

**Special Faculty Meeting
January 27, 2009**

Present:

Ted Atkinson
Ken Watson
Allen Evans
Steve Tanner
DeAnna Timmermann
Stephen Jenkins
Richard Croft
Molly Litchfield
Peter Johnson
Ruthi Davenport
Rosemary Powers
Leandro Espinosa
Jodi Varon
Greg Monahan

Others:

Dea Hoffman
Dean Mueller
Karen Clay
Sheri Carpenter
Assoc.V.P.
Seydel
Provost Jaeger
President Lund
Dean Cannon
Director of Admissions
Penny Diebel
Doug K
Cory Peeke
Bill Grigsby
Dean Levine
Tony Tovar
Charlie Johnson
Kerry Loewen
John Thurber
Cat Galloway
Dean Lauritzen

President's remarks:

Jim Black will be on campus this week, Wednesday at 8:30 in the Alumni Room in Ackerman Hall and Thursday from 3-5 in Inlow 201 for a verbal debrief for everyone who is interested.

Dr. Jeff Janz a residence life consultant paid for with a special allocation by the Chancellors office. He has helped with ideas of how to get the residence halls up to capacity. We hope for another small grant for funds to bring a speaker here from the University of Wisconsin Madison for a diversity summit with the Chancellor funding that visit as well.

Monday at 4:45 there will be an update on budget and legislative issues The State Board meets next week and the President will provide more info then.

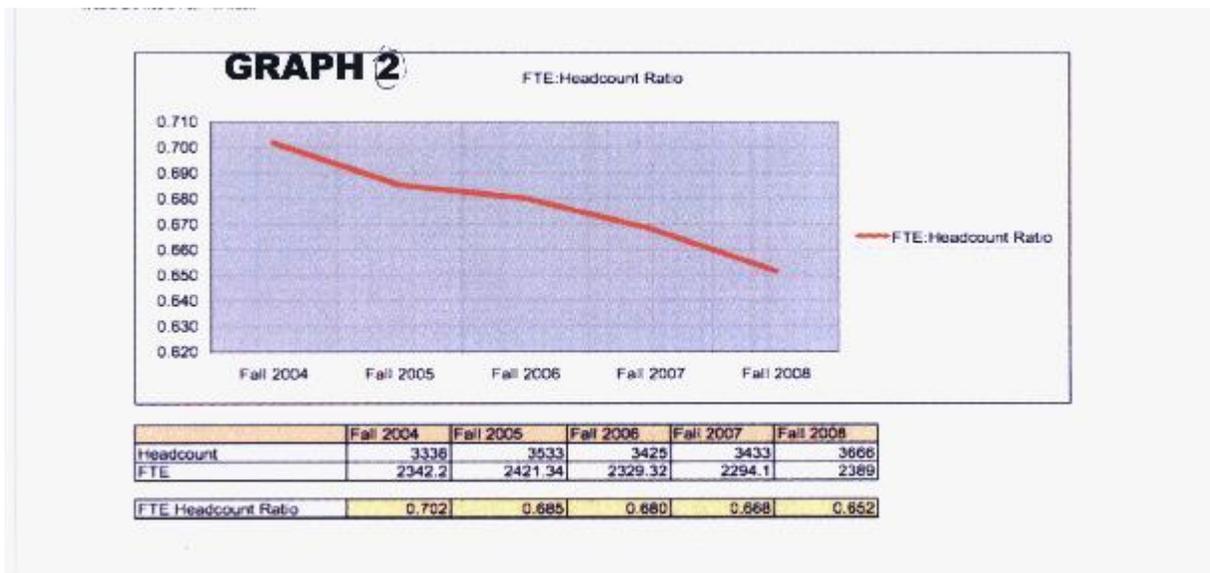
Today’s topic focuses on our attempts to grow on campus enrollment. Dates coming up in February and March will be ways to attract new students to our campus. These are the best students or students we and counselors feel are the best fit for us. On Thursday, February 5, we will again host the FBLA, (Future Business Leaders of America) Regional Skills Competition. Several hundred high school students from throughout the eastern Oregon area will be on campus for competitions in business, computer, and communication-related topics. On Feb. 12-13 bus of 40 will be here from Woodburn HS recruited by an EOU student. Feb 19th we host the regional FFA competition with 200-300 HS students attending, in cooperation with our OSU partners. Mar 13-15 regional 4H meeting good student will be here the entire weekend sleeping on the gym floor. March 20th – 23rd between 1600-2000 HS students will be on campus for the Oregon State FFA Convention. We will be working closely with local resources, most of the activities will be at the High School or Middle School. Monday March 23rd this group will be on campus participating in 20-25 different sessions, developed for them in cooperation with our campus partner to show case all we have to offer.

