



Oregon  
University  
System

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Board of Higher Education

**Supplemental Material**

Adoption of Board Work Plan

December 20, 2002

Oregon State Board of Higher Education

**STATE BOARD OF HIGHER EDUCATION  
SYSTEM GOALS, PRIORITIES AND DECISIONS  
JANUARY 2003-DECEMBER 2004**

*This is a discussion document prepared for the Board and is derived from materials prepared by President Lussier for the July 2002 Renewal.*

<p style="text-align: center;"><b>System Design Strategy</b> <i>(System Strategic Planning Committee)</i></p>	<p style="text-align: center;"><b>Status</b></p>	<p style="text-align: center;"><b>Next Steps for Goal Development and Proposed Board Decisions</b></p>
<p>Develop an OUS policy on governance and use of University Advisory Boards for each institution within the OUS System as part of a more effective governance structure.</p>	<p>Further discussion set aside. Institutions are satisfied at the present time with the ability they have to govern their own institutions if the majority of the Flexibility Initiatives are approved and implemented.</p>	<p>Revisit as necessary at the end of the approval and implementation of the Flexibility Initiatives.</p>
<p>Develop an OUS policy on access, affordability, and excellence in OUS institutions. Direction in setting goals for access is provided in the 2010 vision statement and ORS 351.005 which states, in part, "...the Legislative Assembly declares that higher education for residents of Oregon who desire it and are qualified to benefit from it is critical to the welfare and security of this state and this nation and consequently is an important public purpose."</p>	<p>Enrollment management and state support for public higher education are integral to "The Deal". Following Board adoption in December of the <u>Report</u><sup>*</sup>, the Board will agree to a timeline for development of necessary policies by the System Strategic Planning Committee.</p> <p>The Joint Boards Working Group has indicated interest in placing access and affordability on their agenda for the coming year.</p>	<p>Access, affordability, and quality are integrally connected in the concept of The Deal. Each element will be addressed separately but will recognize the other elements as well.</p> <p><u>BOARD ACTION</u> The Board will request that the SSP Committee proceed with the topic of access with the goal of having policies and procedures in place by 3/30/03 that:</p> <ul style="list-style-type: none"> <li>a. Move in the direction of increasing enrollment capacity to 100,000 undergraduate, graduate, and professional students to meet the strategic needs of the state and interests of learners.</li> <li>b. Double the enrollment and degrees produced in engineering and computer sciences to meet the demands of Oregon's economy.</li> </ul> <p><u>BOARD ACTION</u> The Board will direct the SSP Committee to set a schedule for deliberations on affordability and quality. This schedule should coincide with the work plan for the Joint Boards Working Group.</p> <p><u>Affordability</u> –</p> <p><u>Quality</u> –</p>

<sup>\*</sup>Refers to the Planning Framework Developed by the Strategic Planning Work Group: A Report to the Board Committee on System Strategic Planning

<b>System Design Strategy (cont.)</b> <i>(System Strategic Planning Committee)</i>	<b>Status</b>	<b>Next Steps for Goal Development and Possible Required Board Decisions</b>
Develop an OUS policy on Tuition and Fees which sets OUS parameters and delegates within those parameters the authority to set tuition and fees to each institution.	Flexibility Initiative <u>Tuition and Fees</u> , as explicated in the Report which states importance of students' fair share of tuition, insists on predictability and access to financial aid.	<p><u>BOARD ACTION</u> The Board will direct the Budget and Finance Committee to develop a policy that provides maximum flexibility to campuses in setting non-resident tuition and fees by _____.</p> <p>By _____, develop a policy that sets upper bounds for resident undergraduate tuition and fees.</p>
Develop an OUS policy on Program Initiation and Approval.	<p>The Flexibility Initiative, <u>Academic Program Authority</u>, addresses issues of academic program initiation and approval. Draft language has been prepared to streamline program approval processes.</p> <p>Vice Chancellor for Academic Affairs continues to explore ways to obtain exemption from program review by OSAC. This exemption would require a statutory change that will be included in the Bill already being drafted.</p>	<p><u>BOARD ACTION</u> The Board will direct the Vice Chancellor for Academic Affairs to develop a revised IMD by March 2003 for Review/approval of new programs.</p> <p><u>BOARD ACTION</u> The Vice Chancellor for Academic Affairs will provide the Board an update in March on progress towards a statutory change re: OSAC.</p>
Explore relationships with community colleges that optimize access and dual enrollment, and that assure the best use of resources.	<p>This is an on-going part of the agenda of the Joint Boards. Some of the very tough issues of articulation and transfer have been resolved to the satisfaction of both parties.</p> <p>Joint Board will continue to coordinate planning.</p>	<ol style="list-style-type: none"> <li>1. Review current agreements re: articulation and transfer of credits to assure they continue to offer the greatest flexibility, as an on-going part of the discussion of access and accountability.</li> <li>2. Conduct a scan of dual admissions, enrollment agreements, and other relationships higher education has with community colleges and assess their effectiveness.</li> </ol>
Form a task force to revise the existing OUS strategic plan, especially with reference to: <ol style="list-style-type: none"> <li>1. Develop a new Vision for the Oregon University System.</li> <li>2. Differentiated Mission Statements for individual institutions within OUS.</li> </ol>	<p>A new vision has been created through "The Deal," as presented in the Report, pp.9-11. Board approval of the plan will imply approval of the new mission.</p> <p>In the course of the deliberations of the SSP Work Group, it was decided that work on creating differentiated missions would take considerable more time and focused attention.</p>	<p>Board approval of the SSP report and, in doing so, approve the vision. – December 20, 2002, Board meeting.</p> <p><u>BOARD ACTION</u> The Board will discuss and come to agreement on a time line for review of institutional missions.</p>

