



Strategic Planning Committee Notes
May 13, 2016
Werner University Center, Willamette Room
7:30 am - 8:00 am Continental Breakfast
8:00 am – 11:00 am Meeting

Present: Rex Fuller (Co-Chair), Laurie Burton (Co-Chair), Betty Crawford, Paul Disney, Camila Gabaldon, Corbin Garner, Megan Habermann, Mark Henkels, Ivan Hurtado, Cec Koontz, Paul Killo, Melanie Landon-Hays, Randi Lydum, Dave McDonald, Peggy Pederson, Chris Solario, Adele Schepige, Linda Stonecipher, Dan Tankersley, Ella Taylor, Steve Taylor, Shelby Worthing

Staff: Ginny Lang (Facilitator), Reina Morgan (Assistant)

Absent: Adry Clark, David Foster, Alma Pacheco

Recap and Review

The overall consensus is that people are excited that this process is happening and believe it will result in some positive changes. People are reaching out, asking what the committee is doing, and giving unsolicited feedback. People are engaged and think it's a great new start, and a good time to take on this project.

2005 Strategic Plan Goals Survey

The SPC members and select campus representatives were asked to review the 2005-2011 Strategic Plan Goals and provide feedback on what had been met, not met or partially met. While this exercise represented a small sample of opinions, they came from an informed and engaged cross section of the campus community. President Fuller hoped that this exercise would help calibrate our work so we can identify things that will help us out as we move forward with our mission, vision, and values statements.

President Fuller expressed his hope that when the 2016 plan is reviewed five years from now we won't see very many responses that say "not met." The process can come to an end but the work around it should be continuous. It's a brave new world and it's going to be a hell of a ride. It is encouraging that the goals focused on student centeredness received some pretty positive scores. We want to make sure that our students leave with a nice portfolio as they decide what's next for them. Some ways that we are able to do that is through the Academic Excellence Showcase, internships, and long term projects.

Ginny reminded the group that part of SPC's expectations for the plan is for it to be clear, easy to read, and understandable. Looking at some of the bullets from the last time around you can see that some are not so clear. We will want to think about how to use language that will be understandable for people who review it years later.

Steve commented that these ratings are all perceptions from individuals and are merely opinions, not necessarily a campus-wide perspective. That is important to keep in mind, though hopefully the information is still relatively useful since it came from a diverse cross-section of campus.

SWOT/PEST

Each Working Group was asked to consider WOU's SWOT – strengths, weaknesses, opportunities and threats. A sixth working group was added – Rex and Laurie – to do the work. Two groups were assigned to strengths and two to opportunities; the other two groups looked at both weaknesses and threats combined. Guiding principles for the exercise: strengths and weaknesses are internal, and opportunities are external; work to identify about a dozen elements in order to begin to focus the work.

Strengths Group A (Linda, Ella, Chris, Shelby)

- WOU is well situated within the Willamette Valley which allows us access to larger population while also minimizing costs. Centrally situated between Coast and Cascades
- Focus on attracting and supporting (financially, academically, etc.) ethnically and economically diverse students as well as traditionally under-represented students
- Focus on attracting and supporting (financially, academically, etc.) students with disabilities
- Existence of The Research Institute at a predominantly undergraduate institution that attracts external funds to provide support for academics, student services, athletics, facilities
- Smaller class size allows greater faculty-student interaction
- Opportunities for undergraduate research (Honors Program, Academic Excellence Showcase, etc.)
- Quality staff (administrators, faculty, staff) with a service orientation
- Expectation of students that the university will provide a personalized education with excellent customer service
- Attractive campus that highlights the “traditional” look of an academic institution
- Size provides opportunity to change to meet the on-going needs of the new generations of students, faculty and staff
- National and statewide reputation for preparing teachers

Strengths Group B (Adele, Melanie, Paul Kylo, Betty, Corbin)

- CAMPUS
 - Facilities
 - Geography--close to state capital, in the mid-Willamette valley, accessible to most of the state
- ADMINISTRATIVE COMMITMENT TO QUALITY
 - Small class sizes = 16 students per class
 - New board of trustees, nimble administration
- FACULTY AND STAFF
 - Academics = commitment to high standards

- o Committed to quality
- o Faculty and staff are committed to students
- STUDENT SUCCESS PROGRAMS
 - o Commitment to have International students be a part of campus (e.g. faculty from DTE ECE go to China)
 - o Commitment to a diverse campus (socioeconomics, cultural, etc.)