Provost’s report

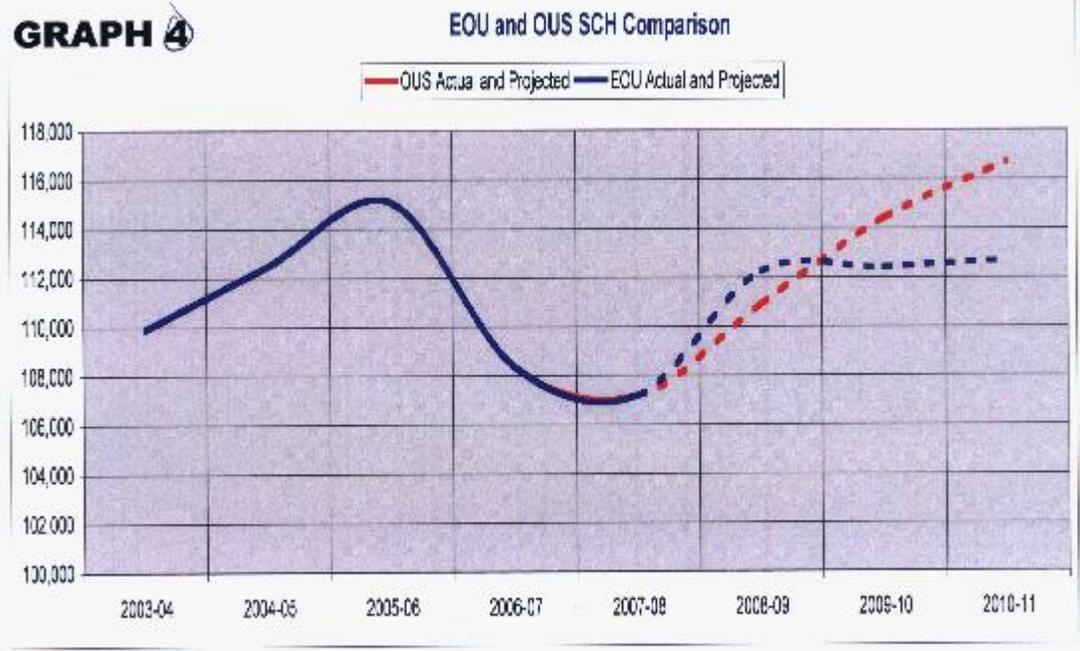
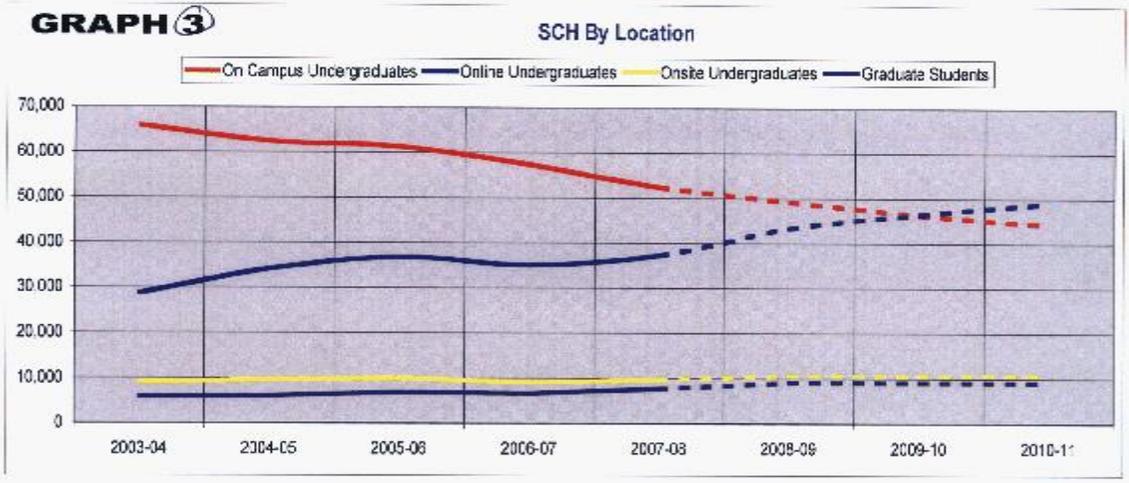
Most of the following material is found on EOU IRC page <http://www.eou.edu/ir/> some of the hybrid materials have been included here for convenience.

