

Shared Governance Forum—Notes
Monday, September 28, 2015
2:00 p.m., Russell 300

Steven Emge, Faculty Senate Chair welcomed attendees to the forum and announced the topic chosen by the administration: Presidential Advisory Committees (PACs). President Sean Burrage then took the floor.

Burrage: the topic of PACs is certainly fitting for a forum dedicated to issues of shared governance. On August 28, 2015, PB met with the PACs and gave them their charges. Each of the four committees chose their chair: Academics (Dr. Chris Moretti), Enrollment/Recruiting (Dr. Steven Hales, subsequently replaced by Dr. Tristan Eggener), Budget (Dr. Glenn Melancon), and Fundraising/Grants/Alumni (Mr. George Jacox).*

The PACs were given specific charges **, and are currently in the process of gathering information. They have the freedom to meet when, where, and how they see fit. The PACs will report their findings to the President on November 7, and the President will meet with the PACs to discuss their findings on November 17, 18, and 19.

It was noted that the recently completed 2020 Academic Visioning process is important, and that the PACs are primarily intended to address more immediate concerns.

Higher education in the U.S. is changing, and important issues include student debt, the increasing use of online education, the recognition by the Federal government that many for-profit educational programs are not working, and the de-funding of higher education at the state level.

At Southeastern (SE), 85.6% of students receive financial aid, and 46% of our students are first-generation. SE experienced a 3.5% decrease in state funding, enrollment is down, the number of first-time freshman students is down, and enrollment of graduate students has increased (see [Preliminary Enrollment Reports](#)). Tuition was increased by 5% (the maximum allowed by RUSO), departmental budgets have been cut by as much as 15%, travel has been restricted and funding has been decreased, and efforts have been made to make presidential and administrative travel more efficient and cost effective.

SE will be instituting a marketing plan and hiring a Director of Development—both firsts at SE. As unprecedented projects, they can only go up!

Chairs and members of the PACs who are attending the forum are asked if they would like to offer comments, or to field questions. Questions are raised by faculty.

Faculty: Are there any recommendations on how to field questions from students, and to what degree should we disclose the gravity of the financial situation?

Burrage: Other regional universities are in the same boat. Perhaps the best approach is to tell students that “we’re working through it.”

Bryan County’s economy is strong and growing, but in much of the state the economy is hurting.

Some of the difficulties of the budgeting process were noted (e.g. making budget plans prior to having adequate information about state funding).

Faculty: What is the Academics PAC looking at?

Moretti: So far, primarily matters relating to our charges and focusing on scheduling, retention, and graduation. We have initially discussed possible ways to streamline the scheduling for degree programs in various departments. We have discussed the possibility of expanding the Early Assessment Reports (EARs) which have been quite successful (e.g. documented rises in the retention of Native American Students). Ways to improve General Education programs have been considered, including the adoption of themed course offerings, and integration of capstone courses/experiences. There have also been discussions of possible new programs and ways to gauge their potential costs, benefits, success."

Burrage: Ten staff positions have not been filled for a savings of \$450,000.

Faculty: What are the retention rates?

Moretti: It depends on how you measure it. For example, a one-to-three-year measure was used in a [task force report](#) that can be found on the Academic Affairs webpage.

Assistant Vice President for Academic Affairs, Dr. Bryon Clark: Has anyone heard of the so-called 1-cent proposal from David Boren?

Burrage: A consulting and polling group was hired to study ways to address the question: "how can we help education in Oklahoma?" Due to legislative constraints, tax rate increases for education funding are highly improbable. Though sales tax increases are regressive (especially when applied to groceries as they are in Oklahoma), this consulting group has reportedly found there to be a measure of public support for a 1-cent statewide sales tax increase dedicated to school funding (primarily for common schooling, and with smaller allotments for higher education and technical-vocational schooling). However, early polling results often fail to pan out at the ballot-box, and there is always the danger that funds initially earmarked for education may be later diverted to other uses. This plan has not been officially disclosed in the mainstream press, but has been mentioned on some website reports.

