

Ottawa University  
Executive Committee Minutes  
Saturday, July 13th, 1996  
Milwaukee, WI

Present: Marvin Wilson (Chair), Stan Bettin, Wayne Duderstadt, Kevin Eichner, Harold Germer, Charlene Lister, Justus O'Reilly, Ramon Schmidt, Patti Wolf.

Administration: Roseanne Becker, Jim Billick, Bob Duffett, Vern Larson, Anne Mills, Ilene Risley, Jan Stone, Fred Zook.

Marvin Wilson called the meeting to order shortly after 10 a.m. Ramon Schmidt offered prayer.

Financial Reports and Budget. Anne Mills distributed a preliminary report of financial results for 1995/96 and the proposed budget for 1996/97. She summarized the results for the year just concluded. Campus expenses ran ahead of budget, while campus revenues ran behind budget. Phoenix expenses, which have been a concern all year, appear to have held within budget, and revenues went slightly better than plan. Milwaukee was farther behind plan than expected. Kansas City and the International Program both performed better than budget, and the net annual fund result for the development office was on plan. The preliminary view on overall results is that the University has an operating surplus of \$418,000 compared with a goal of \$202,000. The \$326,000 investment in Atkinson Hall is in addition to this result. Anne Mills reminded the Executive Committee these are preliminary figures. Attention to checking the results and then the audit will very likely disclose further expenditures and reduce the net. The administration feels confident the end of year results will be nearly at budget as projected, unless the audit contains some surprises.

Discussion turned to the budget for 1996/97. This budget was approved earlier, but now includes a revision in the expected revenues for Milwaukee.

Kevin Eichner moved, with Charlene Lister seconding, that the 1996/97 budget as distributed be approved. The motion passed.

Information and updates. Marvin Wilson noted that a number of things have taken place since the last meeting of the Board, and called for updates.

Anne Mills reported that University wide employment policies have been published and went into effect July 1st. These policies cover faculty and staff University wide.

Anne Mills distributed copies of a statement describing the Ottawa University retirement plan. Sections 2.1 (on Participation) and 2.6



(on the computation period for participation) are changed. Basically the new wording will permit eligible employees to participate in the retirement plan without a waiting period.

Justus O'Reilly moved, with Ramon Schmidt seconding, to make the recommended changes in the Ottawa University Retirement plan with TIAA and CREF. The motion passed.

Jan Stone reported the plan for academic assessment has been completed and the four year cycle of assessment for each and every academic program has been started. Assessments in physical education, psychology, human services, business/management and liberal arts studies have been completed. The M.A. program and the International program are scheduled for Fall. The assessment process is going well. At an all-faculty workshop in May faculty reported on developments in assessment. The strength of the program is now apparent in the involvement and commitment of faculty to making this successful and implementing program improvements in keeping with the result of the assessment process.

Hal Germer noted this is the first meeting for Dr. Duffett. Hal indicated Bob Duffett is giving primary attention to three matters: (1) enrollment, (2) budget, and (3) academic leadership and faculty hiring.

Bob Duffett spoke about the current state of the hiring process, and handed out a page summarizing new faculty and positions. He spoke in detail about new faculty and positions yet to be filled.

Roseanne Becker reported results in development. The department met its goal for the net in annual fund and made progress on Martin Hall. The new alumni director, Barbara Rockwell, '70, is on board since Dr. DeFries has retired. Focus groups were held on communications with the alumni, and on a proposed American Baptist Central Region campaign with a representative group meeting in Salina. The donor prospect system involves weekly progress reports, and there are 193 major donor prospects now included in the system.

Roseanne Becker distributed a handout reporting results for 1995/96. She also reported that changes in the communication strategy, originally a subject of discussion with the Executive Committee, have been implemented. Specifically, Tauy Talk now serves the campus graduates audience. It gives more attention to upcoming events, and lists alumni board and trustees members. The current issue features Martin Hall publicity and seeks addresses for "lost" alumni who lived in Martin Hall.

Department of Education. A review of the University's administration of federal financial aid under Title IV was conducted in January, February, and March. The review is part of normal procedures, though Ottawa University has not been reviewed since 1989; it deals with both grants and loans involving federal money.



The University did its own study of financial aid practices two year ago. Based on that review we hired a financial aid consultant and a specialist to focus on financial aid in centers. These were two of a series of actions taken.

