



Conditions Update Report

Presented to the Higher Education Coordinating Commission
December 10th, 2015



Introductions & Opening Remarks



Introductions

- Dr. Roy Saigo, President Southern Oregon University
- Dr. Susan Walsh, Provost & Vice President for Academic and Student Affairs
- Mr. Craig Morris, Vice President for Finance & Administration
- Dr. Karen Stone, Associate Vice President for Academic Resource Management
- Mr. Mark Denney, Associate Vice President for Budget & Planning
- Mr. Christopher Stanek, Director of Institutional Research



Decision Making Framework

Provides the Support for Institutional Management

- Oversight by SOU Board of Trustees (orientation & AGB training Dec 2014 through June 2015)
 - Full Board (quarterly regular meetings)
 - Executive & Audit Committee (quarterly regular meetings)
 - Academic & Student Affairs Committee (monthly regular meetings)
 - Finance Committee (monthly regular meetings)
- Management within SOU's organizational structure
 - President's Cabinet
 - **Members:** Provost/VP Academic & Student Affairs, VPFA, VP Development, University Board Secretary, Director of Diversity & Inclusion, General Counsel, Chief of Staff/Director Government Relations
 - **Key Advisors:** AVP Budget & Planning, IR Director, CIO, Associate Provosts, AVP Retention/Enrollment, Athletics Director, Division Directors
 - Faculty and Student Senates
 - University Planning Board
 - Director & Division Councils
- Insight from the Presidents, Provosts, and VP for Finance & Admin Councils
- Collaboration with the Higher Education Coordinating Commission



Mission Refinement & Accreditation

SOU's Mission Defines the Core Themes

Student Success • Intellectual Growth • Responsible Citizenship

- NWCCU accepted the mission and themes in 2011 and requires demonstrable mission fulfillment to confer full accreditation in 2016
- Mission refinement occurs after accreditation & informed by a strategic plan developed by SOU leadership and the Board of Trustees in consultation with the campus community
- SOU's niche within the portfolio of Oregon universities to be reflected within the strategic plan which will guide future mission refinement
- Any mission refinement must continue to recognize requirements imposed by the NWCCU's ongoing 7-year accreditation cycle

Program Rationalization

Current Program Portfolio is Shaped by our Comprehensive Liberal Arts Education

- Prioritization process, workforce analysis, and the retrenchment plan have guided recent adjustments to current program structure
- The Board of Trustees, Provosts Council, regional needs, and HECC review and approval provides oversight for new academic program offerings
- NWCCU assesses current programs' alignment with mission and core themes and evaluates engagement in planning for program resources
- Results of the 2016 accreditation review will contribute to future adjustments of the program portfolio and program assessment

Core Themes & University Assessment

Continuing Development of Systematic Program Review

- University Assessment Committee annually reviews all academic programs, including:
 - Pre and post evaluation of 1st year student performance
 - Assessment of components within the senior capstones
 - Comprehensive review and feedback for all programs' annual reporting
- Support Program Assessment Committee has a defined rubric to review outcomes for all administrative departments
- Program assessment software provides a structured database for coordinators to track adherence to core themes & program outcomes
- NWCCU's evaluation of each programs' contribution to mission fulfillment uses established standards, objectives and indicators

Student Success & 40-40-20

Increased Attention on Resident Student Success

- Recruitment and retention now prioritizes Oregon residents, such as:
 - Pirates & Bulldogs to Raiders
 - Jackson & Josephine Pledge
 - Innovation & Leadership Major
 - Bridge Program
 - Embedded recruiter in Portland area
 - Admission counselor fly-ins focus on Oregon high schools
- Professional advising has been expanded
- Student support systems have been expanded, including:
 - Enhanced student resource & advocacy centers
 - Additional student life programming
 - Added a mental health counselor
 - New student support network that operates as a council
 - Created the Office of Student Support & Intervention
 - SOU Cares and Financial Cares systems implemented
 - Hired additional case manager
- Center for Instructional Support & new curriculum design academy
- Success and completion informed by analytics

Significant Organizational Change

Integration of Academic & Student Affairs

- Eliminated VP for Student Affairs and the Dean of Students positions
- Added Associate VP of Enrollment & Retention
- Eliminated silos by connecting faculty to student affairs programming & services resulting in better communication between academic and student affairs
- Provided opportunity to create the office of student support & intervention

Reorganization of Academic Programs

- Replaced college and school structure with academic divisions including a division devoted to UG studies and general education
- Replaced college and school deans with division directors
- Established directors' council resulting in more collaborative decision making and problem solving as well as improved accountability
- Added Associate VP of Academic Resource Management
- Associate VP manages course by course enrollments and aligns faculty loading & release with curricular needs
- Academic programs now engaged in recruitment and retention
- Benefits to students

Conclusions & Challenges

Moving Forward on Mission Refinement, Program Rationalization, Student Success, & 40-40-20

- **Conclusions**

- Decision-making framework has been established
- Committed to full implementation of the retrenchment plan
- Current enrollment numbers and financial positions are positive
- New leveraging of data resources and analysis
- SOU Board of Trustees influential in the success of the institution

- **Challenges**

- Managing ongoing enrollment including appropriate mix
- Retention rate improvements
 - Increasing 1st year and 1st to 3rd year rates
 - Focusing on needs of student sub-populations
- Degree attainment
 - Increasing number of resident student degree completers
 - Improving minority graduation rates and success
- Aligning curricular and faculty resources with institutional needs

Closing Remarks



- Destination or Regional
- What's being done differently now?
 - New decision framework
 - New organizational structures
 - New programs
- Current Status
 - Fund balance at 10%
 - Applications up 9%
 - Enrollment up 5% over projection
 - Retention is up
- Treat each student like they're our own



Questions