Weaknesses/Threats Group A (Paul Disney, Camila, Ivan)

Weaknesses (internal)

- Internal communications
 - o This is the basis for success
 - o Without a clear method/plan we will not be able to move forward effectively
- Bulky curriculum/Difficulty completing degrees in 4 years
 - o Mostly unchanged LACC
 - o Required minor?
 - o Scheduling of courses not always consistent
- Embedding recruitment/retention into everyday operations without increasing workload/creating a burden
- Bridging to “What’s next?” for students
 - o Particularly important for first-generation students who might not have previous experience in professional environments
- Public relations (ownership and coordination)
 - o Not just about recruitment
 - o Visibility (billboards, gear, other things that start a conversation about WOU off campus)
 - o Social media presence needs to be more engaging
- Technology infrastructure
 - o Needs to be supportive of students - this is a retention issue

Threats (external)

- Student Debt
- Future of Students/Competition
 - o OSU Cascades Campus
 - o Oregon Promise
 - o HECC emphasis on workforce training and graduation rates, and de-emphasis on traditional broad-based liberal arts education in the budget process for higher education (an opportunity as well)

Weaknesses/Threats Group B (Megan, Dave McDonald, Peggy, Steve)

Weaknesses (internal)

- Human resources taxed greatly - a lot of one person operations
 - o Depth of staffing levels
 - o Recruitment

- o Promotional opportunities
 - o Centralized training of faculty/staff - no on boarding process
- Disconnect in teamwork and communication
 - o Territorial about office spaces and campus places
 - o Silos being built
 - o Band aids for big problems
 - o Lack of cohesion of who implements campus plans
 - o Inconsistent accountability
 - o Not congruent with values
 - o Transparency
- Lack of marketing and consistent branding
 - o Not a clear message to market
 - o Lack of resources
 - o General public perception unclear
- Need more alumni and foundation reach out
 - o Need broader fundraising
 - o Need to grow the endowment
 - o Need to track and communicate more actively with alumni - \$\$ and opportunities
 - o More current student involvement
- Degree pathway barriers
 - o Advising structure
 - o Course structure
 - o Scheduling
 - o Class offerings
 - o Connected to lack of data to implement meaningful change
- Accessibility issues
 - o Not all ADA compliant facilities
 - o 8-5pm limitations for working students
 - o Too reliant on in person communication
 - o Lack of training for faculty working with students with disabilities
- Affordability
 - o High cost components - housing, textbooks
 - o Need more scholarships - both institutional and foundation
 - o WOU Promise, not always the best option for folks, could add to student debt
- Enrollment Management
 - o Providing courses that are wanted/needed
 - o Supporting the students we recruit
 - o Retention
 - o Lacking centralized plan
- Lack of internal assessment
 - o Don't know what we don't know
 - o Lack of evidence based decision making

Threats (external)

- Higher Education Funding models
 - Reduced funding from state
 - Affects affordability
- Oregon Promise - Community College promise
- Lack of resiliency plan - campus shootings, earthquakes
- Institutional/External competition
- Demographic changes
 - Declining hs graduation rates

Opportunities Group A (Rex, Laurie)

- Develop recruiting materials that reflect student success and high impact practices
- Develop multiple program pathways and delivery methods for existing and new graduate programs
- Explore satellite locations for program delivery and access for undergraduate and graduate programs
- Develop alumni networks to enhance visibility, diversity, and opportunities for community partnerships (e.g. cohort models)
- OMA provides opportunity for enhanced outreach and conferences
- CC transfers (Oregon Promise, 2+2 transfer)
- What does a degree at WOU mean? High impact practices, liberal arts core, proportion of degree in the major
- Coordinated public relations → move from best kept secret to best known opportunity
- Shared community commitment to student effectiveness and student success

Opportunities Group B (Cec, Dan, Mark, Randi)

- Recruiting
- Public/Alumni Relations
- Student Success: support systems
- Student Success: academic dimensions
- Real student access – meaningful financial support and effective connection to other educational institutions
- Empower faculty
- Campus Environment Engagement: diversity, more widely shared programs
- Systems Reform: assessments, technology, bureaucratic processes

Work to be Done

Working Group SWOT topics for June 3 assignment to gather data/evidence or define needed resources:

1. Strengths (Linda, David, Ella, Chris, Shelby)
2. Strengths (Adele, Melanie, Paul Kylo, Betty, Corbin)
3. Weaknesses (Megan, Dave, Peggy, Steve, Alma)
4. Opportunities (Cec, Mark, Dan, Randi)

5. Threats (Paul Disney, Camila, Adry, Ivan)

The assignment is to identify data and/or evidence and examples that support or contradict assertions of Strengths (internal), Weaknesses (internal) and Threats (external). Do the same for Opportunities (external) but include examples of resources needed to implement.

For some of the 12 items you will likely end up with a column of additional information required, e.g. internal data to gather, surveys or information from comparator institutions to figure out whether that bullet point is valid.

The WOU IR folder contains currently compiled data sets and evidence. If additional data is required it can be requested through Rex and Laurie.

Team facilitators need to have materials completed and in the June 3 meeting folder (06.03.16 meeting 4, Google drive) by Wednesday, June 1st, so that folks have a chance to review the lists prior to the meeting.

What's Next, Questions, Assignments

June 3rd is the final meeting for spring term. It will be a chance for members to work together in their groups.

Two town hall meetings will be scheduled for Friday, May 20. Each group should have a spokesperson to talk at the town hall meeting as it will be primarily run by committee members. The purpose of the meetings is to provide an update on strategic planning to the campus community and allow them an opportunity to ask questions.

Reading recommendations

Embracing Uncertainty by Susan Jeffers

Break Point by Jon McGee