

Executive Committee  
Ottawa University Board of Trustees  
Friday, September 16, 1994  
Overland Park, Kansas

Present: Marvin Wilson (Chair), Rans Bennett, Wayne Duderstadt, Kevin Eichner, Hal Germer, Charlene Lister, Nita Myers, C. O. Nauman, Jim O'Dell, Justus O'Reilly, Ramon Schmidt.

Administration: Jim Billick, Stanley DeFries, Steve Markwood, Anne Mills, Ilene Risley, Jim Smith, Jan Stone, Fred Zook.

Marvin Wilson called the meeting to order shortly after 10:00 a.m. C.O. Nauman offered prayer. Marvin Wilson gave an overview of the agenda. The meeting began with reports from the various locations.

Kansas City. Jim Billick reported enrollment ahead of plan. Expansion and improvements in offices and classrooms were completed over the summer. In the international program we have our largest enrollment ever in the new classes just beginning this month.

Phoenix. Fred Zook spoke of growth in the size of the faculty and staff. There are three new faculty, and the total size of the faculty and staff is now forty-two. Enrollment is up. Additional space has been obtained in the West side location in July. The center is seeking a new business manager. The fall faculty retreat was very successful.

Milwaukee. Ilene Risley reported classrooms are filled. One new faculty member and one staff person have been added. Attention is being given to increasing the number of intake interviews through contacts on the telephone. This system is working. Ilene had a celebration of success to date with the staff.

Ottawa Campus. Steve Markwood reported the hiring of a new student activities staff person and a new baseball coach. Fred Romero and Bill Maxwell of the Phoenix faculty made presentations in the fall faculty workshop, and the workshop also included a visit by Campus faculty to the Kansas City center. New doors have been installed on the North and South sides of the Administration Building. Brown Hall was refurbished, as was the second floor of Behan Hall.

Steve distributed a chart showing enrollment figures for the past fifteen years up through the present. Fall head count this year is 42 lower than a year ago (532 compared to 574). Steve reviewed factors involved in this, including a change in the Admissions Director, changes in several coaching positions which affect recruitment, demographics in Kansas and surrounding states, and



the post recession economy. There was considerable discussion. Rans Bennett observed the need for someone who is an effective closer. Kevin Eichner commented on the need to seek the core issues and causes -- personnel, training, systematic follow through. Several observed a crucial factor in recruitment must be the seeking of students who are connected with campus activities (e.g. athletics, choir, drama, etc.) as set forth in the strategic plan.

Financial Report. Anne Mills reported the estimated impact on Campus revenues due to enrollment shortfall is \$275,000. The Campus will find reductions in expenses amounting to \$125,000. An additional \$50,000 will be sought through revenue enhancement. Foregoing the summer '95 dormitory refurbishing would cover the remaining \$100,000 if necessary. Anne reminded the board there have been reductions in Campus staff and faculty in the past two years, hence progress in holding expenses in line. Steve provided the figures: total employees from 91 3/4 to 86, and faculty from 34 1/4 to 32 1/8.

A Long Range Financial Plan was distributed and discussed. The plan is based on the University Strategic Plan. In cases where the Strategic Plan does not provide specific numbers those have been provided. The plan provides projections on revenues, operating net by unit, net surplus, reserves, plant and other investments, endowment and current debt from 1994/95 through 1999/2000. Time was given for explanations, questions and answers. Several trustees expressed appreciation for having such a tool for evaluating the impact of decisions.

Anne reported the audit is not completed. The audit field work is three to five weeks late, and it will take extraordinary effort to make the federal government's October 31st deadline. The problem is a lack of account reconciliations during 1993/94 by the Phoenix center. This affects all accounts, including depository, payroll and petty cash. There are duplicate, missing and inaccurate entries and inaccurate opening balances. The transition to TEAMS added to the workload of staff and increased opportunities for errors. Business results should not change significantly because the accounting system was not used by the Phoenix center for monthly reporting.

The basic problem is lack of accounting skills at the site, and no one person was responsible for the accuracy of the total business system.

The preliminary evaluation is the University's audit will be unqualified, but in federal reporting "material weakness" in Phoenix center operations will be identified.

A new and qualified business manager will be hired at once to be responsible for financial, administrative and facility activities



and employees at all Phoenix center locations.

