

University Prioritization Report

Prepared by President's Cabinet

April 17, 2015





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Message from President Robert Henry and Cabinet:

The purpose of undertaking the prioritization process at Oklahoma City University was to strategically reallocate resources in ways that would lead the University into greater financial stability while maintaining alignment with our mission.

As a private, non-profit liberal arts based institution, there are some hard realities of the higher education environment we must address:

- In the 10 years leading up to 2013, five nonprofit colleges and universities closed each year on average, according to higher education researchers at Vanderbilt University. This trend is likely to accelerate, as colleges cope with lower tuition revenue due in part to decreased enrollment, student worries about employment prospects, and student loan debt after graduation.
- Declining enrollments fueled by relatively flat high school graduation rates and increased competition from online competitors are squeezing private schools with fewer than 5,000 students, particularly those that draw enrollment primarily from their local region.
- Flat high school graduation rates are expected over the next several years.
- One of the biggest challenges facing small, private schools is the crisis in college affordability and the understandable concern of students about taking on more student loan debt.
- During this fiscal year, public and private universities in the U.S. are expected to experience the slowest net tuition revenue growth in more than a decade, according to Moody's U.S. 2015 Higher Education Outlook.
- The international student market is becoming increasingly competitive.
- For four-year colleges, net tuition revenue growth will be the slowest and the weakest in over a decade.
- Heavily tuition-dependent private colleges and universities with weaker market positions and regional draws will be increasingly challenged because of the restricted revenue growth.

(Sources: "2015 Outlook -- US Higher Education: Slow Tuition Revenue Growth Supports Negative Outlook." Moody's. "Why More U.S. Colleges will Go Under in the Next Few Years," MSN Money, Jillian Berman, 3.26.2015.)

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Unfortunately, OCU's enrollment picture reflects these national trends. Since 2008, enrollment has dropped from 3,897 to 3,072, a decrease of 21.2%. Even though the University has recently made great strides in reducing discount rates, net tuition revenue continues to decline. The enrollment decrease has also caused a loss in revenue to the University from auxiliary services such as housing.

When the national outlook is coupled with our own enrollment history, it is obvious the status quo cannot continue if OCU is to succeed, and even survive.

When the Cabinet began to review the prioritization recommendations from the Academic and Support Function Task Forces in February 2015, we learned simultaneously the University faced a \$1.5 million budget shortfall for the upcoming 2016 fiscal year.

Obviously, the budget shortfall forced us to drastically change the way we approached prioritization. Unfortunately, much of the money saved through prioritization would be directed to absorb the FY16 shortfall, and not reallocated to programs ranked in the higher quintiles. The recommendations from the prioritization task forces, responses and input from deans and budget managers, and several years of revenue and enrollment data were the guiding forces as we made very hard decisions regarding program transformation and elimination.

Beyond the prioritization recommendations, as a Cabinet we thoroughly examined all University functions, including academic programs and structures. With an enrollment decrease of 21.2% since 2008, administrative staff decreased 28.9%, and full-time faculty increased 8% and part-time faculty increased 15.9%. Student credit hours decreased 19.6%, while faculty credit hours increased 17.8%.

OCU was built on a strong tradition of excellent, dedicated faculty. We recognize maintaining an acceptable level of faculty is critical to providing a vital, exceptional academic product. In this report, we have put forth recommendations that transform OCU's academic landscape to ensure our institution adapts to the changing demands in the marketplace, remains academically strong, and honors the University mission and strategic plan. In the academic sections of this report, we have included enrollment trends pertaining to each school. In the appendix, we have included faculty headcount and student/faculty credit hours to more thoroughly paint a picture of where we have been since 2008.

Non-academic functions were reviewed in concert with the prioritization recommendations to improve the effectiveness and efficiencies of campus business processes, further streamline administrative functions, and ensure the organizational structure is in place to fulfill the institutional mission despite several rounds of budget reductions.

This report represents a consensus of the Cabinet. It also reflects our aspiration to see growth and transformation for this beloved university. Some will say we have gone too far; others will say not far enough. We are ready to have those conversations as we work together to create a University deserving of our students, alumni, and employees.

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Executive Summary

Between April 2014 and April 2015, Oklahoma City University engaged in a program prioritization process to increase alignment of resources with institutional priorities and mission. Our approach was modeled on the process outlined in the book *Prioritizing Academic Programs and Services* by Robert C. Dickeson, but it was adapted to meet Oklahoma City University's specific needs. The university contracted with Campus Strategies and Larry Goldstein, a specialist in higher education prioritization, to offer guidance through the process.

This in-depth review of academic programs and support functions was intended to ensure the university is prepared to successfully address the paradigm shifts higher education is currently experiencing. Most importantly, the resulting actions will serve to strengthen an educational environment grounded in the liberal arts and sciences, therefore providing OCU graduates a competitive edge in their chosen career fields.

Thanks to extensive work of an Academic Task Force, a Support Function Task Force, and a Facilitation Task Force, all identified university programs were evaluated based on defined and consistent metrics and criteria.

A total of 416 university programs and functions were identified for evaluation: 183 support functions and 233 academic programs. These functions and programs were then ranked across five quintiles. Instead of defining academic programs in the usual sense by department or school, they were treated as filling one of four specific functions: major, minor, general education, or support. Thus, a single department or school might be assessed in terms of a number of different functions. This provided a granular look at each program's role in OCU's overall educational offering. In its review, Cabinet, however, reviewed them separately and ultimately as a whole. (Note: Twenty-two academic programs evaluated were in the process of being deactivated and were assigned automatically to the lowest quintile.)

OCU's prioritization process was transparent and participatory. Numerous internal emails, a series of town hall meetings for employees and students, and a university prioritization intranet site were used to keep faculty and staff informed.

The process began with a campus-wide coordinating committee seeking nominations for faculty and staff to serve on the Academic and Support Task Forces. Each resulting task force was comprised of 23 members nominated by their peers and representing all areas of campus. Working with the University's Office of Institutional Research and based on direction from prioritization consultant Larry Goldstein, the task forces determined specific criteria and weights to be used in the evaluation process. They also developed and tested templates and rubrics for university program directors to use for qualitative and quantitative data submission. The task forces then reviewed each program based on information from the templates and the most comprehensive collection of data available to them at the time. Following months of evaluation, both task forces submitted reports containing initial recommendations for program placement in the following quintiles:

1. Candidate for Enhanced Resources
2. Candidate for Continued Resources
3. Candidate for Reduced Resources
4. Candidate for Transformation
5. Candidate for Elimination or Phase Out

Budget managers, academic deans, vice presidents, faculty and staff then had the opportunity to provide input on each recommendation pertaining to their areas, as well as the broader recommendations offered by the Support Task Force.

The President's Cabinet then considered the merit of every recommendation presented by the Academic and Support Prioritization Task Forces to produce this comprehensive strategic resource reallocation plan for the University.

Cabinet responses to the task force recommendations were formed with careful consideration of the information provided by each support function and academic program; the response/rebuttals provided by deans, faculty leadership, and budget managers to initial task force recommendations; five years of enrollment and financial trend data; program cost/benefit analyses; student surveys; and the collective experience and institutional knowledge of Cabinet members. As a result, no decision was made based on a single source of information.

Alignment with University mission and strengthening OCU's liberal arts core were at the forefront on every reallocation and restructuring decision made by Cabinet. Other considerations included reducing redundancies and improving efficiencies, identifying programs poised for national excellence; student satisfaction and outcomes; capacity to increase scholarly productivity; holistic benefit of each program to the University mission and educational experience; and increasing teaching capacity of faculty.

