

**BOARD OF TRUSTEES**  
**Friday, April 24-25, 1992**

Board Members Present: Eldon Addy, Carol Allen, Bob Anderson, Ransom Bennett, Stanley Bettin, Roy Browning, Jr, Joe Coppoc, Kevin Eichner, Galen Fields, Sal Fores, Roger Fredrikson, Robert Froning, Leland Gangwish, Randy Gauger, Kent Granger, Robert Hill, Shirley Inskeep, Charlene Lister, Dorothy Matthew, Anne Mills, Nita Myers, Jim O'Dell, Justus O'Reilly, Wayne Paulsen, Marvin Roush, Earl Schlick, Ramon Schmidt, Fred Thompson, Evy Wall, Gary Wall, and Marvin Wilson.

Administration/Staff Present: Tim Adams, Chris Allen, Jim Billick, Cliff Burke, Marsha Denniston, Cherrie Finch, Hal Germer, Jack Maxwell, Amy McLaren, Peter Sandstrom, Jim Smith, Wilbur Wheaton, Ron Yingling, and Fred Zook.

Faculty/Students Present: Bill Ballinger, June Clark, Russ Cubbison, Neil Harris, Corky Hedlund, and Betsy Martin.

Devotions were presented by Shirley Inskeep.

Review of Agenda: O'Dell reviewed the agenda for the weekend, pointing out that it would be a very full weekend and that it was imperative to stay on schedule.

TRUSTEE COMMITTEE: Marvin Wilson, Chairman of the Committee on Trustees presented the names of  
Dr. Stanley Bettin, dentist from Lyons, Kansas  
Kenton Granger, attorney from Kansas City, Missouri  
Mercile Lee, Vice-Chancellor University of Wisconsin Madison  
as new members of the Board of Trustees - class of 1995.  
All nominees were accepted.

Executive Session: Jim O'Dell named those chosen for the Search Committee:

Marvin Wilson, Chair, trustee  
Roger Fredrikson, trustee  
Bob Froning, trustee  
Evy Wall, trustee  
Ransom Bennett, trustee  
Dr. Rosalie Hedlund, Ottawa faculty  
Sherwin Snyder, Phoenix faculty  
Karen Mitchell, Kansas City faculty  
Suzanne Southard, campus student  
Frank Victor, alumni

He shared again the process engaged in by the group and also the presidential qualities important to the committee which included evidence of a clear Christian commitment, strong personal qualities, effective management skills, proven leadership capacity, a strong interest in higher education, and a good fund raiser.



A search committee report by Marvin Wilson stated that there were 60 applicants. A national search had been made including using advertisement in the Chronicle of Higher Education. The committee engaged in two full days of interviews in which six persons were interviewed. There was also a situational evaluation. The committee arrived at a unanimous decision that the best person for President of Ottawa University is Dr. Harold R. Germer known to us as "Hal".

Motion by Carol Allen: We wholeheartedly endorse the recommendation of the search committee and elect Harold R. Germer to be the President of Ottawa University. Seconded by Kevin Eichner. Motion passed unanimously.

Anne Mills moved: That the Board of Trustees express appreciation to the search committee for their work. Seconded by Joe Coppoc and Ray Schmidt. Motion carried.

Mr. and Mrs. Hal Germer were then introduced to the Board of Trustees as the fifteenth president and wife. Remarks made by Dr. Germer ended with the thought that Ottawa University will be what we together make Ottawa University.

President's Report: Wheaton prefaced his comments by noting that the theme of this Board meeting would be celebration.

A new administrative structure: Wheaton noted that the new Administrative structure which had been planned for in the University's long range plan began with the appointment of the Executive Vice-President in 1989. This person was to be responsible for off-campus programs and brought a focus to these programs that issued in amazing growth since that time. This focus theme will continue with the appointment of a campus Provost whose focus on the campus will also give rise to growth, expansion and educational improvement. The campus Provost appointment will take place as soon as possible, preferably this summer. An advisory committee is already in place to assist the new President in this task. Wheaton also noted that the Milwaukee Provost will be appointed this spring as well. He noted that with the appointment of Anne Mills as a consultant in financial affairs the University has been able to focus its attention on the University-wide financial issues as opposed to simply being tied up with day to day operations. Mills' transition to Financial Vice-President will continue this capacity.



In commenting on the theme of transition, Wheaton assured the Board that it would be smooth and efficient. Not least because he has worked extensively with Germer over the past two years and knows him well. Other transitions will need patience in part because the University has never had a campus Provost before and there will need to be some period of adjustment.

