 students to the prospective student pool, among other accomplishments. Additionally, the team is excited to visit Chair Bullock's school, the Redmond Proficiency Academy (RPA) for SOU Day at RPA. Over 20 people including Trustee Gay and 13 other faculty will attend.

He reported on an outstanding student, Morgan Ulu, who is a 4-year ROTC scholarship recipient from American Samoa. She is a senior and the cadet commander. Morgan received the ROTC Distinguished Military Graduate award, which is the highest national ROTC award. She will participate in the upcoming recruitment trip to American Samoa.

Regarding financial aid changes that will begin next fall, the Free Application for Federal Student Aid will be easier to complete; "expected family contribution" will change to "student aid index;" and calculations will change. Early indications point to more Pell Grant recipients and more money to SOU students—from approximately \$5 million now up to \$15 million, based on early projections.

Action, Information and Discussion Items

Curriculum Update

Dr. Susan Walsh noted that progress with the new General Education is on track for fall 2023. The university is looking at an MBA in sustainable business, bachelors degree proposals from communication, digital cinema, and media innovation. There is excitement regarding programs revamping their curriculum in a more student-centered way: Political science has been popular and is transitioning to "power and politics." The program is interdisciplinary and makes good use of existing resources.

Trustee Gay added that students currently have to apply for certificates but a proposal will be coming forward to automatically award a critical skills certificate, free of charge to students, once general education requirements are completed. This is good for students and benefits SOU's funding model. President Bailey added that this is an opportunity to market SOU as it is leading in its thinking on general education.

Dr. Neil Woolf shared the executive dashboard which compares current enrollment with the previous year. He helped new trustees understand the different acronyms in the enrollment world and discussed the importance of fall enrollment data, and provided a general overview on the topic.

Enrollment Overview

As presented in the materials, Dr. Woolf shared enrollment reports including the fall 2022 new student funnel report and fall 4th week enrollment. SOU saw an increase in new freshman but, nationally, there was a decline. SOU's transfer population suffered as community college enrollment continues to rebound. Fall-to-fall, first-time, full-time freshmen were retained at 76 percent, which is a good number. Discussion ensued among trustees about the idea that SOU got more new students but overall retention was down. Dr. Woolf shared that California is a major feeder for SOU and due to better student funding in that state, the university is seeing fewer Californians.

Value of Higher Education and Student Mobility

Vice President Woolf outlined the challenge of recruiting students to college when the media and external forces are questioning the value and cost of higher education. He discussed student mobility and demonstrated the social mobility index and economic mobility. It is well known that educational attainment equals higher lifetime earnings but postsecondary enrollment continues to drop. He discussed student mobility and demonstrated the social mobility index and economic mobility tool, where SOU ranks 676 out of 1,550 institutions.

Dr. Vath explained that the vacancy of a career connections coordinator position provided the opportunity for a strategic reevaluation. She stated that a contract was signed with a consulting firm who will do focus groups with various student groups and academic departments, and will provide SOU with recommendations on the SOU Career Connections Program including staffing, space, analysis, and software. Work is underway to increase the response rate on the first destinations survey, which asks recent graduates where they are, if they are working or attending grad school, and numerous other questions. Related to employment, Dr. Woolf shared the Employment Outcome Explorer tool that provides information regarding earnings and information on graduates.

Career Focus and Post-Graduation Outcomes

STEM Division Director, Dr. Sherry Ettlich, discussed curriculum, education and background, facilitating internships, capstone projects, practical experience and how these components of an SOU education help align a student's experience and career connections. Dr. Ettlich spoke of dozens of success stories noting prestigious internships, graduate school pathways, and career paths among SOU's students and graduates from each of the STEM disciplines. Discussion ensued regarding keys to success including consistently reviewing courses, employers' needs, mentoring, a small class environment, networking, and providing a lot of faculty recommendations.

The National Society of Leadership and Success (NSLS)

Dr. Vath and Danielle Mancuso shared information on the new NSLS leadership program at SOU. They hoped to recruit 10-20 students out of 789 eligible ones. The program currently has 130 members. The program provides competitive scholarships, accredited leadership development programs, mentorship, networking, and job boards. There are 700 chapters and over 1.5 million members. Dr. Woolf added that the

program has retention benefits as well.

Cost Management Updates

Dr. Walsh, Dr. Woolf, and Matt Sayre represented three areas that affect academic and student affairs; they discussed the approaches they are taking with their units to address cost management. President Bailey first introduced the topic and emphasized that this plank of financial sustainability will get a lot of attention because the decisions are impossible to make.