An impending FY 15-16 estimated budget shortfall of \$1.5 million necessitated that every recommendation also be considered in light of its potential financial savings or revenue generation possibilities for the upcoming budget year. Unfortunately, any resource savings identified for this year through the prioritization process must first go toward the budget shortfall and costs of transitioning programs and personnel and not be reallocated to those items assigned to the first and second quintiles by the Support Function and Academic Program Task Forces. The intention is to reassess and address those priority items in the FY 16-17 budget cycle. It is also important to remember that a program's inclusion in Quintile 1 does not automatically signify it will receive additional resources. Rather, this means a program has priority status for any new resources that may be available to the University in the future.

In addition to the recommendations contained in this report, the overarching resource reallocation priorities for the University are increasing employee compensation and matching retirement contribution (TIAA-CREF), deferred maintenance with the main focus on housing, and technology upgrades.

The process of arriving at this set of final recommendations was lengthy and often times difficult, made even more so by the demanding task of identifying substantial savings to the 2015-2016 annual operating budget while not compromising the University's inherent identity, key programs, and necessary functions. The Cabinet operated with the desire to compile recommendations which address budget issues and minimize the need for further major reductions in future years.

At the conclusion of the process, the Cabinet reached consensus in its recommendations, believing they represent a thorough effort to address both the challenges and opportunities before us as a University.

Program prioritization presented an opportunity to restructure programs to better align with the University mission and strategic plan, build on OCU's tradition of excellence in the liberal arts, and recognize the quality of our professional programs. In addition to addressing specific task force recommendations, the Cabinet report includes broader observations and directives for the University, as well as recommendations for future prioritization efforts and ongoing program assessment.

It also provided a way to address the realities of the decreasing enrollment OCU has experienced since 2008. Even though we have made strides reducing discount, the fact remains that headcount at the University has dropped by 825 students since 2008. Student credit hour production has fallen 9,429 hours (19.6%), resulting in several million dollars lost annually to the University. In addition to tuition lost, auxiliary services are also impacted. Dorms that were once close to capacity are now challenged to maintain optimal occupancy.

Prioritization provides a path to make the changes necessary to avoid a cycle of continued incremental cuts and the inability to pursue strategic objectives.

The following pages outline Cabinet's overall direction for restructuring and resource allocation that grew from the prioritization process.

General Cabinet Recommendations and Observations

Several overarching recommendations arose from considering trend data, responses to the initial Task Force reports, and alignment with University mission.

1. The impending FY 15-16 estimated budget shortfall of \$1.5 million necessitated that every recommendation be considered in light of its potential financial savings or revenue generation possibilities for the upcoming budget year. Any resource savings identified for FY 15-16 through the prioritization process must first go toward the budget shortfall and not be reallocated to those items assigned to the first and second quintiles by the task forces. After alleviating the shortfall, the University's priorities for resource allocation are:

Overall Institution:

- a) Increase compensation and benefits for employees
- b) Deferred maintenance with student housing as the main focus
- c) Technology upgrades, specifically networking

Academic:

- a) Fund nursing faculty positions to support the school's strong enrollment and low discount rate, and to improve student/faculty ratio.
- b) Provide additional resources to all performing arts schools to fund travel for recruitment, and build on the successful recruiting model they have developed.
- c) Increase resources for the College of Arts and Sciences to work with Enrollment Management to develop new recruiting and marketing strategies.

Support Functions:

- a) Add a position to the Web Services team to enhance the University's website and digital marketing presence.
 - b) Fund a budget coordinator position for the University to monitor all operating (personnel and non-personnel) and capital budgets, work with departments to ensure budgets are aligned with specific programs/functions, prepare budget analysis and budget forecasts.
 - c) Increase advertising and marketing funds to improve enrollment and raise awareness of the University among key audiences.
2. Create a University task force to study how schools might be incentivized based on enrollment growth. Among other issues, the task force will examine allocating resources based on enrollment and what processes, measurements, and infrastructures need to be put in place to support an incentive program.
 3. Develop an overall University-wide procurement process by 2017 to include competitive bidding for printing and other services to ensure the greatest efficiencies are obtained.
 4. A wage disparity exists across campus with salaries for similar positions varying greatly based on the college or unit in which they are located. All units on campus should adhere to HR hiring guidelines and directives. The Human Resources Division will develop a new compensation

structure, with flexibility for market demands, for all hiring managers to follow when filling open and new positions.

5. The Meinders School of Business building is a major asset to the University and has the capacity to increase space availability on campus for events that can potentially increase recruitment and retention. Various schools within the University share their facilities with each other on a frequent basis. We recognize that shared space in MSB was over utilized by the University in the past, and the school was not adequately compensated for wear and tear on its building. It is Cabinet's hope to work with the School of Business dean to find mutually acceptable ways to share space in the building while ensuring MSB receives adequate resources in return to maintain its facilities.
6. Establish a minimum class size to reduce inefficiencies in teaching schedules, mitigate financial losses related to low class enrollment, and reduce the number of adjunct teaching hours. All 1000- and 2000-level courses must have a minimum student enrollment of 10 with a goal of 12 by 2017. (Excluding one-on-one instruction necessary in some disciplines, such as Music.) Historically, during some semesters, 40% of classes have had fewer than eight students. Moving forward, any class with fewer than 10 students must have the approval of the Provost's Office. General Education classes, with few exceptions, will no longer be taught by adjuncts.
7. Pursue bold new initiatives to expand and enhance the scope of student religious life on campus by: shifting emphasis to evening and weekend student activities; exploring the feasibility of transitioning to a "residential campus ministry model" and redeveloping Smith Hall into an interfaith residence hall; cultivating new partnerships with churches and other religious groups in the community to enhance student engagement and experiences; partnering with other United Methodist campus ministries across Oklahoma; and revitalizing Chapel and Evensong to better meet student needs and expectations.
8. Examine developing more niche programs unique to OCU, following the examples of the successful Red Earth MFA in Creative Writing, Nonprofit Leadership MA, MS in Energy Management, and MS in Energy Legal Studies. In addition, pursue online opportunities where appropriate.
9. Research the possibility of establishing a School of Allied Health Professions, including conducting need analyses of two to three identified programs.
10. All proposed capital improvement projects must be taken to the University Strategic Planning Committee for consideration and approval.
11. Academic departments should work to develop strong majors, and not exist solely as Gen Ed entities.
12. The Cabinet is recommending a determination by the Board of Trustees that present or projected revenues are or may be insufficient to provide a budget sufficient to continue existing levels of faculty employment in one or more of the University's academic units. (*Faculty Handbook, Section VIII, B1*)
13. All academic programs will be given enrollment goals to be determined by working with Enrollment Management.

Cabinet Response to Broad Support Task Force Recommendations

1. Centralization: The Support Task Force made several recommendations focused on centralizing efforts in areas of fundraising and development, event planning and execution, alumni relations, admission, and other areas of administration. The Cabinet agrees that functioning at the highest level possible in these areas is critical to OCU's success in recruitment, resource development, and retention. Decentralized efforts only serve to weaken the University brand and further diminish resources that individual schools and programs could use to invest in their programs and student success. Through the years, there has been much discussion regarding the silos that exist on campus among various divisions and colleges. While the reasons for this independence are varied and even understandable, it is not always in the best interest of the University moving forward. In some cases, centralization is just a matter of better communication and coordination among campus entities. However, there are also areas where centralization can result in significant operating efficiencies and better align the University with its mission. Below is Cabinet's response to the Support Task Force's recommendation regarding centralization of admissions, marketing, technology, event coordination, and advancement roles.

