

XI. REPORTS OF THE COMMITTEES OF THE BOARD

A. Academic Affairs and Enrollment Committee

Mr. Bridges, chair, will report on the committee meeting of September 15, 2017.

**Academic Affairs and Enrollment Committee
Meeting of September 15, 2017**

Minutes

Present: M. Bridges, S. Fitzpatrick, B. Langos, B. Montgomery, A. Rains

Guests: M. E. Ashley, S. Bauguess, L. Chan, T. Doom, R. Fyffe, D. Kimpton, N. Laskey, C. Schrader, T. Sudkamp

Mr. Michael Bridges, chair of the Academic Affairs and Enrollment Committee, called the meeting to order at 1:05 p.m. and read the conflict of interest statement.

Provost Report

Provost Sudkamp offered the following updates:

- **Capital Projects:**

Wright State has three state funded capital projects that have direct impact on students or student support. The classroom renovation project, a \$5 million project, was completed this summer. Renovations of the 34 classrooms included new technology, updated lighting controls, improved accessibility, and collaborative teaching and learning methodologies.

In the planning stages is a \$3M laboratory-renovation project. A Faculty Senate committee developed a priority list of lab spaces needing renovation and is now collaborating with the Facilities Management team to define the scope of work for use in the bid process. The chemistry labs were deemed the highest priority area for renovation.

The third capital project is the \$2M Student Union renovation, particularly the second floor. As one of the most heavily used buildings on campus, this renovation will allow the centralization of the multicultural centers, an expanded space for the Student Union and Event Services administrative staff, and a larger home for Student Legal Services and the University Center for International Education (UCIE).

- **International Enrollment:**

Mr. Bill Holmes, recently hired senior international officer, will address the Board at their next committee meeting on ways to increase international programs and enrollment.

- **State Initiatives:**

Numerous components of the State Budget Bill will need Board attention or approval. Those include:

- **Low Enrollment Program Report & Low Enrollment Course Report:**
Report due September 2018 and every five years thereafter
- **Duplicative Program Report:**
Needs annual Board approval, due December 31, 2017
- **Efficiency Report:**
Needs annual Board approval, will be presented at next Committee meeting
- **Textbook Selection Policy:**
The state is requiring the creation of a policy for faculty to use when selecting or assigning textbooks. This work on this project is being led by Dr. Dan Krane with input from Student Government and others.

For those institutions with medical schools, the state is asking for plans on the distribution of appropriations for Family Practice, Geriatric Medicine and Primary Care Residencies. Failure to submit this information could result in some lost funding.

A new state provision was adopted requiring colleges to cover the cost of either an ACT score or an alternative assessment to determine the high school student's eligibility to participate in the College Credit Plus Program. Wright State provides, and covers the expense of, a college placement test that should satisfy this requirement.

- **Academic Realignment:**

A major initiative this year at Wright State is a review, and possible reorganization, of the academic organization. The last review was done in 1986 and resulted in the creation of the College of Engineering and Computer Science.

This review is designed to align academic programs along student pathways and career interests, capture faculty expertise to develop multidisciplinary research and academic programs, reduce administrative costs, support the regions' economic and employment needs, and provide resources to support health care and STEM initiatives.

Under consideration is the reorganization and consolidation of a large number of health related programs into a college or school. Proposed names for such a college include the College of Health and Human Services, the College of Health Sciences, or the College of Allied Health. This re-grouping of academic units allows students to have a "core" first year health care exploration that supports a variety of majors. In addition, it would provide a centralization of faculty and research for enhanced collaboration or enhance the development of new programs such as dietetics or physical therapy.

Other mergers under consideration include combining the College of Education with the College of Liberal Arts into Liberal Arts and Education or merging Science and Math with Engineering & Computer Science to form a STEM

College. The School of Professional Psychology could join the Boonshoft School of Medicine.

Discussions and planning for various reorganizations are currently underway with the goal of presenting a plan proposal to the Academic Affairs and Enrollment Committee at their February meeting.

1. Emeritus Requests

The following resolution is before the Board for approval.

RESOLUTION 18-

WHEREAS, faculty members who have served ten or more years as fully-affiliated and full-time members at Wright State University will automatically be granted the emeritus title upon retirement and upon written request by the faculty member to the provost; and

WHEREAS, Katherine Cauley, Professor of Pediatrics served the university from 1993 in a fully-affiliated and full-time status and has requested emeritus status; and

WHEREAS, Sue Terzian, Senior Lecturer of Accountancy served the university from 1998 in a fully-affiliated and full-time status and has requested emeritus status; and

WHEREAS, Jane Blakelock, Senior Lecturer of English Language and Literatures served the university from 1996 in a fully-affiliated and full-time status and has requested emeritus status; and

WHEREAS, John Flach, Professor of Psychology served the university from 1990 in a fully-affiliated and full-time status and has requested emeritus status; and

WHEREAS, Ping He, Professor of Biomedical, Industrial and Human Factors Engineering served the university from 1985 in a fully-affiliated and full-time status and has requested emeritus status; and

WHEREAS, Larry Ream, Associate Professor of Neuroscience, Cell Biology, and Physiology served the university from 1976 in a fully-affiliated and full-time status and has requested emeritus status; and

WHEREAS, J. Russell Johnson, Professor of Theatre Arts served the university from 1990 in a fully-affiliated and full-time status and has requested emeritus status; and

WHEREAS, Paulette Gillig, Professor of Psychiatry served the university from 1990 in a fully-affiliated and full-time status and has requested emeritus status; and

WHEREAS, Karen Kirkham, Associate Professor of Geriatrics, served the university from 1996 in a fully-affiliated and full-time status and has requested emeritus status; therefore be it

RESOLVED that the requests for emeritus status for the aforementioned faculty members, as submitted to this meeting be, and the same hereby are endorsed.

