

Elizabeth Shmikler

Board of Trustees Meeting 1/25/18

Call to Order: 8:30A.M.

- Approval of Agenda
 - Introduce Dr. Jordan, president of Metropolitan of St university for 12 years, and president of eastern Washington for 7 years, 38 year career in public post-secondary, won multiple awards, waiting to be sworn in as a trustee, and he is a bear. Graduated from UNC.
 - Need approval of agenda
 - Change proposed to postpone Election of Officers until next time-approved
- Approval of Minutes
 - November 16, 2018-Board of Trustee Meeting
 - Motion to approve-approved
- Board Chair's Report/Trustee Remarks
 - This month has been hectic for president, appreciate efforts and drawing everyone in, and all who have been involved
 - President says thank you, it has been a team effort, and addressing deficit in a way that will make it a stronger university
 - Also had MLKJ march at university and went to eclipse at tennis courts
 - Full swing with basketball, we won several games recently
 - Wrestling going on, finishing search for new provost, reaching out about those candidates
 - Meeting with faculty, e.g. library and mathematics, student body president, plan to set up informal student meetings to come and talk with president about what is on their mind, hope to start first one in February
 - Several people came to the task force open forum
 - Final recommendations presented at leadership council made last week and sent out to university
 - Surprised by participation in solving deficit problem
 - Last week over 300 people came to forum about cost saving options
 - That with online feedback generated over 4000 comments and suggestions
 - Preliminary thinking about cost-saving strategies and division level strategies
 - Will hold open forum Tuesday evening at 5pm open to the campus
 - University Wide savings
 - 1. Increase employee contributions to health insurance
 - From 35% to 40% contribution, not applied to classified staff. Would save 700,000 and would increase premiums for individuals and families. Would go in at Jan 1st. Still keeps us competitive.
 - 2. Faculty retirement incentive
 - Not a guarantee, decision made in university best interest. 50% base salary plus 18 months health benefits. Could save 2 mil a year or more

- 3. Modifying employee dependent tuition waiver
 - Only college in university offering 100% waiver for dependence
 - Reducing it for anyone hired after June 30th by 50%
 - Eliminate for graduate courses moving forward
 - Allow employees 9 credits per year
- Still need to address 8.5 million to fully address by 2021
 - Expecting to receive more in government funding next year
 - Cant raise tuition
 - Also discussing funding formula
 - How resources are allocated across the state
 - Expecting flat undergrad and 9% drop in graduate
- Division level goals
 - Guiding questions for decision making
 - Are we making students and their success a priority?
 - Have we made every effort to limit human impact?
 - How will this effect diversity, equity and inclusion?
 - A few other questions
- Looking at three models for distributing these reductions
 - Model 1
 - Classic across the board model
 - Each division cut 5.3%
 - Not strategic or appropriate, but good sense of magnitude
 - Model 2
 - Rolls back increases in personal going back 5 years. From 3 to 12% in saving.
 - Wide range, and many things were good ideas, so doesn't make sense
 - Model 3
 - I pads data for categorical investments and compares to peer institutions for planning and reporting and how they spend recourses in these specific categories and how competitors also do this. Greatest outlier is student services 176% than our peers in student services. Instruction:11% more, academic support: 23% higher, institutional support is lower and 60% less on research
 - Rather than trying to align move towards median and make sure every division is identifying savings
 - Document will provided showing details
 - Breaks apart expenditures by divisions with goals ranging from 3 to 8% reductions depending.

- Provided examples of percentage cuts
 - How do we keep support student success? Even though we spend 76% more on student services
 - Can reduce without risking success by centralizing supports
- Open to thoughts:
 - Could be a lot more efficient in some of the big areas. Excellent time to try and work on this
 - How much will we save on the waiver change?
 - Reduced slightly initially because will not affect current employees, so hard to predict.
 - Also expecting employees participating to submit fafsa and scholarship application to access all available resources before accessing university funds
 - Hope that we can tie metrics to budget so that we are not cutting funding that is effective and am interested to make sure that that happens
 - Important to address the resources in a way that does not impact retaining students and that's one way we can increase enrollment by keeping students here that we already have. Want to reduce costs without impacting enrollment
 - There are ways to minimize duplicated efforts that we have and ways to re-organize structures that are provided
 - This is not a short-term thing, this is a long-term marathon, we are looking for transformative change and a different future and model to support, and that will take time. Appreciate urgency around short term decisions but excited for long-term vision.
- Created a few board committees to meet after general board meeting focused on student success, external engagement, change management, Strategic enrollment success, all open for witnessing
 - Draft for goals for this year and next year sent to board members
 - Important that the committees make sure that it doesn't affect engagement and attendance, and how they work together to make this successful
 - Goals need to be reshaped into fewer, longer term goals. Some of them could be combined, and should include measurement over time/timeline
 - Look at the longer institutional goal
 - Include equity in relation to achievement and success
 - Make sure all students reaching overall goal
 - Think longer term and have some intermediary steps along the way to reach those goals, and should be figured out by leaders of