Dr. Meg Cotter-Lynch (member of the Budget PAC): In the PACs' initial discussions and information gathering, it has been discovered that there is a great deal of overlap in concerns. Therefore, the Budget and Academics committees are exchanging relevant information and working cooperatively. There has been a marked decrease in enrollment in Teacher Education over the last several years. There was also an increase in the enrollment of Graduate students this year. Has the Academics committee had any discussions of these shifts/trends?

Moretti: Neither has been the topic of discussion, and neither fits neatly under the Academics committee's charges.

Burrage: In conversations with students, it has been noted that students' choices for scheduling and taking courses does not always conform to traditional or conventional thinking and priorities. Also, students may be taking a course or two in Durant while simultaneously taking online courses at other schools (e.g. at Murray State).

Faculty: The new Academic Affairs Vision 2020 Statement mentions improvements in the Durant campus and in the General Education programs as being priorities. How is that being pursued?

Burrage: Likes living in Durant and is happy here, but there seems to be a disconnect in terms of converting this into increased enrollments. Durant has work to do, and Burrage is confident that things will get better.

Vice President for Academic Affairs, Dr. Doug McMillan: From the perspective of Academic Affairs, strengthening General Education and the Durant campus are essential. The answer to how this is done will certainly involve the ongoing commitment to strengthening the Liberal Arts.

Faculty: Asked how many had read the emailed newsletter sent by RUSO.*** Apparently the Regents have come to the realization that “a business model” is not a fitting or apt metaphor for viewing and directing universities. It was noted that many faculty had voiced this opinion for years. The newsletter referred to the “gaping hole” that would be left were the regional universities to be absent. This void was explained primarily in terms of the universities’ role in preparing the workforce. Perhaps a more significant loss would be the art, music, humanities and sciences that the regional universities contribute to the citizens of Oklahoma, thereby contributing to the common good. It was suggested that all the time and effort in “getting more students to enroll” might be at the expense of losing focus on the quality of the educational experience for the students who are here. An example cited was Interactive Educational Television (IETV). It was noted that IETV is used primarily for classes in the School of Education and Behavioral Sciences and therefore might not be widely visible or understood across the campus. IETV instruction offers the educational advantage of having a full face-to-face class in Durant which is simultaneously broadcast to remote sites, offering real-time instruction to these students (in Idabel, McAlester, and Ardmore). Nonetheless, it was argued that the quality of the IETV classes is not what it could or should be due to lapses in the quality and maintenance of the technology and staffing required. Specific proposals for improving IETV have been submitted to the Distance Education Council (DEC) and to the Budget and Academics PACs. These include a standard set-up for IETV broadcasts, development and systematic implementation of a checklist to ensure the technology for each class is “set to go” at the beginning of class, and the investment in larger high quality screens/monitors in all IETV classrooms and at the remote sites (many of the current monitors are small and antiquated). These proposals are consistent with the Value of promoting effective distance learning, expressed in the 2020 Academic Vision Statement.**** Moreover, the proposals mark a faculty initiated effort in the DEC, rather than the “top down” initiatives that have dominated the agenda of the DEC. The students taking IETV classes deserve a better quality educational experience, especially since they are paying a \$75 per credit hour fee for the “privilege” of taking IETV classes.

Burrage: So you teach all your classes on IETV? (Faculty shakes his head in the affirmative). We want to continue supporting and encouraging faculty to keep doing what you do and are doing well. And, athletics (mentions the football team’s 2 and 2 record and the women’s volleyball team), music, art and the contributions of faculty and students is what makes all our lives richer and the life of the university such an enjoyable thing to be a part of. At the same time, we will need more faculty help and involvement in recruiting students, and he appreciates our efforts.

Faculty: What did those ten staff positions that were left unfilled do?

Burrage: There was no strategic plan or rationale. The positions were simply not filled. This was an example of the ongoing deferred decisions on facilities, maintenance, and staffing that are due to the lack of funds. The faculty, the SE AAUP chapter, and the Faculty Senate were acknowledged and thanked for their work and efforts. Burrage concluded on a confident note of hope: "We'll get through this!"