<p align="center"><b>Financial Strategy</b> <i>(Budget and Finance Committee)</i></p>	<p align="center"><b>Status</b></p>	<p align="center"><b>Next Steps for Goal Development and Possible Required Board Decisions</b></p>
<p>Propose legislation and/or modification to existing statutes that would allow the OUS and member institutions more financial flexibility.</p>	<p>Flexibility Initiatives on interest earnings, purchasing and contracting, use of private funds, etc., if implemented, would allow OUS and the institutions more flexibility. Following Board approval of the Flexibility Initiatives, an agenda of items must be developed for the Budget and Finance Committee.</p>	<p>By December 15, 2002, have a bill drafted that covers all of the statutory changes required in the Flexibility Initiatives. This bill was requested by Legislative Fiscal Council and many higher education supporters (AOI, etc.).</p>
<p>Outline possible new: 1. Sources of revenue for OUS.  2. Efficiency enhancements for OUS.</p>	<p>1. New sources of revenues for OUS are grants and contracts (state and federal); for institutions, the private donor sector; contributions of the business sector, etc.  2. With Board approval of the Flexibility Initiatives, efficiencies can be realized in a range of areas and through differing strategies.</p>	<p><u>BOARD ACTION</u> 1. Direct the Vice Chancellor for Finance and Administration to develop, for Board approval, an Oregon finance policy based on information about "where we are" and "where we want to be."</p>
<p>Propose increase in state funding to attain 80% of peer average in 2003-2005; increase it to 85% in 2005-2007 and; increase it to 90% in 2007-2009. Enhance state support for research/economic development and establish equitable expectations of both students and state in funding support.</p>	<p>Proposals outlined in The Deal must be approved by the Board and integrated into the Legislative agenda for the 2003 session.</p>	<p><u>BOARD ACTION</u> a) Board approval of The Deal  b) Upon Board approval, direct the Chancellor to develop a strategy to integrate The Deal into the 2003 Legislative session.</p>

<b>Financial Strategy (cont.)</b> <i>(Budget and Finance Committee)</i>	<b>Status</b>	<b>Next Steps for Goal Development and Possible Required Board Decisions</b>
Formalize a recommendation for the improvement and administration of faculty and staff salaries within the OUS.	Progress has been made in faculty and staff salary areas. In 1993, 95, and 97, the Board set goals for improvement.	Direct a review and analysis of progress made on the goals and report to the Board by _____.
Establish a task force to pursue the improvement of student financial aid.	This has been partially addressed by the Board's action in October to approve the Oregon Student Assistance Commission's three biennia plan to enhance the Oregon Opportunity Grant program.  Affordability is one of the major agenda items for the Board and will be referred to the SSP. The Board is also engaged in concurrent deliberations with the Joint Board and in the <u>Changing Directions</u> (Lumina) Project	Board will direct the Chancellor to conduct a regional analysis of financial aid and explore the discrepancies of those programs with Oregon that will lead to increased affordability by May of 2003. Analysis will be based on "where we are" and "where we want to be."
<b>Social Contract</b> <i>(Board)</i>	<b>Status</b>	<b>Next Steps for Goal Development</b>
Develop specific recommendations to form a new contract between the State of Oregon and OUS about what we're attempting to achieve on behalf of the people of Oregon.	The Deal and agreement on the 10 goals of the proposed vision in the Report (pp. 10 & 11) are the basis of the contract.	<u>BOARD ACTION</u> Upon Board approval of the Report, direct the Chancellor to develop a more detailed work plan to achieve the goals of the plan. Yearly reports of progress will be made to the Board.
Develop a comprehensive advocacy program for higher education targeted to the general public, government and business.	Presently, most advocacy is done on an ad hoc basis with the public and business sectors. The Board's role with elected officials needs to be more clearly defined.	Direct the Chancellor to develop advocacy strategies and communications plans that become part of the agenda for on-going Board planning and development.  Executive Committee will develop an advocacy plan for each Board member, capitalizing on individual strengths and interests.