I offer this motion:

Do I have a second:

Roll Call Vote:

- **Enrollment and Recruiting Report**

Ms. Mary Ellen Ashley, vice president for Enrollment Management, discussed enrollment numbers and offered a comparison of projected enrollment to actual. While Wright State predicted a downturn in enrollment, Lake Campus enrollment was up and the Dayton campus was not as low as expected. International student enrollment was down by 419 students.

There was a discussion about the inaccuracies of translating predictive enrollment numbers (based on headcount) to actual revenue (tuition dollars) received. The challenge occurs with the inability to accurately foreshadow the mix of students (undergraduate, graduate, in or out-of-state, international) and the number of classes those students will be taking. Revenue is based on the cost per credit hour along with in state or out-of-state rates, and the additional fee for international students. Lacking a true picture of the mix of all these variables when budgets are created is very challenging.

The enrollment picture continues to be impacted by the decline in international students and the increase in College Credit Plus students. International students are typically graduate level and pay the added out of state cost so losing one international graduate student has a greater budgetary impact than the loss of one undergraduate in-state student. Wright State also receives less reimbursement for College Credit Plus students than the value of an in-state undergraduate student.

Trustee Langos asked about tracking enrollment by college, what tracking tools were available, and whether budgets were allocated to the colleges based on enrollment and growth. An enrollment-tracking dashboard was developed this summer that filters by college, student type and credit hours and allows for that tracking. Colleges do feel the impact on their budgets and faculty teaching loads when enrollments increase or decrease.

Retention and its importance to revenue was discussed. A question was asked about what information is tracked on “why students choose to leave an institution”. Most students leaving Wright State are transferring to another college or list financial or personal reasons for leaving. The largest drop is between

freshmen and sophomore year but students do make changes up through their senior year.

Ms. Ashley offered an update on recruitment efforts and discussed the services Wright State receives from Ruffalo Noel Levitz to identify prospective high school juniors and seniors students interested in Wright State. Ohio is projected to have an 11% decrease in direct from high school students over the next decade. A question was asked about student demographics and how reaching various populations influences Wright State's marketing and recruitment efforts. The committee requested a report on student demographics and what mix of students Wright State serves along with the number of students enrolled in online courses.

Dr. Schrader spoke about the need for a comprehensive, strategic focus on online/remote education. Having a coordinated effort across the colleges would better reach and serve students. She also indicated that conversations are ongoing with various faculty groups and the colleges to enhance understanding of their student mix, characteristics, and student needs.

Wright State is moving towards the use of a "Common Application". The concept has expanded from use at highly selective institutions to institutions with open access, and as technology changes have been made, more colleges are adopting it. Wright State has upgraded our data management system to Banner 9, and once the testing phase is over, plans to join other Ohio schools in adopting the Common Application for new student enrollment.

There was a lengthy discussion about what resources it would take to raise enrollment by 20% and how this expands to our marketing efforts and demographic mix. Ms. Ashley shared that there is a critical need to increase the number of recruiters with Wright State having the smallest recruitment staff in the state. Doubling the current staffing level would mean having eight undergraduate recruiters and 2 to 3 transfer recruiters. An increase to the recruitment budget would be needed to cover transportation, gas and hotel expenses. The department could benefit from additional data management and analytical support to identify and target potential student groups.

Currently, Enrollment Management has a "Steering Committee" and "Action Planning Subcommittees" to help with the recruitment process. The Trustees encouraged Ms. Ashley to broaden the membership of these groups and offered to identify individuals with specialized talent in marketing, data management, expansion and innovation to bring fresh ideas and a new perspective to the team. Trustee Rains asked that students be included in this advisory group. Dean Keferl remarked that not only is it important to establish an early pipeline in high school, it is also vital for retention for students to see higher education as a possibility that they can attain and complete.

- **Research and Sponsored Programs**

Dr. Robert Fyffe, vice president for Research and Graduate Studies, gave the Committee an update on activities, strengths and challenges happening in the area of Research. Over the last six years, the Research enterprise has expanded to include oversight of research compliance, research development, and technology transfer. To centralize and streamline processes, records and forms, an electronic research administration platform has been adopted. New levels of research activity were achieved this year with Wright State reporting almost \$60M in Research Expenditures to the National Science Foundation and almost \$65M in Research Awards.

Challenges facing the research enterprise include the continued decrease in state and national awards and grants, the loss of highly productive research faculty, ever-expanding compliance requirements, a decrease in staff in key compliance and tech transfer positions, and a decline in the number of proposal submissions.

The meeting was adjourned at 2:53 p.m.

Respectfully Submitted,
Deborah Kimpton