Finally, Anne reported the employee health plan trust showed a balance of \$27,000 at the end of July. Claims will be accepted through September. It is reasonable to expect no additional funds will be needed to close out the old health plan.

Strategic Plan. Copies of the University Strategic Plan were mailed in advance. Hal Germer reported the President's Council has reviewed the entire plan, including University wide components and the sections for each location, to identify items which have been accomplished, items which need revision or clarification, and places where additions need to be made. He reminded those present that the purpose is to update the entire strategic plan at the October Board meeting.

Hal then took the executive committee through the Strategic Plan (as adopted October '93) section by section, and asked President's Council members to identify changes. At the same time board members were asked to identify items needing clarification, revision or things to be added. The President's Office will compile a revised document, identifying changes, and will circulate it to all board members in advance of the October meeting. Board committees will need to give attention to such changes as part of their agenda in October. Then the revised strategic plan should be adopted for the years 1994/95 through 1999/2000.

Campus Master Plan. Following a luncheon break, the architects from Mackey Mitchell Zahner made a presentation of the Campus Master Plan. First they presented an overview of the analysis they have done -- flood plain, underground utilities, building condition, deferred maintenance, drainage, foot and vehicle traffic patterns, athletic spaces, buildable sites, and parking.

Next they presented two main options. Plan "B" calls for renovation of the Mabee building to accommodate the Wellness Center, (2) relocation of the Library to the Commons, (3) demolition of the present library building, (4) building a new performing arts facility in the Northwest quadrant of the campus. Martin may be renovated at any time. Plan "C" calls for moving the football stadium to the Dick Peters Sports Complex and building the performing arts facility on the present Cook Field site. The Library would remain in its present location but require major renovation, and Martin Hall would remain a residence Hall to be renovated at any time.

Discussion followed on several matters -- sequencing of renovation and building activities, projected residence hall space needs, condition and possible use of the present library building, use and moving of the Wellness center.



Principles identified for selection of the best plan were: (1) maximum appeal to recruitment and retention of students; (2) maximum flexibility in use of space; (3) fit of facilities with program initiatives identified in strategic plan; (4) cost; (5) financing options; (6) alumni and donor appeal.

Justus O'Reilly moved, with C.O. Nauman seconding, that the Executive Committee recommend Plan B to the Board of Trustees. The motion passed.

Atkinson Hall. Steve Markwood presented a proposal for the renovation of Atkinson Hall in order to house the classrooms and offices currently in Taub Jones Hall. The major impetus for such a move is safety, based on findings in the Master Plan process. All three floors in Atkinson will be used. Music and drama will be accommodated in the renovated space. Architect Fred Truog has made preliminary drawings. Sonny Burch of Loyd Builders has made an estimate of the cost of renovation. The architects for the Campus Master Plan affirm this use of Atkinson is entirely consistent with the Campus Master Plan.

Anne Mills then reviewed the cash position of the University, essential to consideration of payment for the renovation of Atkinson. She presented evidence that the University can sustain a cost of \$650,000 for this purpose without drawing down on reserves.

Nita Myers moved, Kevin Eichner seconding, that the Executive Committee supports spending up to \$650,000 for the renovation of Atkinson Hall into general office and rehearsal space using surplus University funds and authorizes the Operations Subcommittee to approve the project after confirmation of the University's financial status as determined by the 1993/94 audit. The motion passed.

International Program. Jim Billick reported progress of plans for expansion of the International Program. A task force has been appointed by the Chair of the Board. The task force includes a core group of Bob Froning, Marvin Wilson, Anne Mills, Jim Billick and Hal Germer. The purpose of the core group is to develop an initial proposal. The group met Wednesday, September 14th in Kansas City and developed a proposal which calls for expansion of the international program and establishing it as a separate administrative unit. They identified principles for this development and decision making. The proposal from the core group will be circulated to a larger group for comment and suggestions, including Kay Arvin, Kevin Eichner, Evy Wall, Patti Wolf, Cal Milan, Fred Zook and the faculty group at Kansas City concerned about the international program.

The proposal, incorporating the suggestions of the consulting group, will then be presented to the Centers Committee in



October. The Centers Committee will make recommendations to the full Board.

Gift of property received. Hal Germer reported receipt of undivided part interest in two parcels located in Maricopa County (Phoenix Area), Arizona, from Earl and Marvel Schlick and their children.