- a) The current Director of Communications and Outreach position in the College of Arts and Sciences will be transformed to have a student success focus. All admissions and recruitment marketing duties will be transferred to Enrollment Management. All event planning and reputational (non-student recruitment) marketing will be coordinated by University Advancement and External Relations.
- b) Retain the Bass School of Music Student Success Coordinator position in its current job description and reporting line to the School of Music. Duties in this job description go beyond admissions and recruiting. Marketing responsibilities are currently not a part of this job description.
- c) Retain the Bass School of Music Admissions and Student Services Coordinator position in its current job description and reporting line to the School of Music. Duties in this job description go beyond admissions and recruiting. Marketing responsibilities are currently not a part of this job description.
- d) Modify the Theatre Student Services/Marketing Coordinator job description to remove marketing coordinator duties, but retain the Student Services position and reporting line to the School of Theatre. The marketing coordinator duties associated with this position will be transferred to University Communications and Marketing.
- e) Modify the Dance Coordinator of External Affairs job description to remove marketing duties. Marketing responsibilities related to this position will be transferred to University Communications and Marketing.
- f) The Director of Communications and Outreach position in the Kramer School of Nursing has two main functions (1) nursing marketing and (2) continuing education. Cabinet recommends a reclassification for this position by removing marketing duties and centralizing KSN marketing to University Communications and Marketing and Enrollment Management. Cabinet recommends this position focus entirely on continuing education for Nursing, and work with the Provost's Office to explore new continuing education opportunities for the University.
- g) Due to the contractual agreement between the University and Meinders School of Business, it is not possible to eliminate the Director of Outreach and Special Projects position. Cabinet

recommends this position work with the Senior Director of University Communications to coordinate and approve Meinders School of Business marketing and advertising.

- h) Retain the Communication and Marketing position currently in the School of Law with direction to consider using the University's centralized internal design and marketing services where feasible; and this position will continue to collaborate with the Sr. Director of University Communications. This Law School function should adhere to the University's established purchasing and procurement processes.
- i) All fundraising activities should be coordinated through the central University Advancement and External Relations Office. All donor proposals should be organized through the Advancement Office to ensure fundraising is aligned with University priorities. The University Advancement Office recently received board committee approval for a fundraising plan that follows the University strategic plan and calls for greater coordination among all fundraising entities. The Cabinet recognizes that fundraising falls within a dean's responsibility, but a more centralized approach will allow the University to implement a sustainable strategic fundraising plan.
- j) Begin the process of inventorying all University sponsored events (excluding performances) to move toward developing a central University Events Office. Cabinet agrees that University events should be more strategic and align with the University mission, and supports creating a proposal and scope of work for the office.
- k) Implement a dotted line coordinated reporting structure for IT functions at the Law School to University IT for up front discussion regarding all procurement and services.

2. Athletics: These Support Task Force broad recommendations are addressed in the Athletics section of the report, page 36.

3. Funding of Positions: Cabinet agrees with the Support Task Force that over recent years budget cuts have been made to positions and programs without a strategic plan to reduce services or eliminate functions. This practice has added responsibilities to employee job descriptions at an unsustainable level. In addition, budget cuts and shortfalls have necessitated paying the full or partial salaries of some positions from off-budget accounts such as grants, endowments, or fees. Cabinet agrees if the University is forced to make budget cuts, there needs to be a parallel discussion about what services or inefficiencies will be cut as well. Moving forward, prioritization should be embedded into the hiring process, forcing hiring managers to look holistically at a set of factors when filling or adding positions. In addition, Cabinet has identified University positions currently paid from off-budget accounts and is working to transition these salaries into the University budget.

4. Revenue/Cost Sharing Agreements: The task force recommended that the revenue/cost-sharing agreements with the School of Law and Meinders School of Business be thoroughly reviewed and possibly eliminated. **Cabinet response:** The MSB agreement is a legally binding contract that cannot be changed without renegotiating with the donor. The law school agreement is in the form of a MOU and is already under review by both the Law School and the University. Additionally, the American Bar Association and the Association to Advance Collegiate Schools of Business would not react positively to eliminating these agreements.

5. Reducing Administrative Positions: The task force recommended some reductions in administrative positions to reduce the payroll while focusing simultaneously on the three Rs (recruiting, retention, resources) and the ever-increasing requirements for reporting to accreditors and state and federal governments. Specific restructuring and streamlining actions recommended by Cabinet throughout this report will address this issue. In addition, the President's Office has eliminated the administrative position of Chief of Staff, given the University-provided vehicle to the OCUPD (replacing that vehicle with a personally purchased vehicle), and transferred most of the fundraising and outreach budget to University Advancement. The Office of Enrollment Management will not fill an Associate Director of Admissions position, and the OCUPD will leave an open supervisor position unfilled. The Associate Vice President/Dean of Students position will be eliminated with duties absorbed by the Vice President for Student Affairs. The Associate VP of International Admissions position will be eliminated and replaced with a Director of International Admissions.

6. Reducing Salaries of Administrators: The task force recommended that administrators earning more than \$125,000 annually take a permanent pay cut to help balance the university's budget, and that a compensation study be conducted to determine if OCU administrator salaries are comparable to their counterparts at other universities in the state and region, particularly in relation to enrollment and endowment. The Cabinet does not wish to impose a pay cut on any of our employees; however, if highly compensated personnel chose to voluntarily reduce their salary and contribute to the university's operating budget, that gesture would be welcome. Highly compensated administrators are expected to, and generally do, make significant financial contributions to the University. These contributions come as both direct financial gifts to the University and personal payment of work-related expenses without reimbursement. Salary studies conducted show the compensation of most OCU administrators falls below the mean for peer and benchmark institutions. The Cabinet also recognizes that executive compensation is complex and that several variables are considered in making these determinations. Future executive compensation decisions will continue to be thoroughly evaluated based on established criteria. The University is committed to exercising prudent measures before creating any new senior administrative positions. In addition, when the University is able to financially provide employee pay raises, those employees making \$125,000 or more will not be considered.

7. Board of Trustee Involvement: The Support Task Force recommended that the university board of trustees conduct a review of best practices in terms of university oversight versus university involvement. Last year the OCU Board of Trustees, following a best practice of boards, adopted a code of conduct that addresses their role as one of policymaker and not operational management.

8. Supporting the Oklahoma City University Brand: Cabinet agrees with the task force recommendation that individual school logos and branding should be minimized, and all units adhere to the established University branding and graphic identity guidelines. The prioritization process has highlighted the interdependency of all units across campus and echoed that "we are trying to build a

university, not a collection of schools.” The actions/recommendations in this report keep this principle in mind.

9. University Relationship with the United Methodist Church: The task force recommended that the University-Church Relations, Chapel, Religious Life, and Religion Administration functions all receive further evaluation to determine the appropriate staffing, consolidation, and operating budgets required to support this seminal aspect of university life. The Cabinet wholeheartedly affirms the continued relationship between Oklahoma City University and The United Methodist Church and empowers the University-Church Relations department to explore new ways to strengthen that relationship at all levels. The Cabinet also reaffirms the school’s commitment to the United Methodist ideals of scholarship and service. (This issue is discussed in-depth in the University-Church Relations section of this report.)