Higher education scene: Wheaton noted that there is a lot of struggle in higher education today. He commented that in the past few years Kansas has seen three small colleges close, Marymount, Tarkio, and most recently St. Mary of the Plains. He noted that Channel 4 had interviewed him recently because Ottawa seems to be expanding and thriving in this environment of struggle. Wheaton indicated that he thought that Ottawa University was as solid as it has been in the past two decades, in part because the base has been broadened so that the University is "not putting all its eggs in one basket". This effort to diversify has been especially helpful at a time when the 18 to 22 year old population has been declining. This has meant that the campus could struggle because the centers were there to support it. He also noted that the University has learned to "live with a tight belt" though this has meant sacrifice on the part of persons involved. The current higher education perspective sees public institutions struggling for the first time in their history, cutting back and pulling in, which situation may well give publicity to the private colleges. The situation will still be difficult, however, because higher education is expensive. There is hope that government aid will be increased (especially Pell grants) though it is currently unclear that that will happen. There will not be an increase in KSTG though there will not be a decrease either. This tight money situation means that institutions are doing what they can to increase student aid. It is a matter of fact, Wheaton noted, that institutions "buy" students with financial aid. It is also a matter of fact that students shop around for good financial aid packages in making their college decisions. Ottawa University's total cost is \$10,076. This is a "good deal" and it is the value of this education that needs to be sold since Ottawa University cannot get into the business of buying students.

Ward Science Hall Renovation: Wheaton noted that the Ward Science Hall renovation is on schedule and will be officially commenced at the 4:00 ceremony. He thanked the Board for helping raise the funds for this project. But he noted that the money was raised with a five year pledge base while construction will be done in six months. This presents a problem in terms of paying for the construction costs. What was unanticipated, however, is that the donors have paid their pledges early so that the University will have all but \$400,000 in cash by the time the



project is completed. Wheaton noted that the Ward Science Hall renovation in his mind is one of the most positive things that has been done during his tenure as President because he feels that it will be of significant assistance to Ottawa University.

Title III: He noted that the Title III grant had been restored for the next year and that the University will receive \$500,000 for Year 4 which is the maximum amount given to any college.

Commencement: He informed the trustees that Wayne Angell will be the speaker and receive an honorary Doctor of Humane Letters from the University at the commencement. The University will be graduating 450 students, approximately 100 from the campus and 350 from the Centers, the Master's program and the International Program.

Strategic Plan: Wheaton noted that the strategic plan up-date, focusing on areas of curriculum would be addressed by some reports from the focus area Task Forces that have been constituted on the campus.

Focus Area Task Force Reports: Sandstrom introduced the Task Force reports by sketching the background for the Task Forces', their makeup, and the charge that he had given to them.

Business Task Force Report: Lori Kravets, Instructor in Business Administration, gave the report for the Business Task Force. She reviewed the current state of the Business Program, and reviewed the methodology the Task Force has used in developing its recommendations. Recommendations included the elimination of the Economics major and the addition of an International Business Studies focus to the Business program. There was also a suggestion to add a Business Communications major and a Business Education major. Long term objectives include the addition of faculty in marketing and finance (she noted that such faculty would be expensive to hire and indicated that the Task Force was recommending that the University "grow its own" faculty by providing support for faculty development and graduate work), increased internships, computer support for classes, additional resources in the library, etc. In conclusion she noted that focus areas did run the risk of fragmenting the faculty and that it was clear that students did not necessarily end up in business though they might start there. She also noted that the Task Force felt particular concern for the need of Business faculties to support the general education program.



Education Task Force Report: Martha Gage, Professor of Education and Chair of the Department, summarized the current Education Program and the membership and process of the Task Force. Recommendations of the Task Force included personnel under which category the hope was for a full time administrator of the program, additional faculty (for student teaching supervision and in the area of middle school education, math and science education), a grant writer to help find funds for the programs to be added, and clerical assistance to help in career planning and job placement for teacher education students. There was discussion of programs to be added that would allow for exchange with area teachers and recruitment at Bacone and Haskell for native American education programs. There was also hope that funds could be found to pay an honorarium to student teaching supervisors. In the area of

facilities and resources the Task Force urged dedicated classroom space for education, a media lab (required by the State Department of Education), video taping equipment and production equipment, library resources and a two way interactive video. In the area of curriculum and program the Task Force recommended the addition of an early childhood emphasis, the implementation of the Master's degree program that has already been researched, additional requirements in language arts and mathematics in the elementary area, and funds for extended field experiences that would enable students to visit different kinds of schools. The Task Force also recommends that the final comprehensive be replaced by a portfolio assessment. The Task Force also made budget requests including provision for professional dues, professional development funds, scholarships for native American students, and a five year plan of action that would acquire NCATE accreditation. The Task Force requested that the seminar with Business and Education leaders be continued, that the University pursue a relationship with the Green Bush organization, that the Education Department work with the University Program Series to acquire educators in residence, that the University develop an in-service education program for area teachers, and that the University reach out to high school students with a future teacher's program. Gage concluded by noting that all of their data is not in and that this is a work in progress report.