Look at page 1 graph 1 we are good relative to other years with regard to headcount. [Headcount.](#)

The ratio of FTE to headcount is going down. Students are taking fewer credit hours per unit time. When we yield fewer credit hours it hurts the bottom line. Graph 2



On Pg 2 the revenue stream forecast is looking ahead at total SCH and headcount. Each student group has a different model. Graph 3 on campus enrollment will go down in the future model portend a dip which shift to online chancellor graph 4 is more optimistic not looking a SCH headcount ratio



Pg 3 [graph 5 actual SCH numbers](#) bottom line on graph SCH is drifting up.

Pg 4 graph table 8 shows the following: – Average Online SCH taken by On Campus Student

Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008
5.4	5.0	4.9	4.7	5.1

SCH per student constant as the number of student has increased. Does the online leakage explain on camp enrollment drop? We are losing headcount and students.

Graph 11 applications are up 120 over last year and we are not getting the applications they are not coming.

Table 12 students apply in January and this continues through the spring, in April and May students cancel registrations. Many fail to complete the process 822 applied 309 showed up what happened? Why the gap?

Admissions Sieve Cumulative Admits Over Time

GRAPH 12

Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Yield in Fall
147	354	342	409	452	472	485	409	378	... 309

Interpret this as follows: We admitted 147 students by January, by February we had admitted 107 more students, by March 88 more. The numbers start to drop in accumulation as students cancel their applications. The total number of discrete applications for Fall 2008 was 882.

Students in OLS System by College/County, Fall 2008 Headcount

TABLE 13

	EDU	%*00	OLT	OSU	%*100	Cas	PSL	SOU	UD	WOL	TOTAL
Baker	134	0.57	8	41	0.17	0	15	8	21	6	233
Crook	21	0.09	57	65	0.26	17	13	7	35	13	228
Gilliam	20	0.45	1	8	0.18	0	5	2	4	4	44
Grant	84	0.65	4	20	0.15	2	5	3	4	6	128
Harney	53	0.45	7	26	0.21	1	6	9	3	13	170
Malheur	101	0.36	3	63	0.22	1	54	8	29	17	276
Mor	42	0.42	6	26	0.26	0	5	1	11	8	99
Sherman	1	0.13	1	7	0.23	0	10	1	2	5	30
Umatilla	369	0.46	34	183	0.23	1	55	13	68	64	787
Union	612	0.73	44	73	0.08	2	30	3	49	15	828
Wallowa	66	0.54	3	32	0.26	0	1	3	16	7	122
Wasco	42	0.14	14	96	0.32	0	55	8	48	28	291
Wheeler	11	0.33	1	9	0.27	0	3	0	8	1	33
	156	0.48		649	0.20						3219
1 percent change			32								

TABLE 14

Term-by-Term Retention Tracking

	Fall	Winter	Spring	Next-Fall
Fall 2003 Cohort	310	296	272	206
Fall 2004 Cohort	324	297	278	222
Fall 2005 Cohort	353	321	299	232
Fall 2006 Cohort	351	327	297	226
Fall 2007 Cohort	314	272	237	170
Fall 2008 Cohort	312	291	-	-
	Fall	Winter	Spring	Next-Fall
Fall 2003 Cohort	100.0%	95.5%	87.7%	66.5%
Fall 2004 Cohort	100.0%	91.7%	85.8%	68.5%
Fall 2005 Cohort	100.0%	90.9%	84.7%	65.7%
Fall 2006 Cohort	100.0%	93.3%	84.6%	64.4%
Fall 2007 Cohort	100.0%	86.6%	75.5%	54.1%
Fall 2008 Cohort	100.0%	93.3%		
Average Excluding (Fall 07 & 08)		92.8%	85.7%	66.3%

Table 13 the 12 east most counties in Oregon we do well in eastern ore 48% of the population OSU get 20% if we did a little better 1% is 33 students. Identify the specific problem and then solve. We can not force a student to come. Once they have said yes they are interested we then can be very interested in them

Table 14 fall 2008 cohort 93% retention rate last year we had about 86% we are doing better at helping students to be successful we have the ability to bridge the gap of bringing those students in from eastern Oregon. 3000 students on campus between now and June we need to be aggressive for years to maintain the

growth we hope to see. The strategic plan is directed at what do we do to attract student and what do we do to retain students.

Q and A

The faculty is interested in what data we have on the 500 who didn't come here?

Dean Cannon - Unfortunately the data is anecdotal infrequency of contact by us and contact from our competition. We need to engage prospective students with advisors and faculty of interest.

Competition sends out a lot of surveys asking why they were not chosen by the student.

