



Oregon State Board of Higher Education Strategic Initiatives Committee

Thursday, July 12, 2007
3:30-5:30 p.m.
Portland State University
Smith Memorial Student Union
Browsing Lounge

Meeting Notes

The meeting was called to order at 3:45 p.m.

Board members present included: Kirby Dyess, Jim Francesconi, Henry Lorenzen, Dalton Miller-Jones, and Howard Sohn.

Others present included: Vice President Lindsay Desrochers (PSU), Vice Chancellor Jay Kenton, Margie Lowe (Governor's Office), Di Saunders, Marcia Stuart, Charles Triplett, Bob Turner (Special Assistant to the Chancellor), Melissa Unger (OSA), and Vice Chancellor Susan Weeks.

1. Call to meeting, introductory remarks

Chair Dyess called the meeting to order and welcomed the Board members to the meeting.

2. Progress reports

a. Participation and completion

Chair Dyess called on Director Miller-Jones to provide an update on the subcommittee's progress. Director Miller-Jones announced the subcommittee has set goals for proposed recommendations to be presented to the Committee by October.

He noted that the subcommittee has convened four meetings and has organized into four task teams: (1) financial support and affordability (as a major item that impacts participation and completion), (2) academic preparation (includes connection with K-12/UEE work, involvement of counselors), (3) campus climate issues (how welcome students feel on campuses, attention to underrepresented groups of students, and the assumptions that are made by staff concerning students), and (4) family dynamics that affect student success. Each subgroup will have about five members.

Director Miller-Jones indicated that Dr. Peter Collier, PSU faculty, made a presentation to the subcommittee at the June 26th meeting. Dr. Collier is the FIPSE grant recipient faculty at PSU and is currently working with first-generation students on two projects, "Students First: Improving First-Generation Student Retention in Higher Education" and "Improving First-

Generation Low Income Student Retention in Higher Education: Examining the Persistence of Role-Mastery Based Advising and Telementoring Intervention Effects.”

On July 11th, the subcommittee met in Salem and received a presentation by Native American representatives concerning issues relating to higher education opportunities in that culture. The subcommittee will hear presentations from the African-American community in late July and the Latino community in early August. The subcommittee is planning a statewide symposium for October, the result of which will aid the subcommittee in formulating recommendations and fine-tuning its scope. Director Miller-Jones also advised that, in order to meet with a wide range of people, meetings will be held in Burns and Pendleton so that rural areas may have their opinions heard more directly.

b. Developing the OUS Portfolio

Director Sohn indicated that the subcommittee has met twice. In the first meeting, data on programs, degrees, and students served in the System were reviewed by the subcommittee, and the subcommittee members were asked to bring to the next meeting their initial assessment of the current OUS portfolio. At the second meeting, this analysis was discussed and key programs and issues were highlighted for further work:

- Education – ways in which higher education may engage more directly with K-12 to improve the effectiveness of the overall PK-20 enterprise;
- Sustainability – a strong “spire of excellence” for the System and state as a whole, with opportunities for collaboration;
- Business programs – offered at several institutions; is this necessary duplication? How might those programs be coordinated? What are the strengths and contributions of each program? This topic will be discussed at the next subcommittee meeting.
- Delivery mechanisms and learning approaches – to be discussed in a future meeting.
- Collaborations – what is the potential for further application of collaborative models? How might the System incorporate collective work as a core value in its approaches to the portfolio?

In the subcommittee discussions there has been a sensitivity to what each individual program with the same label might contribute in its own way to the portfolio. Director Sohn noted that the Provosts’ Council is a very significant participant in the development of the portfolio. As such, there may be a recommendation that the Provosts’ Council be specific in program review criteria and further discussion about where the locus of responsibility and accountability resides – centrally or with the campus. He further said that there isn’t a bias toward centralization versus autonomy. There is value in universities knowing their markets and developing expertise in the faculty; developing their portfolios around the needs of Oregonians and the economy; and looking at the economic forecast, employer/employee projected needs, and the future rather than maintaining the status quo. He added that the subcommittee will be looking at population increases and the impact on the System of those increases. There will be discussion on centralization versus autonomy in later meetings.

Another discussion item is dealing with the question of changing the footprint of the System (number of institutions). Former Governor Kitzhaber's task force on education and the economy, in 1995, incentivized the institutions and led to the adoption of the Resource Allocation Model where funding follows the student. Because of the assets at the institutions, the System has to play a vital role in orchestrating and determining academic programs. Director Dyess noted that things that require synergies need orchestration centrally but that doesn't necessarily mean that the Chancellor's Office controls them.