10. Automating Financial Services: The Support Task Force report outlined challenges in the financial services function related to lack of automation, organizing and identifying accounts easily, reconciling accounts, tracking endowments, and access to detailed financial data. Cabinet agrees that, due to prolonged inadequate funding and resources, the University’s Financial Services function does not have access to the automation and personnel needed to solve issues outlined by the Support Task Force. The University’s CFO has identified key areas in the Financial Services function that require upgrades and transformation. In respect to the University’s chart of accounts, which is the key to financial reporting, all accounts are currently tracked manually. The initial estimate to purchase the services needed to significantly upgrade finance and human resources functions was \$1.2 million. The CFO has identified two new positions critical to improve processes – a budget manager and an accountant specializing in endowments. The University will continue to attempt to find the resources needed to address these issues. Cabinet agrees that an immediate step is for budget managers to work with the university business office to organize accounts to match functions.

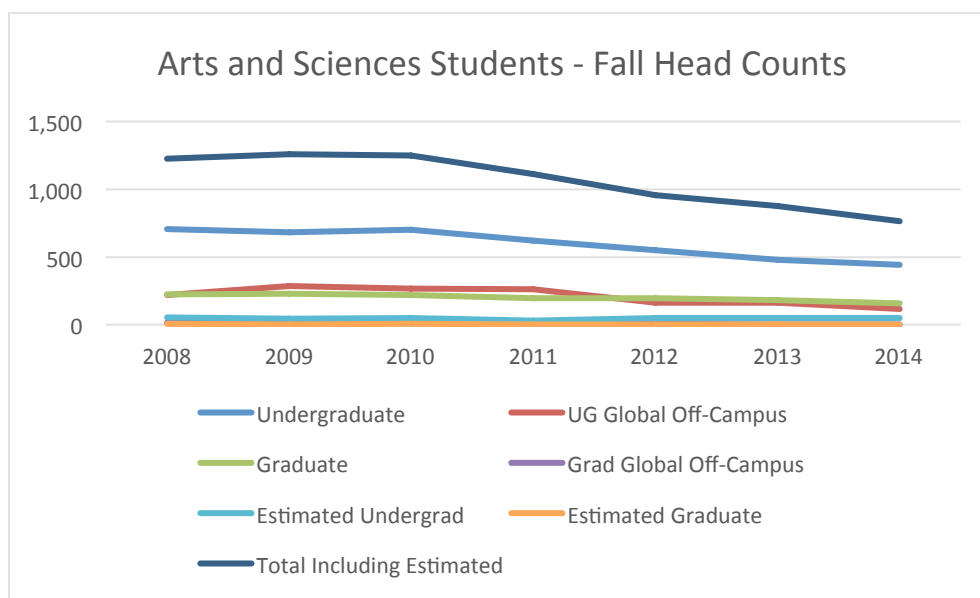
11. Tuition and Discount Structure: The Support Task Force discussed the university’s undergraduate tuition and discount structure, suggesting consideration of a combined tuition and discount reduction to closer align the published and actual prices. The VP of Enrollment Management is currently preparing a report for budget committee that will address this issue.

12. Maintaining the Principles of Prioritization: Cabinet agrees the principles of prioritization must remain at the heart of every future university budget process. As part of implementing the steps around prioritization, there will be ongoing review and assessment with the University budget committee and strategic planning committee. Cabinet will meet annually to review and update prioritization initiatives.

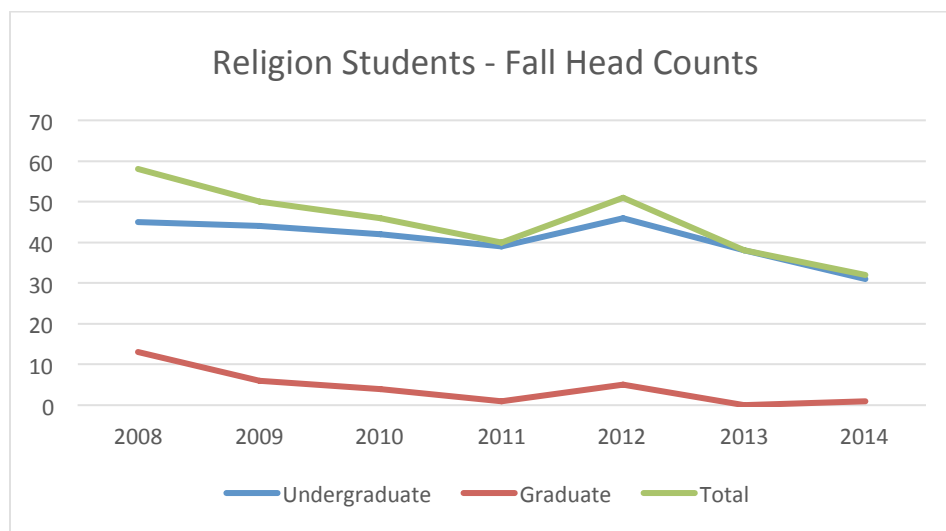
Petree College of Arts and Sciences

A&S Student Fall Head Count Excluding CS	2008	2009	2010	2011	2012	2013	2014	# Change	% Change
Undergraduate	707	682	700	620	548	481	442	-265	-37.5%
UG Global Off-Campus	218	284	265	261	161	163	116	-102	-46.8%
Graduate	226	227	218	197	194	182	156	-70	-31.0%
Grad Global Off-Campus	15	23	16	4	4	0	0	-15	-100.0%
<i>Estimated Undergrad</i>	55	42	47	29	50	50	50	-5	-9.1%
<i>Estimated Graduate</i>	6	0	4	0	0	0	0	-6	-100.0%
Total Including Estimated	1,227	1,258	1,250	1,111	957	876	764	-463	-37.7%
Total Excluding Estimated	1,166	1,216	1,199	1,082	907	826	714	-452	-38.8%

**In fall 2009 Computer Science was moved to MSB. 18 UG and 115 CS students have been removed from the 2008 headcount for A&S.*



Religion Fall Head Count	2008	2009	2010	2011	2012	2013	2014	# Change	% Change
Undergraduate	45	44	42	39	46	38	31	-14	-31.1%
Graduate	13	6	4	1	5	0	1	-12	-92.3%
Total	58	50	46	40	51	38	32	-26	-44.8%



College Transformation

The Petree College of Arts and Sciences is at the heart of Oklahoma City University's liberal arts core. By refining its arts and sciences offerings, OCU will be poised to fill a growing employment demand for graduates who have a strong liberal arts foundation.

It must be acknowledged the changing marketplace has reduced the demand for certain majors while increasing the demand for others. The prioritization process amplified the need for OCU to evaluate how well our degree programs are in sync with the changing higher education and career environment. Overall, revenue has stabilized recently by decreasing university discount, but headcount continues to fall in some areas, especially in the Petree College of Arts and Sciences. Despite declining enrollment, outcomes from the college remain exceptional, and Petree graduates achieve great success in their chosen fields.

Although discount rates have improved and the Cabinet recognizes that Arts and Sciences does not have autonomy over all of its discount, major restructuring is needed to attract new students to the college.

To address the issue of decreased enrollment over the past several years and the need to invest in the programs that show promise for enrollment and student success, the Cabinet has identified the College of Arts and Sciences as a candidate for extensive transformation by taking these steps.