Provost this is not a unique problem for us something is reducing the numbers of students looking at college.

Dean Cannon says that because the admissions application fee has been on and off again a large number of applications came in when the fee was not in place. There has also been some admissions leadership changes, that inconsistency has contribute to the current numbers.

The Faculty feels that because the students at OUS schools are not fully funded, we need to change so we have students with borrowing ability.

Provost indicates that the privates are hurting also and we can expect a dribble down from privates to state schools.

Faculty says that the response to the Noel-Levitz data should not only reflect the variable geographic data.

Administration - N-L predicts that the data include test scores, high school gpa., demographics, size of HS, size of community, on a scale of 0 to 1 with 1 being perfect. We want to work with the top half first, there is no one perfect fit. Are we pitching to just rural areas?, the answer is no.

Faculty wonders why, if we are concerned that we are only looking at rural Oregon. Is there data that would allow us to look at other areas.

Administration is looking at SE Washington, SW Idaho Alaska and Hawaii. We purchased names from a national college student survey. We purchased 28,000 names for Oregon Washington, Idaho, Alaska and Hawaii. Compare that purchase by what we have to offer names of people who match with us in some key area. What do we do? We sent 30,500 mailings to juniors in every one of the 240 HS in ore. We attended 17 college fairs and made 1600+ recruiting calls.

President shared another activity, a lot of ED graduates come from Borah HS in Boise Borah High School has an enrolment of 3,000 students and the Asst. Principal is an Eastern alum. There will be a visit to the HS with 5 alums, we do best face to face. At Borah they will take a recent Borah graduate with them on the visit.

The Provost noted that during the freshman move in day, every parent in every case was there because of some personal contact with EOU.

Faculty feels that the N-L data is from a closed set. If we admit 3, this only reflects the student we have successfully recruited but doesn't tell us anything about the students we did not look at. How do we separate sales from marketing? The faculty is being tagged for sales and need to be more involved in the marketing. Where are the markets?, and who are we? Is faculty going to be involved in this institutional identity search? Are we are searching for a brand or slogan? We need to stand for something more than we have courses, everyone has courses.

Provost spoke about the Spring Symposium as a perfect example of who we are and what we have to offer as a product. Assoc V.P. Tim Seydel says that Jim Black is here to help us establish who we are and what information we put out there in our marketing efforts. We first have to start with something that is truly valuable.

The Faculty feels we need to tie all of this back to our mission and vision statement to be coherent.

Eastern must first look at retention issues to keep what we have. The Faculty needs to be very aggressive with at risk student who struggle and get them up to speed quickly. We must reduce the incoming costs of attending Eastern Oregon University. Our incoming costs are at or above the average statewide costs, this turns people away. Market programs that are currently successful, 75% of current graduates come from Education and Business. The best recruiters are our successful current students. If our current student recruits two friends who register, then the recruiter as their tuition for the term paid

The Faculty wonders with a freshman class of 309 from 28,000 how does this compare with other OUS institutions? How are we doing compared to our peers? Two terms identity is not a brand because our ID resonates more deeply than that. When you engage the faculty to clarify the notion of identity you need to start soon to look at the morale and recruitment issues of the new president. The new president needs the info of who we are. Not who the new president thinks we are. The new president needs to feel like they are joining us not saving us.

The Administration says that we are being encouraged to purchase 50,000, up from the 28,000 this year, at \$0.33 per name. There is a lot of competition. We now have a fixed admission cost which will reduce the numbers of students not coming after having registered.

The Faculty asks how can we know what we don't know? How can we develop a system of personal contacts? Organize events at EOU that creates an effortless system of personal contacts.

Administration feels that we can not pass up the opportunity to make a positive contact with the 3,000 students that are coming to campus this spring.

The Faculty asks for clarification of the 25% of enrollment that are traditional students every year. The demographics data indicates that over half of our students are over 20 years of age or non-traditional. We are losing a lot of these non traditional students

Administration admits there has not been much recruitment for transfer students. Freshman and transfers are tough groups to compare. A sub-set of recruits will be directed at transfer students. The question becomes how to recruit returning students. These are students that have experienced a break in their college educations. We have experienced a 40-45% success rate in the back to school night events. Financial aide is required by about 70% of students. We can do fee remission. What is the yield on that with respect to recruitment and retention. We took university merit awards and rebalanced the fee remission matrix to advantage the students just below the top of the pyramid. We have just as big of a problem with sophomore retention as with freshman retention.

Faculty feels that we are big enough for quality and small enough to care. We can not compete against OSU in numbers of different programs. Emphasize where we are and what we can give even with our size. Our size is to our advantage. We give more attention in our programs. We do Business and Education better than others, come here.

