WORK SESSION

AGENDA

Call to Order

Roll Call

Discussion Item

- System Strategic Planning Committee Work Session, Facilitated by Dr. David Longanecker, Executive Director for the Western Interstate Commission for Higher Education (WICHE)

Adjournment
On July 19, 2001, the Board met with an AGB (Association of Governing Boards) facilitator, Terry MacTaggart, to conduct an AGB self-evaluation workshop. The Board met again with Dr. MacTaggart on September 28, 2001 to finalize the planning exercise and set priorities for planning for 2001-02.

During the meeting, Dr. MacTaggart assisted the Board in identifying ways to increase efficiencies while balancing the needs of the System, to maintain the public's confidence in the use of public resources while simultaneously delegating a degree of autonomy to campuses in order that they may meet the individual needs of their students. Dr. MacTaggart also reviewed the Board’s objectives toward developing a creative, competitive, educated, and skilled citizenry and workforce to meet the overarching goal of improving economic development and providing opportunities for growth in Oregon communities. To that end, the Board adopted the following planning calendar:

1. Determine the most effective balance between centralization and campus autonomy within the System and review alternative system models.

Dr. MacTaggart offered that a discussion of the optimal balance between freedom and control might begin with these questions:

- What lessons can we learn from the experience of other states in deregulating their higher education institutions?
- What are the key functions which Directors expect of a Chancellor and a System Office?
- What are the minimally irreducible activities that need to be conducted centrally?
- What are the areas of greater discretion that seem most important to accomplishing each University's mission?
- In return for less oversight and greater freedom, what performance expectations should Directors set for campuses and their leaders?
• What are possible unintended consequences of granting to the universities the freedom to, for example, set tuition, offer new programs, distribute new or expanded programs anywhere in the state?

• What safety net, if any, should be provided to institutions, which suffer enrollment and revenue decline in this more competitive environment?

The Board reviewed alternative system models at the December Board meeting and discussed the decentralization of additional services in relation to the Fiscal Accountability report.

Additionally, the Board reviewed a document prepared by staff on other potential sources of revenue.

2. Broaden the System’s Participation in Oregon’s Economic Workforce Development

At its February 2002 meeting, the Board met with a panel of private sector leaders to discuss the System’s role in Oregon’s economy. Also, at a fall 2002 meeting, the Board will receive and discuss the recommendations of the Oregon Council for Knowledge and Economic Development (OCKED), a legislatively-established group serving as the science and technology council for the state which is working closely with designated campus representatives. OCKED will make recommendations for ways to link OUS institutions and the System more closely to Oregon’s future in a knowledge-based economy.

3. Strengthen the Linkage to P-14

Many in the Oregon University System, the state's community college system and its P-12 system report that working relations among the three are among the best in the nation. However, knowledgeable persons would agree that there is room for improvement. Stronger working linkages are especially important as the state addresses the problems of losing many of its best-prepared students to out-of-state schools, and as it organizes itself to better prepare high school graduates for postsecondary education. In fact, the Legislature passed Senate Bill 2015 to address these linkages.
Dr. MacTaggart recommended that The Western Interstate Commission for Higher Education might well be the appropriate group to work with the Joint Boards to address a group of questions related to P-14 linkages.

The Joint Boards of Education began the discussion of workforce development linkages and issues at its January 2002 meeting and will continue that discussion and other linkage discussions at the May 2002 meeting of the Joint Boards Working Group.

At the February 2002 Board meeting, in light of the concerns about sustainable funding in relation to Board goals, the SSP Committee expressed the need for further strategic planning discussions. The Board endorsed this proposal and asked the SSP Committee to proceed with a process for such conversation. Director Lehmann convened an ad hoc group of interested Board members to further the planning process. Several draft documents resulted from those discussions. Staff were asked to prepare additional documents which will be distributed prior to the April 18, 2002 work session.

The ad hoc group believes that the structural state budget problems have eroded the funding for the Oregon University System, the Oregon Community Colleges, and the Oregon Opportunity Grants to a level that cannot simultaneously sustain the goals of maximum access to higher education, high quality of programs, or institutional support without alternate, increased sources of funding. In light of these structural problems in revenue for the state, the ad hoc group believes the Board can 1) make incremental changes, buying time for a better situation, or 2) determine that the new, even lower level of state support is a permanent reality requiring an examination of the trade-offs presented by various options available to the Board. The ad hoc group recognizes that any viable option must be explainable to the public and sustainable by their tax support.

The ad hoc group recommends that the Board consider and reach consensus on answers to two questions.

• Will the state budget situation improve sufficiently any time soon?
• Will there be sufficient state resources for the OUS if and when the state revenues improve?
If the Board reaches consensus that the answer is no to either of these questions, the ad hoc group recommends that the Board examine the trade-offs involved in decisions, e.g. tuition increases, affecting access, quality, institutional support, and governance so that sustainable options can be clearly presented and explained to the public.

The work session will be facilitated by Dr. David Longanecker, Executive Director of the Western Interstate Commission for Higher Education and former U.S. Assistant Secretary of Education for Post Secondary Education. Discussion papers will be distributed prior to and at the work session.

The ad hoc group asks that the Board design a future that is sustainable and communicate clearly those choices and recommended decisions to Oregonians.