Enhance STEM, Including Creating Pre-Engineering Program/Transferring Computer Science

Recognizing the increasing demand for STEM (Science, Technology, Engineering and Mathematics) programs by prospective students, developing a Pre-Engineering program could be realized with Arts and Sciences faculty and facilities already in place.

To further facilitate STEM offerings, Computer Science will be transferred from Meinders School of Business to Petree College of Arts and Sciences. Senior University administrative staff are reviewing different scenarios to ensure an equitable transfer and will be working out details during the upcoming fall semester.

A recent op-ed in the *Washington Post* made the case that more STEM majors are needed with liberal arts training. OCU already provides a strong liberal arts foundation, and with the addition of new chemistry labs and improved classroom space for the sciences, is poised to make gains in enrollment.

College Reorganization

The prioritization process identified several inefficiencies within Petree College of Arts and Sciences that could be alleviated by reorganizing from the present structure of multiple departments. Small departments don't lend themselves to good administrative practices. This is evidenced by the fact that at least five Arts and Sciences departments in the last five years have been taken over by the Dean's office in "receivership." Therefore, the structure of the college will transition into no more than four academic divisions.

Arts and Sciences will have the autonomy within the defined budget constraints to determine what reorganization structure would be most effective to encourage collaboration, and reduce faculty release time enabling faculty to spend more time in the classroom.

Within these four divisions, it is expected that Arts and Sciences will take necessary action to reduce redundancies and increase efficiencies in facilities, course offerings, and administrative support, resulting in savings in administration and operations costs.

Additionally, it is expected there will be fewer adjunct-taught courses, substantially reducing adjunct teaching expenses. The Cabinet also recommends a review of the Appendix Policy for the faculty with 4/3 teaching loads to consider allowing overload as an option.

General Observations from the Cabinet:

- Recognizing the important place Religion holds within the core values and mission of the University, the Cabinet embraces the Religion Department's plans to re-organize the degree programs. As discussed, the School of Religion is asked to develop an applied ministry track with defined enrollment goals. Additionally, efforts should be put into establishing beneficial partnerships with Saint Paul School of Theology.
- Visa restrictions allowing students into Singapore have greatly reduced enrollment in what has historically been a strong branch campus for OCU. Even still, the Singapore campus continues to bring a financial benefit to the University. The Cabinet is hopeful that the expansion into Malaysia in partnership with the University's Singapore partner, MDIS, will bring renewed strength in this endeavor. This program will continue to be re-examined each year for financial viability and opportunities.
- The debate program funding will be transferred from the Provost's Office to Philosophy/Rhetoric which will provide leadership for the program.

College of Arts and Sciences Programs for Elimination/Phase Out

Some faculty positions in Arts and Sciences may be lost as academic programs are eliminated based on their quintile ranking. The specific faculty positions will be determined per procedures outlined in the OCU Faculty Handbook which direct an ad hoc committee with faculty representing the affected areas to convene to recommend to the OCU Board of Trustees any faculty positions that will be eliminated. Since those faculty positions have not been finalized, they will not be shared with students at this time.

While the exact number of students enrolled in programs slated to be eliminated or discontinued is still being verified, a close estimate is that fewer than 35 students will be impacted. Each of those students will be individually contacted and provided comprehensive academic advisement. Every situation will be individually addressed to help each student graduate in his or her chosen major in a timely fashion.

Enrollment Goals and Reviews

The programs assigned to Quintiles 3, 4 and 5 that are retained are required to work with Enrollment Management to make substantive changes resulting in increased enrollment and revenue, decreased discount, and improved student outcomes. As requested by Arts and Sciences, two full-time coordinator level recruiters (or higher) will be dedicated to Arts and Sciences, and one to Religion.

All programs in the college will be given enrollment goals to be decided upon by Arts and Sciences working with Enrollment Management.

Cabinet Response to Support Task Force Recommendations Art and Sciences

Broad Support Recommendation: Centralized Marketing and Enrollment for Arts and Sciences

To ensure consistency and efficiency in marketing and recruitment, these functions currently housed in the College of Arts and Sciences will be centralized in the University's Communications and Marketing Department, and Enrollment Management. These units will work with Arts and Sciences toward recruitment goals and develop processes for more active, cohesive engagement in recruitment. The current Director of Communications and Marketing Outreach position will be transformed to focus on student success.

Q1: ENHANCE RESOURCES

Support Function: 125. TV Station

Taskforce Recommendations: This function holds tremendous opportunity for the Singapore program. The task force recommends funding studio upgrades to capitalize on this. Amid concerns about news quality, the task force recommends a review of professional standards and the adoption of a code of ethics, such as the Society of Professional Journalists Code of Ethics.

- **RESPONSE: Cabinet agrees when funding is available.**

Q3: REDUCE FUNDING

Support Function: 119. Arts and Sciences Dean's Office

Taskforce Recommendation: Reduce staffing in accordance with reduced enrollment and consolidate functions in centralized marketing, admissions, events, and continuing education services.

- **RESPONSE: This is a directive included in the restructuring of the College of Arts Sciences.**

Q4: TRANSFORMATION/REINVENTION

Support Function: 122. Learning Enhancement Center

Taskforce Recommendation: Restructure and consider combining with other similar functions such as First-Year Experience, Study Abroad, and Career Services. Place under Provost oversight. Consider moving location of this function to a more public and central space.

- **RESPONSE: Cabinet agrees. The LEC will move to a proposed Learning Commons area in the Library and a new director will be identified. The Provost's office will oversee the transition. The current faculty director will return to a 4/4 teaching load in Arts and Sciences.**

Support Function: 123. Publications

Taskforce Recommendation: Examine waste, excessive print copy. These savings should provide money to expand digital products.

- **RESPONSE: Recognizing the changing marketplace, specifically the move away from traditional forms of print media to digital delivery, the University-provided printing budget of \$50,000 for student publications (*The Campus* newspaper and yearbook) will be eliminated. However, the publications can and should continue to be delivered electronically. If student publications can become self funded and autonomous by raising revenue through the sale of advertising and sponsorships, printed production of these publications can resume.**

Support Function: 145. Religion Administration

Taskforce Recommendation: Coordinate with Religious Life (#178) and create a structure that will support and benefit both operations.

- **RESPONSE: Arts and Sciences restructuring plan will address this. Religion Administration and Religious Life will not be combined.**

Q5: PHASE OUT

Support Function: 118. Art Gallery

Taskforce Recommendation: The current facility is inadequate and is in need of substantial environmental upgrades. This function should be suspended until resources can be identified as part of a university-wide capital campaign.

- **RESPONSE: Disagree with this recommendation. Considerable upgrades have already been made to this facility with a small expenditure of designated funds. Retaining the space and continuing to improve it is important to student recruitment and retention.**

Support Function: 120. Arts and Sciences Facilities

Taskforce Recommendation: In completing the templates for the College of Arts and Sciences, it was determined that this function should not have been included in the evaluation. It should be removed.

- **RESPONSE: Cabinet agrees.**

Support Function: 121. Intergenerational Computer Center

Taskforce Recommendation: This function no longer exists. The Task Force acknowledges the value this function had for the community in terms of making a difference in the lives of children, ethnic groups, and low-income adults. It was a significant outreach program because of its partnerships and a regrettable loss due to the favorable regional publicity it generated for OCU.