Then in January the University was notified on this federal review. The review produced twenty-seven findings. Some were very specific and limited -- for example in cases where refunds were not made in a timely fashion or a reconciliation was not completed. Others were wide ranging -- for example, a statement questioning the University's administrative capability to handle Title IV funds.

On June 12 we received the report of findings. In preparing the University's response we have two important resources. We have hired a new auditing firm with expertise and experience in financial aid, and we have a consultant with extensive financial aid experience. The University was required to respond within 30 days. We could not complete all tasks within thirty days, and on advice of the consultants we responded promptly (in fewer than 30 days) on tasks we could readily perform, and asked for an extension (90 days) on the others.

As of this date we still must complete a review of every loan file at the centers over the past five years, and make certain required reconciliations of aid granted. The Business office staffs are going through immense pressures with this review, the end of year close, and the audit.

We are not finished with this matter. The review auditors will refer results to the Department of Education for possible fines or other penalties.

Wayne Duderstadt noted that certain of the findings are inexcusable and very serious -- for example repeated notations and cash not reconciled. Anne Mills commented we will have significant findings about controls in the current audit. Further, the federal reviewers will be back. There have been major policy and practice changes in federal regulations since 1992, and our campus financial aid office did not keep pace with these or help the centers to do so.

Following a break for lunch, the Executive Committee returned to information items.

Enrollment Kevin Eichner reported on a meeting of Friday (July 12th) he held with Bob Duffett, Andy Carrier, Stan Bettin, Wayne Duderstadt, Anne Mills and Hal Germer regarding enrollment management. Together they reviewed where we stand at this point. A number of things we planned to do have not been implemented. At this stage we are disappointed we are not farther along with this initiative. The jury is still out on numbers for this fall. We have been decisive about personnel and programs, and this emphasis is one of Provost Bob Duffett's three key leadership matters.



Martin Hall Anne Mills reported the architectural firm is now doing detailed drawings of Martin Hall. There were questions about requirements for air flow in the building. The Operations Subcommittee decided the project will meet city codes, and the Executive Committee confirmed this action by mail ballot.

Hal Germer reported the timetable for fund raising and construction. The public phase will begin September '96. The occupancy date will be August '98. Hal reviewed information regarding the numbers of donors and potential donors, the critical importance of major gifts, the goals for the public phase, and approaches to foundations.

Roseanne Becker described the work of the public phase committee chaired by Karla Dye and Louise Gangwish. They are recruiting volunteers from each decade in which Martin Hall has been occupied. Several efforts are underway to "find" former Martin Hall residents. Approximately 1400 are now known.

Milwaukee Approval Ilene Risley reported that staff of the State of Wisconsin Higher Education Approval Board visited the center on Friday for a required site visit. We should hear very soon on appropriate approvals from this state agency. The site visit went well.

Phoenix Fred Zook commented the end of year projections for Phoenix look positive. The center has been particularly concerned to control expenses, and projections for end of year appear to indicate that has finally happened. The center instituted two new programs this year -- one in management for fire service personnel, and the new M.A. in Education. 55% of this year's Phoenix graduates were in Education. Finally, a complete staff is in place for registrar, business and financial aid. This leads to confidence for the year just starting.

Marvin Wilson reminded those present of the "Homework" assigned for this meeting. At the April Board meeting three topics were discussed on Saturday morning. One of the three concerned the Trustee Board itself. The discussion asked "How are we doing, and how can we improve?" A two page summary report from those sessions was mailed out in advance of this meeting. Everyone was to (1) write in two sentences what the trustees are saying about how the Board is doing, and (2) identify the top five suggestions for improvement. Marvin called on Kevin Eichner to lead the follow-up discussion.

Trustee Board assessment. Kevin asked members to focus on what they hear the Board saying in the assessment portion of the report. "What are they telling us?" The following statements were offered:

Trustees want clarification about roles and responsibilities on the organizational and individual levels.



The Board is progressively learning what its responsibilities are and how to go about them.

Desire to do more -- and asking for direction about this.

Positive about interactive approach taken in April.

Well done on data about finances and enrollment, and in providing information to the Board.

Should do more in gaining support for O.U. -- expose students, faculty and staff to churches.

Multiple interests and talents put to use.