Jim O'Dell moved the following resolution, Rans Bennett seconding:

### RESOLUTION

September 16, 1994

BE IT RESOLVED, that Ottawa University accepts and receives with gratitude and appreciation a part interest in property located in the Northwest quarter of the Northwest quarter of Section 23, Township 1 South, Range 6 East of the Gila and Salt River Base and Meridian, Maricopa County, Arizona, and the Southwest quarter of the Northwest quarter of Section 23, Township 1 South, Range 6 East of the Gila and Salt River Base and Meridian, Maricopa County, Arizona, from Earl F. Schlick and Marvel F. Schlick, as Trustees of the Schlick Family Trust dated March 13, 1981, and from Daryl Lynn Schlick, Karen Elaine Schlick Adams, Mark David Schlick, and Steven Earl Schlick. This interest is recorded in Warranty Deeds recorded September 1, 1994.

FURTHER RESOLVED, that any two of the following persons are authorized to take all steps necessary to the sale of the above property and interest and sign any and all documents required for such sale on behalf of the interest of Ottawa University.

The named persons are:

<u>Harold D. Germer</u>	<u>President</u>
<u>Wayne R. Duderstadt</u>	<u>Treasurer</u>
<u>Charlene C. Lister</u>	<u>Secretary</u>
<u>Marsha L. Denniston</u>	<u>Business Manager</u>

The motion passed.

University Academic Council. Jan Stone, Director of Academic Programs, reported progress by the University Academic Council (UAC). This new body replaced the former University Program Council by action of the Board in April, 1994. Membership on the University Academic Council includes two faculty from each academic location, plus the Provosts.

The Council has met three times since May -- June 7, July 26 and September 9. Major items in process include development of a



thorough and comprehensive plan for assessment of academic outcomes by students. Subcommittees including members from each site have been active between meetings. New University wide goal statements for general education and for majors have been adopted. Specific assessment plans for general education and for some selected majors have already received review or approval or both.

In addition, the University Academic Council is developing ways to provide consistency in offerings, majors and standards across the University. Faculty involvement and ownership is evident and very positive. At its most recent meeting the UAC also took action on a proposal for an M.A. degree in Education. That will be a matter for the agenda of Academic Affairs in October.

State Postsecondary Review Entity (SPRE). Hal Germer reported developments in the "triad of accountability" established by federal legislation and involving the Department of Education in Washington, the regional accrediting bodies, and a State Postsecondary Review Entity (SPRE). The Kansas SPRE is currently developing standards. (Hal distributed a listing of 17 standards proposed.) Colleges and Universities which fail to comply with one or more of 11 criteria will be referred to the state SPRE for investigation. (Hal also distributed a listing of the eleven "triggers" for being referred to SPRE.)

There has been a good deal of concern recently that SPRE referrals and SPRE triggers overreach the intent of public law requiring accountability. Some 43 schools in Kansas (both not-for-profit and proprietary) were on an initial list for referral to the Kansas SPRE. Ottawa University did receive a letter on August 2nd saying the University had not complied with audit submission requirements in 1990. The University has formally challenged the accuracy of that information, because an audit was filed in 1990.

Hal observed that increased accountability is a part of the way higher education will operate for the future.

University Relations Search. Hal Germer reported the University has advertised widely for the position of Vice President for University Relations. In addition, letters have been sent to associations, consultants and individuals who are in a position to refer potential candidates to us. A first round of evaluation will focus on the ten top applicants, and from that group three or four will be invited to Campus and Kansas City for interview visits. From that number two or three will be involved in an assessment center to make a final selection.



Plans for October Board Meeting. By mutual consent the following items were identified for the agenda of the Fall (October) Board meeting:

Strategic Plan revision and update

Campus Master Plan

Strategic Financial Plan -- Business Affairs and Resources

Proposal for an M.A. in Education -- Academic Affairs

Assumptions for Tucson -- Centers Committee

Proposal on International Program -- Centers Committee

Election of trustees, officers, and new nominating committee

Marvin Wilson asked Hal Germer to invite Allen Loyd, John Martin, Karla Dye, Lori Peek and George Chaney to be present in October for the presentation on the Campus Master Plan. These persons worked with the architects on the Master Plan as members of the Facilities Advisory Group.

The meeting adjourned at approximately 3:30 p.m.

Charlene C. Lister

Secretary to the Board