- **RESPONSE: Cabinet agrees.**

Support Function: 184. Film Institute

Taskforce Recommendation: The Task Force recommends this function be suspended given the current condition of the university's finances.

- **RESPONSE: Because this program is funded by an endowment and incurs limited out of pocket administrative costs, and the Film Institute aligns with University mission, this task force recommendation is not supported.**

Support Function: 185. Oklahoma Power and Light

Taskforce Recommendation: The Task Force recommends this function be eliminated or become self-sustaining.

- **RESPONSE: This recommendation is accepted. The function should be self-sustaining or be eliminated.**

Performing Arts – Music, Dance, Theatre

Restructuring to create a unified College of Performing Arts: The Cabinet acknowledges the logic of the Support Task Force recommendation to unite Music, Dance, and Theatre as one College of Performing Arts under a single dean. However, the Cabinet also recognizes that these are three very successful programs in terms of student enrollment and external relations, and does not want to recommend these changes without thorough consideration. Therefore, the Cabinet recommends the President organize a task force to explore this option with the constituent entities with an eye toward implementation by 2020.

Capital Improvements

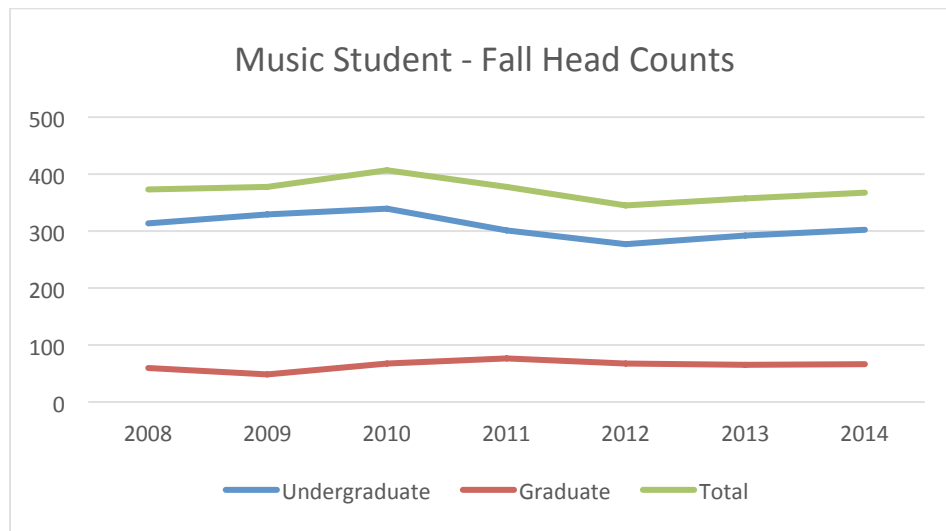
Each of the Performing Arts departments has requested a capital improvement project in relation to programs ranked within Quintile 1. These proposals were outside of the scope of the Cabinet's ability to act, and should be taken to the Strategic Planning Committee for consideration.

Greater Efficiencies and Centralization

The Cabinet encourages the three schools to consult with one another to identify areas of overlap in order to identify the possibility for greater efficiencies (i.e. marketing, ticketing). All fundraising activities should be coordinated through the central University Advancement and External Relations Office. All donor proposals should be organized through the Advancement Office to ensure fundraising is aligned with University priorities. The University Advancement Office is in the final stages of developing a fundraising plan that follows the University strategic plan and calls for greater coordination among all fundraising entities. The Cabinet recognizes that fundraising falls within a dean's responsibility, but a more centralized approach will allow the University to implement a sustainable strategic fundraising plan.

Wanda L. Bass School of Music

Music Student Fall Head Count	2008	2009	2010	2011	2012	2013	2014	# Change	% Change
Undergraduate	313	329	339	301	277	292	302	-11	-3.5%
Graduate	60	48	68	77	68	65	66	6	10.0%
Total	373	377	407	378	345	357	368	-5	-1.3%



Broad Support Recommendation: Centralized Marketing and Communications

To ensure consistency and efficiency in marketing and communications, the contracted marketing/promotion position in the School of Music will coordinate with University Communications and Marketing in the design and printing of promotional pieces to avoid incurring outside design costs.

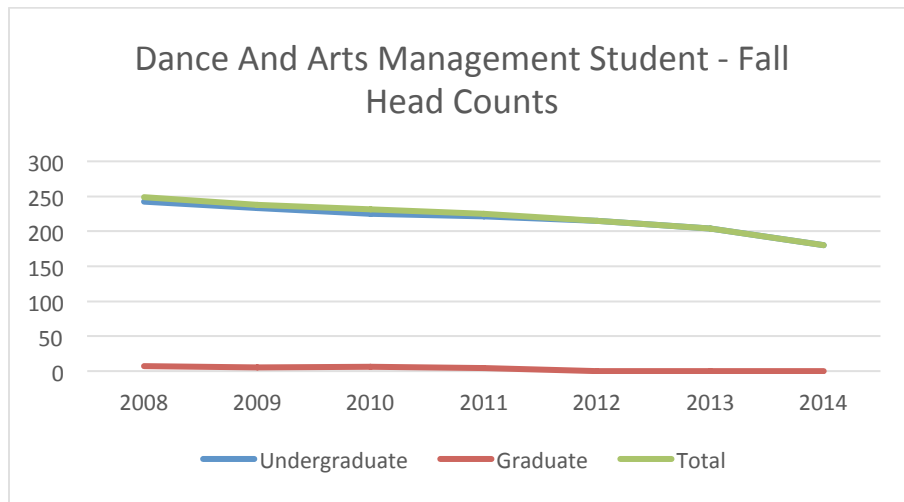
Additional Cabinet Recommendations:

- For music graduate programs, based on the review of five years of enrollment trend data and discount rate, Cabinet recommends that School of Music administration work with Enrollment Management to set and meet graduate program revenue goals. Significant tuition discount rates cannot be sustained in these programs unless the discount is underwritten by permanent endowment.
- University Human Resources will work with Music to find opportunities to reduce administrative costs.

Ann Lacy School of American Dance and Arts Management

Dance and Arts Management Student Fall Head Count	2008	2009	2010	2011	2012	2013	2014	# Change	% Change
Undergraduate	242	233	225	221	215	204	180	-62	-25.6%
Graduate	7	5	6	4	0	0	0	-7	-100.0%
Total	249	238	231	225	215	204	180	-69	-27.7%

(Graduate programs discontinued)



Broad Support Recommendation: Centralized Marketing

To ensure consistency and efficiency in marketing and communications, modify the Dance Coordinator of External Affairs job description to remove marketing duties. Marketing responsibilities related to this position will be transferred to University Communications and Marketing.