Need to know more about what is beyond their own committees -- hear more from faculty and students; more opportunities for personal involvement.

More ways to relate to each other, students, faculty; structure this in ongoing way, not just ad hoc.

Orientation

Want profiles of Board members.

Kevin Eichner summarized the written comments from Board members: 17 were about trustee roles; 7 were comments about doing a good job; 4 referred to the composition of the Board; 2 had to do with meeting process. Kevin asked the group for descriptions of a successful board, and the following were offered:

Participative, knowledgeable and committed.

Attractive opportunity.

Represents constituencies of OU.

Skills and resources to meet University's needs -- wisdom and wealth.

Well developed selection and recruitment process.

Not tolerate non-performance.

Understands boundaries of its involvements.

Aspires to higher and higher levels of performance.

Takes responsibilities seriously.

Responds to staff and faculty.



Leadership development.

Spiritually attuned.

Fun -- enjoyable.

Kevin then asked, "In the light of the above, what shall we do?"

1. Institute a "buddy system" to enhance recruitment and intake of new trustees. This is up to the Committee on Trustees. Think through how to bring new trustees on Board. Send minutes of previous meetings. Have two buddies -- one trustee and one staff.

2. Set clear performance standards and expectations. This is for trustees as well as staff. Develop contracts. Go to each member about opportunities. Focus on the needs of the University. Some things will be required of all trustees. Some things may be elective.

3. Meetings. Make the Fall meeting a time for strategy, interaction, planning, thinking, and with different settings. Visit classes. Talk with students. Might need more hours for meeting time.

4. Structure. Does what we do need to change? Does it keep us from being the best possible Board? Can the centers committee function, given its broad span of work? How deal with leadership development? Should we have non-trustees on standing committees? Could we have some trustees who are not on a standing committee?

Kevin identified five things to do when we gather as a Board:

Socialize and recommit

Receive/share information

Work in standing committees

Business to conduct

Opportunities to meet and collaborate in groups.

Every Board member might have two assignments -- a standing committee and an ad hoc task group. Might need to create time in meetings for collaboration and task oriented groups which are not standing committees. Anne Mills noted at present we do not have full standing committees without life members. Some standing committees do not have sufficient numbers -- e.g. Centers Committee. Another task is to identify the next chair for each committee.

Kevin concluded the discussion by asking that time be given in the September meeting to respond to these and plan how we can incorporate this into the October meeting.

Kansas City. Marvin Wilson called on Jim Billick for an update on OU Kansas City. Jim mentioned that converting the academic records system is still under way. There is still some inconvenience of the



system and format. An "advising transcript" has been devised and is a good help to advisors and students.

A second project is involving adjunct faculty in more systematic ways. This includes everything from syllabi preparation and assessment to involvement in adjunct faculty selection. Jim anticipates this will be an emphasis for the next two to four years.

Third, Jim reports the transition of management of the international program from Kansas City to the campus office of the new Provost, Vern Larson, has gone smoothly.

Looking ahead to September and October meetings. Marvin Wilson indicated the Executive Committee will return to the issue of Board development. The September meeting will make some specific choices in response to the discussion led by Kevin Eichner today.

Hal Germer asked for comment on the concept that the October meeting of the Board might be a "retreat" meeting. This means that the focus would be on several long-term issues which have importance for the University. At a retreat there would be less time or no time given to the matters which normally come before standing committees. The agenda would focus on the planning issues and trustees would gather around these by interest and expertise. Charlene Lister asked that there be some orientation for the Board. Stan Bettin commented that attention needs to be given to creating expectations. In general, members of the Executive Committee were open to the concept of a retreat, but wanted further opportunity to think about the format. Marvin Wilson responded this will be done in September.

Marvin reminded members that the Executive Committee next meets Saturday, September 14th in Kansas City. Anne Mills announced there will be a voluntary meeting beginning at 1 p.m. on Friday the 13th to consider needs in meeting the costs of maintenance and capital improvement to the physical plant. The Campus and Business Affairs committee members will be invited, and all Executive Committee members are invited as well.

Hal Germer informed the Board on passage by the Kansas legislature of House Bill #3081 -- the Kansas Athletic Agents Act.

The meeting was adjourned at 3:55 p.m.

Charlene Lister  
Secretary of the Board