Approximately 42 were in attendance

Notes recorded by William Lloyd Fridley, Ph.D.
Faculty Senate Archivist

Relevant Supplemental Documents

*President's Office

[**Actions**](#)

To:

Faculty Mailing List; Staff Mailing List

Inbox Tuesday, September 29, 2015 8:16 AM

FROM THE PRESIDENT

I would like to take this opportunity to update the campus community on a few items of interest:

The University's four advisory committees (Academics, Budget, Enrollment-Recruiting, and Fundraising-Grants-Alumni Relations) are continuing their work. I appreciate the time and effort all of the committee members (faculty, staff and students) have invested in this important endeavor and I look forward to receiving their final recommendations later this fall.

The Budget Committee is working diligently to address the charge I have presented (various budget cut scenarios). As I have stated on previous occasions, a number of factors have combined to put us in this position:

- A 3.5% reduction (\$659,000) in state allocations with possible additional state cuts next spring and next fiscal year
- An increase of \$530,000 in mandatory costs
- Fall 2015 enrollment that was 5% less (Student Credit Hours) than what we had projected, which means a decrease of \$630,000

Thus far, to address this situation, we have:

- Implemented a 5% increase in tuition and mandatory fees
- Reduced departmental budgets by as much as 15%
- Instituted additional travel restrictions to reduce costs

In addition, in the near future, we will be hiring a Director of Development to boost our private fundraising efforts. This position is being funded through private sources.

All of us in higher education -- in Oklahoma and elsewhere -- are facing some tough decisions. I want to emphasize that no final decisions have been made regarding the budget at this point as we are still analyzing the numbers and will review the recommendations from the Budget Advisory Committee in November. Some factors, such as state allocations, are beyond our control. But as a University, we need to grow our enrollment, while at the same time, be more efficient. I am very confident that we will accomplish both of these goals.

-- Sean Burrage

President's Office

SE-EIL-2015

Wednesday, August 19, 2015 12:13 PM

FROM THE PRESIDENT

As I announced at last week's Faculty-Staff general meeting, we are establishing four advisory committees to address some of the critical issues facing the University.

I wanted to take this opportunity to share with the entire University community the committee assignments (as listed below). Please note that in forming these committees, we did not attempt to "balance" the selections to equally represent every school, academic department or office. Instead, our approach will be to encourage each committee member to represent the University as a "whole" and not as a faculty or staff member from a specific department.

The focus of the advisory committees will be to offer recommendations and ideas, with an emphasis on short-term implementation and outcomes.

I will be meeting with each advisory group during organizational sessions on August 28. At that time, I will present 1-2 specific topics for each committee to address. Each group will submit a written report with recommendations to me no later than November 17.

Finally, I want to thank each of the committee members for agreeing to serve and look forward to their input as we work together.

Advisory Committees

Academics -- Dr. Bryon Clark-Tim Boatman-Dr. Chris Moretti-Dr. Robin Plumb-Kristie Luke-Christala Smith-Mike Davis-Dr. Susan Morrison-Dr. Blythe Duell-Dr. Alistair Maeer

Enrollment/Recruiting - Shelly Key-Ross Sandmann-Dr. Wayne Jones-Dr. Kitty Campbell-Matt Morris-Dr. Bruce King-Darin Grover-Dr. Steven Hales-Dr. Tristan Eggener-Dr. Claire Stubblefield

Budget-- Dr. Meg Cotter Lynch-Dyanna Bowen-Dr. Steven Emge-Dr. Glenn Melancon-Kay Lynn Roberts-Cherie Wilmoth-Dr. Courtney Kernek-Dr. Tim Smith

Fundraising /Grants/Alumni-- Dr. Teresa Golden-Chris Wesberry-Sharon Morrison-Gladys Skinner-Susan Dodson-Dr. Randy Clark-Stephanie Davison-George Jacox-Dr. Lisa Coleman

-- Sean Burrage

****Charges for Academics and Budget Presidential Advisory Committee**

Academics

What methods, processes and analyses are needed to improve course scheduling each semester and academic year to efficiently move students through successful completion of academic programs? (Please consider the various modes of delivery and duration of courses in your analysis.) In addition to course scheduling, what other actions/processes could be improved to increase the persistence, retention and graduation of students?