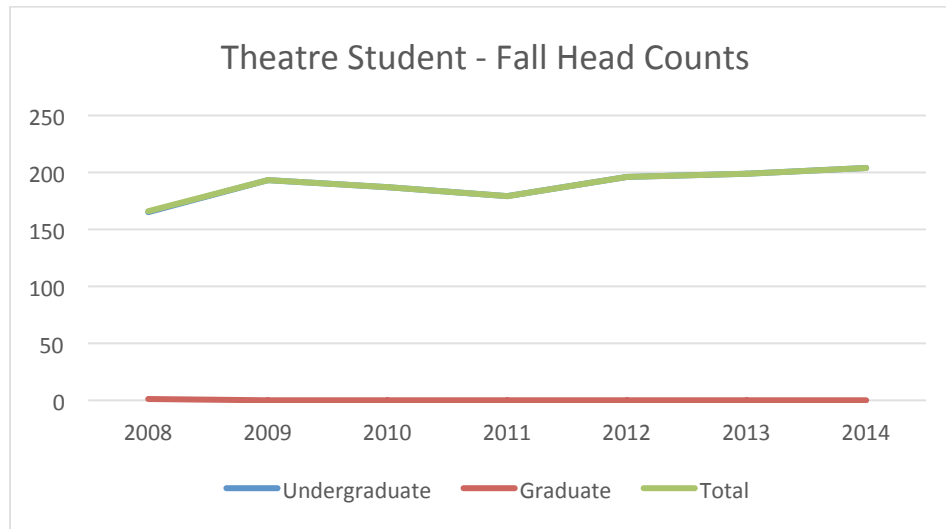
Response to Academic Task Force Recommendations

BS Entertainment Business Quintile 4

The Cabinet acknowledges and commends the recent curricular changes to this program and encourages continued transformation that will increase enrollment in what should be a highly desirable academic program. Program admission should be expanded to include students who have co-curricular and academic expectations in addition to obligations in the Ann Lacy School of Dance and Arts Management. To attract and retain a broader student market, the curriculum and related experiential opportunities should continue to be expanded and coordinated beyond dance-related events and performances to allow students to gain experience and contacts within specific areas of interest such as: professional and amateur sports, professional meetings and conferences, weddings, reunions, fundraising events, travel-related events, on-campus student activities, and off-campus events.

School of Theatre

Theatre Student Fall Head Count	2008	2009	2010	2011	2012	2013	2014	# Change	% Change
Undergraduate	165	193	187	179	196	199	204	39	23.6%
Graduate	1	0	0	0	0	0	0	-1	-100.0%
Total	166	193	187	179	196	199	204	38	22.9%



Broad Support Recommendation: Centralized Marketing

Modify the Theatre Student Services/Marketing Coordinator job description to remove marketing coordinator duties, but retain the Student Services position and reporting line to the School of Theatre. The marketing coordinator duties associated with this position will be transferred to University Communications and Marketing.

Response to Support Task Recommendations

Support Function: 181. Theatre Costume Rental Program

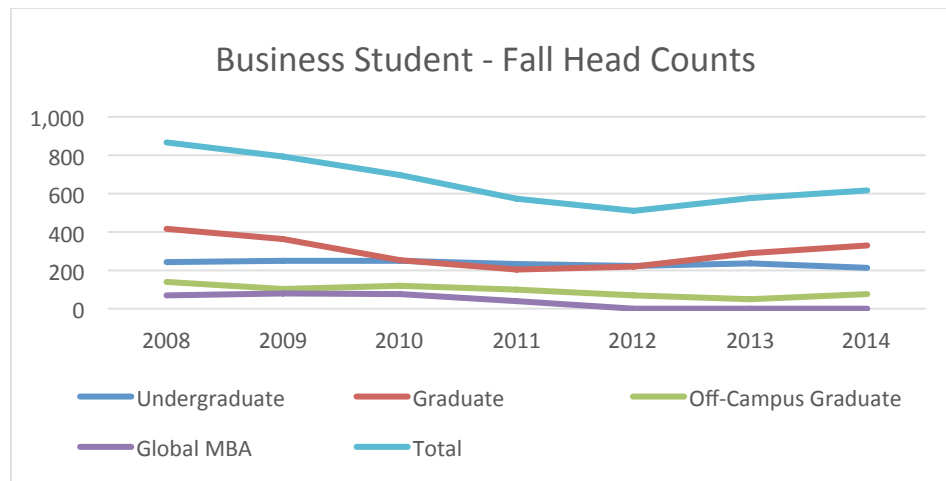
Task Force Recommendation: This function cannot operate as it has in the past. Due to a significant increase in theatre and music programming, resources must be redirected until adequate facility, staff, and inventory control are present to support such a function.

- **RESPONSE: The School of Theatre has autonomy to decide if this program should continue as long as it is self-supporting and financially viable.**

Meinders School of Business

MSB Student Fall Head Count	2008	2009	2010	2011	2012	2013	2014	# Change	% Change
Undergraduate	242	250	249	233	223	236	213	-29	-12.0%
Graduate	415	362	254	204	218	291	330	-85	-20.5%
Off-Campus Graduate	140	104	118	98	69	49	75	-65	-46.4%
Global MBA	71	78	76	38	0	0	0	-71	-100.0%
Total	868	794	697	573	510	576	618	-250	-28.8%
<i>Total Excluding Global MBA</i>	<i>797</i>	<i>716</i>	<i>621</i>	<i>535</i>	<i>510</i>	<i>576</i>	<i>618</i>	<i>-179</i>	<i>-22.5%</i>
Computer Science Head Count	2008	2009	2010	2011	2012	2013	2014	# Change	% Change
UG CS	n/a	14	9	8	14	16	18	n/a	n/a
Grad CS	n/a	73	52	53	31	32	87	n/a	n/a
Total Excluding CS	868	707	636	512	465	528	513	-355	-40.9%
<i>Total Excluding CS & Global MBA</i>	<i>797</i>	<i>629</i>	<i>560</i>	<i>474</i>	<i>465</i>	<i>528</i>	<i>513</i>	<i>-284</i>	<i>-35.6%</i>

**Computer Science moved from A&S to MSB in Fall, 2009. This table reflects student headcounts changes excluding these students.*



Broad Support Task Force Recommendation:

The task force recommends that the revenue/cost-sharing agreements with the School of Law and the School of Business be thoroughly reviewed and possibly eliminated. These agreements, by their very existence, create divisiveness and further the silo mentality that pervades the campus and are without merit at such a small university. The task force believes these agreements damage the strength of the university and recommends that any future agreements, if necessary, place the best interest of the university above all other interests.

- **RESPONSE: The MSB agreement is a legally binding contract that cannot be changed without renegotiating with the donor. Additionally, the Association to Advance Collegiate Schools of Business would not react positively to eliminating the contract.**

Cabinet Recommendations:

Transfer Computer Science to Arts and Sciences

To bolster the University's STEM offerings and develop a Pre-Engineering program, Computer Science will be transferred from the School of Business to Arts and Sciences. Senior University administrative staff are reviewing different scenarios to ensure an equitable transfer and will work out details for the transition this fall.

Building Use

Various schools within the University share their facilities with each other on a frequent basis. We recognize the space in MSB was over utilized in the past, and the school was not adequately compensated for wear and tear on the building. It is Cabinet's hope to work with the School of Business dean to find mutually acceptable ways to share space in the beautiful building while ensuring MSB receives adequate resources in return to maintain its facilities.

Cabinet Responses to Support Task Force Recommendations

Q2: MAINTAIN AT CURRENT FUNDING

Support Function: 25. MSB Agee Economic Research and Policy Institute

Taskforce Recommendation: Continue current performance and management oversight. Additional revenue should be invested to further support its self-sustaining capabilities.