Human Services Task Force Report: Tonia Salvini, Instructor in Human Services and Kelly Steanson Instructor in Sociology, presented the Human Services Task Force report. They described the Human Services Program, the charge to the Task Force and the approach that was taken. Considerable effort was made to gather data from various in-house and external groups. The report identified the general findings for the Human Service area, general education, and a University-wide set of concerns. In the area of recommendations, the short term recommendations for the



Human Services Program were the addition of faculty for teaching and managing the internship program, increased budget to give funds for an urban studies focus as well as budget for resources, field trips, and professional development. The long term recommendations included a new location common for the social sciences that would be accessible to students and the community plus a social science lab with AV equipment, etc. There was also concern to build a University-wide volunteer bank. In the area of general education the Task Forces recommended strengthening the ethics component of the Human Services program, emphasizing writing and thinking skills across the curriculum and a concern to increase student awareness of their responsibility to society and the world community. There was also a recommendation that Spanish be added to the current general education course offerings. At the University wide level short term recommendations included a broadened scholarship base, classroom renovation, additional AV equipment, library and so forth. There was also concern about the target population for admissions which the Task Force felt might be inappropriate for the University's goals. The long term University-wide recommendations included improvement of dorm facilities, athletic facilities, and a job placement program. In conclusion, the report expressed concern about the decision to focus on academic areas when the apparent sources of dissatisfaction for existing students as well as the difficulty with the recruitment of students have to do with student services and the University environment.

Music Task Force Report: Byron Jensen, Assistant Professor of Music and Department Chair, reported for the Music Task Force, summarizing the make up of the Task Force and its charge which included the expansion of participation in music activities. He noted that music is not just an activity but also is a serious academic component of the University curriculum. The Task Force, he noted, had spent a good bit of time discussing the need for a revised rehearsal schedule for music ensembles. Their proposed change is radical and includes a change of the academic daily schedule using class periods twice a week with Wednesday set aside for rehearsal time. This would allow the department to add ensembles that are currently not available because of restricted rehearsal time availability. There was concern that the University publicity should not ignore the music program and that faculty from outside music should support the music program.



With respect to other concerns the Task Force recommended the construction of a fine arts center or at least the improvement of existing facilities, the improvement of equipment (e.g., maintenance of grand pianos and other instruments), the purchase of new instruments and electronic music equipment, a provision for new compact discs, and sheet music, etc. The Task Force also recommended the addition of a recording studio that would allow for the production of promotional materials and the invitation to national and regional musicians to come to campus for performance and workshop activity. There was also concern for grant writing capability. Jensen closed with the observation that the department was not interested in establishing the OU conservatory but wanted very much to keep the program in the perspective of a liberal arts college.

The meeting adjourned to lunch and committee meetings.

The meeting reconvened at 3:10 pm for committee reports.

Academic Affairs, Administrative and Committee Reports: Sandstrom reported that the campus had seen two other significant Task Forces this year including a Task Force on Assessment in preparation for the North Central accreditation review to take place in December of 1993, and a Task Force on Retention intended to work with data developed primarily through the Title III grant.

Browning reported on the Academic Affairs Committee meeting which was well attended. The first half consisted primarily of follow up on the focus area Task Force reports. He noted there was lots yet to do and that the committee had asked for an update on progress at the October Board meeting. He noted that the Committee agreed that the campus administration must evaluate and prioritize these Task Force reports but that the Academic Affairs Committee does not wish to lose track of these projects. In the second half of the meeting the Academic Affairs Committee was joined by the Committee on Centers for a presentation by Germer on salaries. Germer presented data concerning University salaries with averages by rank in relation to the Kansas Independent Colleges, AAUP, and other national groups. A new salary range was proposed by rank. Salaries will be set according to cost of living, rank, and merit. The Executive Committee meeting in July will discuss in detail the salary levels along with the University philosophy of compensation.



Student Affairs, Administrative and Committee Report: Burke reported that his office had been working closely with the Student Senate this year and that a paint policy had been adopted along with a policy concerning cable television in student rooms. He recounted the student, faculty, and staff involvement in the move out of Ward Science Hall indicating that this had been great day for the whole campus. He noted that the food contract had been put out for bids in an effort to improve the vitality of the cafeteria and the Union including an expansion of service of the snack bar. He also noted that social club reorganization was a major item for his office this year and that a student group had been examining alternatives with the possibility of recommending a Greek fraternity/sorority system.