Need to have this identity piece in place before the new president is chosen, we should have at least as much input on the identity as we did on the logo. Students between 6th and 12th grade if they come to campus they will go to college. The 3,000 coming this spring is an enormous opportunity of us

Provost feels that we need to share the environment not just souvenirs.

The Students think that the best asset for marketing EOU is our own students. The students would like to see training on how to recruit back at their high schools. There is a need to get the freshmen and sophomores at EOU in their high schools for recruiting. They are the most recognizable at their home high school.

The Provost asks what it would take to get these students back to their high schools? We are appealing to the Ambassadors to pick up materials to share with their high schools. We are uncovering a variety of approaches that will lead to success.

The President talks about an Iranian student in the business program who is an excellent and enthusiastic student. Her goal is admission to a Pharmacy School. She selected us because of the opportunities we can offer over other schools such as leadership opportunities on campus. She comes from a big high school and is a great spokes person for us and our programs. Students can connect with their peers much better than anyone else.

The Faculty wants to be careful how we use students, if we are going sell a sense of place we need to get student here to see the location. We need to get rid of preview days. The Faculty are under utilized, they need to provide visiting students with an authentic experience.

The Provost says that with a bus of high school students coming. There will be 6 opportunities for interactive educational experiences on campus. We need to do active interesting stuff to capture their imagination

The Faculty wonders how we are marketing to the Hispanic community around Ontario? We can do virtual recruiting efforts on youtube. Embedded in our web pages could be videos of student being successful. We should be bringing students here via the web.

The Provost indicates that our potential for growth is in the Hispanic community. EOU has done little to recruit Latinos to our campus. We have just started to turn that around. A lot of students are given access to Eastern through our on-site programs. How to get them comfortable here may have to be through the community colleges. Currently Ontario, Hermiston and Pendleton are a major focus of our efforts.

Administration says that the youtube barriers are down all we need is student work. Need to do more of this.

The Faculty feels that there are going to be a lot veterans coming to school in the next few years. There is a formidable number of students coming and we can not go recruit this group in a half hearted way.

President says that on Feb. 5th the student affairs office is sponsoring a webinar program on serving veterans as they prepare for college.

The Faculty noted the creation in 2001-2002 of the citizen soldier degree with the National Guard and EOU. The deployment of troops has decimated the program Mike Caldwell is in charge and is an Eastern alum. We have a perfect opportunity to tailor a program for this area.

The Faculty question whether the chancellor has allocated monies to help us identify our identity as well as for enrollment efforts?

The Administrations says the Chancellor's answer is that there is no money is for identity, only for enrollment management. We have not yet done what SOU has done of working through the identity process for \$30,000 over an 8 month time frame. They are sending us the RFP they used to work through the process.

The Faculty is interested in the niche marketing initiatives mentioned Aim A1 number 6 in the Strategic Implementation Plan, question 4 in the Senate questions. Rural location and onsite and online capability this area concerns the faculty the most.

Provost - We need to tailor our message. There needs to be a process at the front end that separates the different audiences, so we are not telling everyone the same thing.

Faculty thinks that if it takes 8 months then we need to do the work necessary.

Faculty recognizes a need for Eastern to find its identity, we have to direct a message to our customers. What are the customers looking for what are the customers needs. We can not force our vision on them

Administration acknowledged an affirmation in this meeting of what is happening here on campus. Faculty has an important place in the process with current and ongoing students. Retention is our best tool. Everyone we lose goes on to hurt our recruitment. When a art student approaches us we need to put them in touch with the art dept. In the past we have lost those students who were focused early on and we failed to hook them up with interested faculty. The retention piece is the most important for our growth and success. New academic intervention process has been put in place to help identify students early on who are struggling and turn them around. We must keep all of the students we admit.

The Faculty senses that we have a certain number of students who come here with the view of going somewhere else after a short time. We lost a lot of students when we gave up the rodeo program. We sent the wrong message to a huge part of rural eastern Oregon.

Faculty feel that fit is marketing the rich environment we have to offer.

Admin 5 reasons 1 is fit why students leave

Faculty wonder how important is the lack of child care on campus to not attracting or keeping students. We have made it duller to stay here on campus evening and weekends. Now there is only have one option for night life on campus and Hoke is vacant. Need to pressure Aramark to create more options on campus. Need a bar as an attraction to serve beer and food and keep students on campus.

Provost is eager to tell about what we are doing and what else we can do. We have done a lot already and there is also more to do. We don't have a lot of time in this on going effort.