There has been discussion concerning a moratorium on new programs presented to the Board for approval via the Provosts' Council. Provost Lesley Hallick advised that the Council is continuing its work with the mindset that the portfolio work is not complete; however, there are a number of programs already in the review process. Provost Koch also noted that the Council has always been mindful of collaboration and complementarity, and of creating programs that are geared toward the current needs of Oregon. Provost Hallick noted that collaborations and complementary programs are important and that the Council reviews the forms of collaboration (across university or program boundaries) with this in mind. In answer to a question concerning the evaluation process of existing programs, Provost Hallick advised that under the previous oversight by the System Office of Academic Affairs, new programs were reviewed after five years. Director Dyess observed that the System needs to look at what might need to be phased out, as well as what to add. Provost Koch noted that new programs are tending to be interdisciplinary in nature and draw from the traditional disciplines.

c. Serving higher education needs in the Portland area

Director Francesconi noted that the subcommittee membership was constituted to facilitate support for OUS budget items in the future. The agenda for the first subcommittee meeting focused on determining the needs of the greater Portland community (economic strengths, review of charge). Topics also included specific deliverables needed for the Strategic Initiatives Committee to recommend to the Board to accomplish the purpose of accessible higher education for all residents, methods to achieve collaborations (access/workforce and graduate/research), and how to increase diversity in Portland area institutions. Next meeting agenda topics will include sharing future plans and collaborations among area higher education institutions. Then the subcommittee will divide into groups to identify potential outcomes.

The work groups of the subcommittee will meet twice monthly and then, in October, meet collectively to develop a joint proposal to bring to the Strategic Initiatives Committee. Once the proposal is approved by the full Board, the subcommittee will then propose an implementation plan to be accomplished in the November through June time frame.

Areas of collaboration were discussed, with an emphasis on increased collaborations in graduate research areas (e.g., the south waterfront expansion). Director Francesconi noted that there is interest in a design focus in an undergraduate/graduate collaborative approach, in the style of ONAMI. Francesconi highlighted the importance of the four-year programs offered by PSU on the community college campuses to improve access.

Director Francesconi also shared that the intent is to reach out to the business community for input in order to shape some of the academic programs and skills taught to meet the needs of

business, and to develop synergies and business support of higher education in the metro area. These collaborations will then allow the greater Portland area to benefit the entire state. Margie Lowe encouraged the group to think about how synergies created in Portland can migrate to other parts of the state. Director Dyess suggested using Portland as a model of what can be exported to rural areas of the state, citing as an example the increasing trends toward high tech applications in traditional industries such as forestry.

Director Miller-Jones cautioned that emphasizing Portland's role as a major economic vehicle for the state might overlook other critical issues, such as cultural and social integration and issues of urban violence. Directors Sohn and Dyess also cautioned about not losing sight of the whole OUS budget in addressing the needs of Portland. Director Francesconi added that President Frohnmayer has cautioned about focusing only on Portland rather than the entire state. Francesconi noted the importance of balancing a broader access focus with preparation for work, and observed that 40% of Nike and Columbia Sportswear profits worldwide are generated from the Portland area because of the creative skills of the area's workforce.

Director Miller-Jones cautioned that the Committee needs to be mindful of the message that liberal education is of value for lots of things, not just jobs. Director Francesconi agreed and added that one focus of his subcommittee will be to generate support and resources to expand the impact of PSU to not just the Portland area but the state—"identifying the champions of higher ed in Portland."

d. OUS governance

Although Director von Schlegell was unable to attend the meeting, Director Dyess shared that John has met with individuals concerning their participation in the subcommittee. Ryan Hagemann has inventoried rules and statutes that affect governance and how the System should address these barriers or "guardrails." It was noted that if these rules require a statutory change, they would need to be acted upon in the very near future.

During general discussion, Director Dyess advised that the subcommittees will report their findings to the Committee in November and once the full committee has reviewed the subcommittee findings, a set of recommendations will be developed to discuss with the Board at its retreat in December. These recommendations will form the basis for structuring the biennial budget proposals, as well as guide future strategic plan implementation. Vice Chancellor Kenton noted that some of the deliverables may have different timeframes depending on the budget process (i.e., legislative concepts and policy packages).

3. Adjournment

Director Dyess adjourned the meeting at 5:14 p.m.

*Prepared by:
Marcia Stuart
Board Secretary*