the board so there is some assurance that these things are what we want to do

- Information Items
 - PASC Report
 - Working with CSU to continue planning employee recognition packet?
 - Doing more work with bringing campus together, have at least one social event off campus per semester
 - Updating bylaws, will be out by march
 - Holding elections for new members end of march
 - Representative served on provost search
 - CSC Report
 - Warm Toes sock collection went well
 - Have been involved in budget and task form discussions
 - Working on banquet and yard sale
 - Also discussing changing bylaws, elections coming up, member on provost search
 - Student Senate Report
 - Working on refining mission
 - Communication, visibility, and purpose
 - Town hall last Wednesday and took comments for feedback
 - It went well, lots of participants
 - Instituted plan to increase engagement in campus
 - Elections coming up in April
 - FY18
 - Results from audit
 - Current assets: \$51.2 (in millions), \$40 in cash. Remainder is inventory and receivables
 - Capital assets: \$280.5, replacement is \$800
 - Noncurrent assets: \$26.4, \$20 bond proceeds in learning commons, \$4 in Perkins receivables which must be returned to government as payments saved
 - Liabilities and net deferred outflows/inflows
 - \$403.7 when consolidated
 - Condensed statements of Revenue, expenses and changes in net position
 - 112 net tuition and fees
 - 24 fee for services
 - Grands and contracts 23
 - Auxiliary and other: 45
 - Total operating revenue 202
 - Expenses
 - Education and general 189 cash
 - Operating, 42, not cash
 - Operating loss of 72

- Net position end of year \$45.7
- Strength indicator on a 10 point scale, composite financial score is 1.60, consisting of 4 metrics including primary reserve, net operating revenues ratio, viability, and return on net assets
 - General downward trend in primary reserve and viability
 - Upward trend in net operating revenues ratio and return on net assets
 - Composite is up from previous two years
 - Cash balance is down, by 13 mil, prior year 7
- Sabbatical Leaves
 - 113 eligible, 25 applications, 24 were recommended, one was for summer, 7 for fall, 7 for spring, 9 full year sabbatical, all are centrally and college wide cost neutral. Able to use funds from full year sabbaticals to cover costs for those courses and still had some residual savings
 - Numbers pretty consistent
- Action Item
 - Board policy manual amendment
 - Change to conflict of interest policy, deals specifically with contract issues, so now specifically define personnel issues and non personnel issues
 - Must engage in actions using independent judgement and have a process with emphasis on disclosure
 - approved
- Public comments
 - Statement regarding dr. Feinsteins mission. Fears that we are only talking about students who are academically dominant. Representation is low for us minorities, disconnecting us, impacting our academics, ruining goal for retention. What is the goal for moving for that?
 - Committed to success in all facets, and particularly gaps in relation to minorities. Must be mindful in continuing to embrace culture and all our students moving forward
 - Not only student success but also equity
- Executive session
- Adjournment

Student Success break out committee

- Review Task Force Report
 - Sense of belonging
 - 40% first generation students
 - Imposter phenomenon
 - What to be a student ready campus, we don't put the whole burden on students

- How do we as an institution integrate what we do to be very intentional about retention
- Less about getting them in the door, How do we keep them here, we need an intentional way to do that
- Employ the resources we have for student success
 - Hiron consultants, think about the way we organize our work,
- How can we work with the resources we do have in an integrated way to help build success
- Not having the supports indicates there is less care
- Would be good to get feedback from students who are struggling and why
- We should have a class on how to be a student
 - -could have school psychology GAs teaching these courses
 - First year experience courses
- Isolation is a problem
- We should think about developing a cohort of first generation students
- Home sickness, finances,
- Need to support transfer students
- Informally happening, but needs to be more organized
- What about student to student mentoring
- Set up mentoring for students
- We have pockets of really good practice
- How do we think about our standards of practice so everyone has ways of knowing? How do we think of a coaching model
- Shared ideas
- AIMS
 - Aims to unc taskforce
 - Win win partnership
- Should we have a transfer student center
 - Helping them with that transfer
- Badges can be earned for active learning
- How we record, store and have electronic lecture
- Every lecture streamed
 - Lecture panapto
- Cohort model
- Next step: Data Dump:
 - Scan of current services and who is providing them
 - What is causing attrition
 - And reporting out data to board
 - Do we have a timeline?
 - Board first needs to educate itself
 - What questions are on the exit survey and who is keeping track of that
 - Do we do that with graduating students?
- Precollegiate services
 - Upward bound?

- Lead On: first time students, takes place a week before, have leadership sessions, and its really great opportunity. Could definitely leverage more.
- Feb 8th? Finance meeting
- Feb 20th next meeting