What methods and processes must be utilized to promote greater innovation in the development of new programs, including the recombination of existing programs, while shortening the time it takes to make them available to students? What methods and processes are needed to complete a cost-benefit analysis of programs, estimate their future potential, and assess their viability?

Budget

After we evaluate our Student Credit Hours (SCH) this fall, we will submit a revised budget for this fiscal year. Although our SCH numbers are not yet final, it appears they will be lower than projected, resulting in a budget deficit. If we need to make budget cuts, what are our priorities in making those cuts? Also factor in the possibility that we could face similar circumstances in Spring 2016. Finally, looking ahead to next fiscal year, if we should experience a continued reduction in state allocations and budget cuts are needed, develop a plan to preserve institutional priorities. Please consider scenarios that include a 3%, 5%, and 7% budget reduction.

***RUSO Email sent September 27, 2015



The GREATNESS of an institution ALWAYS begins with PEOPLE -Jim Collins

By Jeff Dunn, Regent Chair



Last spring RUSO Regents Connie Reilly, Mark Stansberry and I joined more than 1,000 higher education leaders to attend the Association of Governing Boards of Universities and Colleges National Conference. The keynote speaker author [Jim Collins](#) presented his monograph "[Good To Great and the Social Sectors -- Why Business Thinking Is Not The Answer.](#)"

Collins explained that while business and social sectors have different missions, they are identical in exhibiting the qualities of a great organization. "A great organization is one that delivers superior performance while making a distinctive impact over a long period of time."

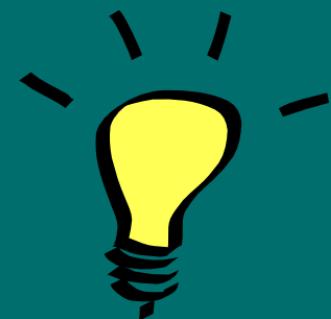
For a business, financial returns are a legitimate measure of performance. For a public university, however, performance must be assessed relative to mission--not financial returns. The critical question is not how much money was earned per dollar of invested capital, but the effectiveness of delivering our mission and making a distinctive impact relative to our resources. We were inspired by Collins' presentation and decided to apply his philosophy to our six regional universities. [Read More](#)



Share Your Great Ideas

The path to making a good to great organization is lit by the multitude of bright ideas. We want to hear what you consider to be great ideas, suggestions, potential collaborations and opportunities for efficiency. [Submit your ideas online to RUSO.](#)

Select comments may be posted on the Web page to share with others.



******2020 Academic Vision Statement**

Vision

Southeastern will offer our students an evolving array of both traditional and distinctive academic programs that prepare them for meaningful careers, lives, and service in a rapidly changing world.

Values

In pursuing our vision, The Division of Academic Affairs at Southeastern Oklahoma State University is guided by a shared collection of values. Specifically, we value:

- A commitment to excellence and engagement in teaching and learning
- Intellectual curiosity, diversity of thought and analytical thinking
- Service
- The ability to critique and communicate ideas
- Leadership and responsible citizenship
- Integrity, ethical values, and personal accountability
- Rigorous programming in traditional areas such as the Sciences, Education, Arts, and Humanities
- Innovative and distinctive programs such as Aviation, Business, Safety, Counseling, Native American Leadership
- Effective use of distance learning to expand the reach of our programs
- Being good stewards of our human and physical resources
- Creating affordable opportunities in higher education for those we serve

Key Initiatives

- Encourage External Fund Raising
- Enhance General Education
- Strengthen the Liberal Arts Foundation of all Programs
- Encourage Responsible Citizenship
- Seek Beneficial Accreditation and Reaccreditation
- Promote Student Mentoring

Goals

1. By 2018 establish a culture of encouraging, recognizing, and rewarding teaching excellence.
2. Increase enrollment by 20% in each of our unique programs by 2020.
3. Increase third semester retention rate to the national average within five years.
4. By 2020, achieve positive enrollment growth on the Durant campus.
5. Create five new distinctive programs that have a positive effect on enrollment by 2020.