Provost Walsh began for academic affairs. At the cabinet retreat, three points were discussed. The first point is the connection of academic affairs to a liberal arts foundation for the university. The second point is regional responsiveness; and the third is innovation and creativity. Showing the program review template, she illustrated the deep dive each program does every three years. As of last year, all programs had completed reviews. Given the realignment, programs will take a hiatus this year, and re-examine the evidence of how the program is addressing the aforementioned points. These data are both qualitative and quantitative data. President Bailey emphasize that no one has pre-determined a program that is being targeted and this is the process to gather information for analysis. Provost Walsh underscored this, the need to do the analysis quickly for early 2023, and noted that unknown events happen along the way such as retirements. Provost Walsh reviewed strategies to further reduce costs and those to increase revenue. In next few weeks, more data will be shared and the feedback will intensify at that time.

Trustees asked clarifying questions regarding the shared documents, vacant positions, teaching in multiple modalities, faculty evaluations by students, and how the various data are used—if at all—in this process.

Vice President Woolf explained that the process is similar to that in Academic Affairs but underscored that Enrollment Management and Student Affairs is a different entity. He reviewed the tool used with his team. He also met with employees to determine operational functionality and answer the twenty-four questions on the document. Dr. Woolf reiterated that this is not a function of staff evaluation but a tool to determine each units' operations, success, and opportunities. Each unit answers the questions and in response, provides additional questions or information to help the process. Staff have been encouraged to share information through their directors and the Staff Assembly.

In the Athletics process, Director Matt Sayre has boiled down their role on campus to see the department as a recruitment tool. Mr. Sayre looks at Athletics' role in the institution, how it relates to full time equivalent enrollment (FTE), diversity, and retention. Athletics is evaluated by department, program by program, and whether it provides a good return on the investment or return on athletics (ROA). He stated that they focus on growth and where it is possible to grow programs to help increase enrollment. Over the last eight years, athletics has grown, which increases enrollment, and student athletes retain at a high level and graduate at high level.

Trustees remarked on the attempt to provide information in an apples to apples manner, which was helpful. Clearly, the presentations are the culmination of a lot effort and activity with their teams. President Bailey commended the three presenters

and their teams for the amount of work and thought that has gone into this process.

Update on Revenue Enhancement Work in Academic and Student Affairs

Dr. Stillman and Josh Lovern described their work to enhance SOU's benefits from the student success and completions funding model (SSCM). They were asked to participate with the technical SSCM work group making recommendations to the HECC in areas such as instructional codes, senior and staff audits, and bilingual education.

The SSCM was amended a couple of years ago and these changes allow the universities to capitalize on new elements and in SOU's case, receive credit for activities already underway. For example, a change to staff tuition discounts already has increased enrollment or when a senior citizen or employee audits courses, this enrollment counts within the model. Other important work has included modernizing the instructional codes used to classify courses and degree programs, which are also used for funding. A couple of hundred codes were updated and they will examine degree programs next.

Stillman discussed bilingual education and acknowledged that it is supposed to be funded significantly. However, it hasn't been funded in some time as currently, the model does not count this. SOU is pushing the issue with HECC to get this funded.

Trustees were excited and appreciative of the work that Dr. Stillman and Mr. Lovern are doing.

Proposed Committee Meeting Schedule (Action)

Chair Bullock presented the current schedule which is an extension of the committee's current schedule. He reminded the committee of the possible need to call special meetings from time to time, as the board has delegated to this committee the approval of new curriculum. There may be a need to meet in order to review and approve curriculum in a timely manner. There is always ample advanced notice when any such a situation exists.

Trustee Gay moved to approved the committee meeting schedule as presented. Trustee Lee seconded the motion. The motion passed unanimously.

Consent Agenda (Action)

Chair Bullock entertained a motion to approve the meeting minutes for April 21, 2022; May 19, 2022; and June 16, 2022.

Trustee Thalden moved to approve the consent agenda. Trustee Pieper seconded the motion. The motion passed unanimously.

Future Meetings

Chair Bullock announced that the committee's next meeting will be on January 19, 2023 and asked that if anyone had ideas for agenda items, please send them to him as the committee chair or to the board secretary.

Adjournment

Chair Bullock adjourned the meeting at 3:00 p.m.

Respectfully submitted by,

A handwritten signature in black ink, reading "Sabrina Prud'homme". The signature is written in a cursive style with a large initial 'S'.

Sabrina Prud'homme
University Board Secretary

Date: January 19, 2023