Carol Allen noted that the students reporting to the committee had commented extensively on the possibility of a Greek system. There was also concern for some cosmetic attention to the campus in relation to retention -- such items as chairs, shades, and paint. She also noted that there would be a continuing dialogue with students at 7:30 on Saturday morning and invited other trustees to join that meeting. She then called upon Tim Adams to report on Admissions. Adams noted that currently total applications were at 584 as opposed to 432 last year, acceptances at 358 versus 241 last year, and paid deposits at 52 as opposed to 30 last year. The goal is 220 new students which would represent an increase of 45 over the past two years. The source of students is primarily Kansas, Missouri, Colorado, and Nebraska. In response to a question he suggested that total head count would be between 550 and 560. The male/female mix would be about 50/50 overall but 60/40 on campus. He noted that Discovery Day had gone from 80 students last year to about 120 to 130 this year and that there were about 3 times as many students visiting campus during the year. There was brief discussion of the retention problems that face the University. It was noted that it is not entirely clear whether this is a problem for Ottawa in relation to other schools' experience but that it seems that a retention record of 30% of Freshmen to graduation seems low. Also the University feels that it could do better.

The Board requested that its appreciation be expressed to the students and staff in regard to the Ward Science Hall move.

The meeting adjourned for the ground breaking ceremony for the Ward Science Hall project.



Executive Session: President Wheaton presented the personnel changes since our last meeting. He introduced Hal Germer as the 15th President of Ottawa University who presented remarks regarding his major goals as follows:

1. Stewardship of Resources
  - a. Appointment of Anne Mills as Vice President of Financial Matters beginning July 1, 1992
2. Rewarding with compensation worthy faculty and potential strategies.
3. Recognizing and taking advantage of future opportunities.
4. Need to work at communicating what we do.

Plans for Milwaukee and Tucson including selection of a Provost for Milwaukee this summer.

The Rockwood Acres house will be available for the campus Provost

He proposed his organization chart.

The Board expressed appreciation to Hal for this opportunity to ask questions and for the interchange of ideas.

Saturday, April 25

The meeting reconvened at 8:39 a.m.

Resources, Administrative and Committee Report: Smith reported that the Milwaukee campaign is moving ahead. There are currently \$134,000 in cash and/or commitments. Germer, Smith and a grant writer are working with Milwaukee area foundations and there are \$300,000 in "asks" out to such institutions. There is also a selected list of alumni and friends with center connections who might be interested in contributing to this project. Smith reported that gift income was following a predictable pattern with restricted dollars growing while unrestricted dollars are lagging behind. Unrestricted gift income is at \$491,000 as of the end of March and the original one million dollar goal has been revised to about \$850,000. There are, however, a number of campaign efforts out and Smith summarized those. Restricted income is now at \$1.3 million which is spectacular and in part attributable to the Ward Science Hall effort. Total giving of about \$1.8 million is higher than the end of year for last year. Smith reported that guidelines for gifts have been developed with respect to tax law. When OU gives gifts to donors those gifts must be deducted from the donation for tax purposes. In relation to the auction the gift to the auction is deductible whereas the purchase of the gift at the auction is not.



Justus O'Reilly reported for the Committee that there were no action items from that Committee but a number of information matters. He indicated that letters to the Board concerning the Milwaukee project had been sent out by the Development Office. Smith had indicated he would like a response from Board members, either positive or negative. O'Dell will be investigating the possibility of a golf tournament in Colorado. The Committee was impressed by the focus area Task Force reports. In light of the expense of implementation, the Committee asked Smith to consider future campaigns to meet those Task Force recommendations. There was a proposal to discuss this at the Fall meeting. He asked that the Task Forces understand the appreciation of the Board and the concern of the Resources Committee.

Business Affairs, Administrative and Committee Report: Leland Gangwish reported that the Business Affairs Committee had dealt with the engagement letter from the auditor. The cost for the audit will be the same but will need to include examination of fixed assets this year. Denniston reviewed the financial report (allocated). This is a new, simplified form. It will be worked with on a monthly basis by the Operations Committee, the Business Affairs Committee, Senior Administrative Officers and the Executive Committee. She pointed out that the University surplus line is really the bottom line for the report. The columns concerning actual is the actual information through the month in question, the full year plan is the budget from the previous fall, the plan column indicates where the University is in relation to the full year plan as of the month in question (this is based upon an analysis of the four year history of cash flow), and the variance column is the difference between the actual and plan. The allocations line under the various locations sections indicates the re-allocation of University wide income and expense to the various locations. The formulae for allocations are on the previous page of the management report. She then reviewed the performance of the campus, Kansas City, Phoenix, and International programs. The negative bottom line variance for the campus is based on short falls in revenues because of enrollment second semester and short fall in allocations because of reduced gift income. She pointed out that Kansas City and Phoenix are well ahead of their plan with Phoenix demonstrating phenomenal growth. The International Program also shows a positive variance on the bottom line. At the bottom of the page the accounts payable is shown as well as the short term borrowings which for the end of March indicate that the line of credit has not yet been tapped this year (an extraordinary unusual situation given recent history of the University).