- **RESPONSE: Cabinet agrees the Research and Policy Institute is an outstanding attribute for the University and reflects core values and mission.**

Q3: REDUCE FUNDING

Support Function: 23. Business School Administration

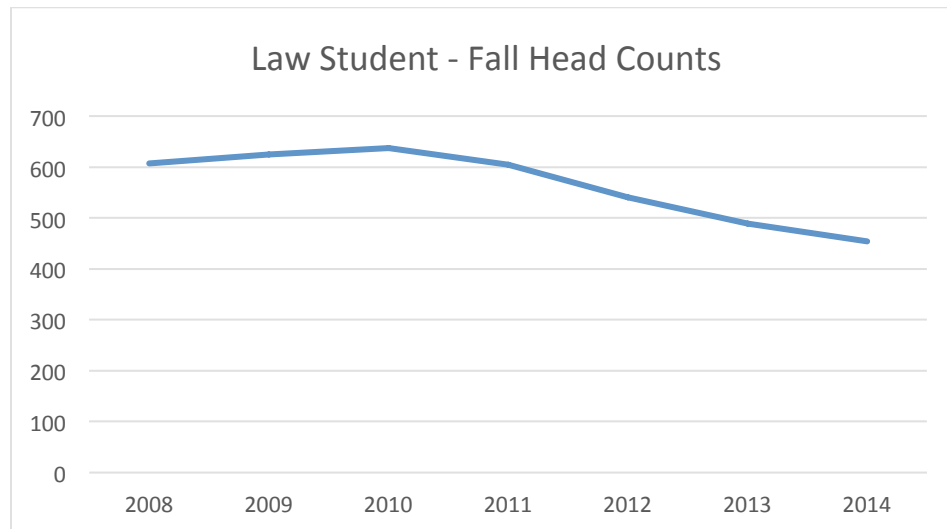
Taskforce Recommendation: Reduce staffing and consolidate functions in centralized marketing, events, and continuing education services. Examine compensation in accordance with recommended compensation study of upper administration salaries.

- **RESPONSE: Due to the contractual agreement between the University and Meinders School of Business, it is not possible to eliminate the Director of Outreach and Special Projects position. Cabinet recommends this position coordinate with the Senior Director of University Communications on Meinders School of Business marketing and advertising.**

A salary study is currently being conducted for all University positions. Human Resources and the Provost's Office will meet with deans to discuss all positions.

School of Law

Law Student Fall Head Count	2008	2009	2010	2011	2012	2013	2014	# Change	% Change
Total	607	624	637	605	540	489	454	-153	-25.2%



Broad Support Task Force Recommendation:

The task force recommends that the revenue/cost-sharing agreements with the School of Law and the School of Business be thoroughly reviewed and possibly eliminated. These agreements, by their very existence, create divisiveness and further the silo mentality that pervades the campus and are without merit at such a small university. The task force believes these agreements damage the strength of the university and recommends that any future agreements, if necessary, place the best interest of the university above all other interests.

- **Cabinet Response: A review of the MOU is currently underway by the School of Law and the University. The Law School's move to the downtown location necessitated a review of the MOU to ensure all overhead costs are being covered, and contract terms must be updated to consider the full impact on areas such as technology, security, facilities and student services.**

Q1: ENHANCE RESOURCES

Support Function: 99. Law Admissions

Taskforce Recommendations: Provide additional funding for law school student recruitment.

Especially in conjunction with the move to the downtown location, law enrollment must rise. The task force recommends this function remain independent of university admissions because of the highly specialized process it requires. The task force also recommends the function align its admissions software with university enrollment services' software, currently Hobsons, to leverage better student connectivity and recruitment opportunities.

- **RESPONSE: Cabinet agrees as funding is available.**

Q2: MAINTAIN AT CURRENT FUNDING

Support Function: 96. American Indian Sovereignty Center

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees.**

Support Function: 97. Law ABA/AALS Membership

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees.**

Support Function: 108. Law Library — Reference Services

Taskforce Recommendation: Continue current performance and management oversight with the possibility of charging a nominal fee to community users to enhance current services.

- **RESPONSE: Cabinet agrees.**

Support Function: 109. Law Library—Instructional Services

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees.**

Support Function: 110. Law Registrar's Office

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees.**

Q3: REDUCE FUNDING

Support Function: 98. Law Academic Achievement

Taskforce Recommendation: The law school's salaries and operating budgets are not in line with the rest of the university. Reduce salaries/operating budgets to produce greater equity across campus.

- **RESPONSE: A salary study is currently being conducted for all academic and administrative areas. Human Resources and the Provost's Office will meet with all deans and all administrative areas to discuss positions.**

Support Function: 103. Law Career Services

Taskforce Recommendation: Consolidate this function within a centralized Career Services office.

- **RESPONSE: It does not work functionally or geographically to move Law Career Services out of the downtown law school location. This would be an imposition on our students.**

Support Function: 104. Law Dean's Office

Taskforce Recommendation: The law school's salaries and operating budgets are not in line with the rest of the university. Reduce salaries/operating budgets to produce greater equity across campus.

- **RESPONSE: A salary study is currently being conducted for all academic and administrative areas. Human Resources and the Provost's Office will meet with all deans and all administrative areas to discuss positions.**

Support Function: 107. Law Library – Collections and Access Services

Taskforce Recommendation: The law school's salaries and operating budgets are not in line with the rest of the university. Reduce salaries/operating budgets to produce greater equity across campus.

- **RESPONSE: A salary study is currently being conducted for all academic and administrative areas. Human Resources and the Provost's Office will meet with all deans and all administrative areas to discuss positions.**

Support Function: 111. Law Review

Taskforce Recommendation: Consider reducing student salaries and reduce operating budgets by moving to an online journal.

- **RESPONSE: A salary study is currently being conducted for all academic and administrative areas. Human Resources and the Provost's Office will meet with all deans and all administrative areas to discuss positions. Cabinet agrees that moving to an online journal should be examined.**

Q5: PHASE OUT

Support Function: 100. Law Fundraising -- External Relations -- Alumni Rel.

Taskforce Recommendation: This function needs to be housed under University Advancement to ensure maximum coordination in the planning for capital campaign needs and the actual raising of capital dollars. See "Centralization" in the introduction.

- **RESPONSE: Retain these functions in the School of Law with a dotted line reporting structure to the VP for University Advancement and External Relations to discuss and coordinate all advancement-related projects.**

Support Function: 101. Law Special Events

Taskforce Recommendation: In line with the overall recommendations of the Task Force, this function needs to be merged under a centralized office of events management to handle all university events. See "Centralization" in the introduction.

- **RESPONSE: Retain this position in the Law School and have a dotted line reporting structure to the VP for University Advancement and External Relations to discuss and coordinate all advancement projects.**

Support Function: 102. Law Marketing and Communications

Taskforce Recommendation: In line with the overall recommendations of the Task Force, this function needs to be merged under a centralized marketing and communications office housed in University Advancement to better coordinate all university marketing and communications. See "Centralization" in the introduction.

- **RESPONSE: Retain this position in the Law School with direction to consider using the University's centralized internal design and marketing services where feasible; and this position will continue to collaborate with the Sr. Director of University Communications. This Law School function should adhere to the University's established purchasing and procurement processes.**

Support Function: 105. Law Faculty Support

Taskforce Recommendation: The Task Force recommends that the Law School faculty perform the duties highlighted in the template with minimal administrative assistance, as faculty in other units do.

- **Response: Based on the complexity of duties and number of faculty served, Law Faculty Support number is justified. However, Cabinet recommends that all job descriptions be reviewed to ensure resources are being allocated as efficiently as possible.**

Support Function: 106. Law International Programs

Taskforce Recommendation: This function should be eliminated or become self-sustaining.

- **RESPONSE: Agree with recommendation with regard to international support programs. (This does not refer to the new LLM degree program.)**

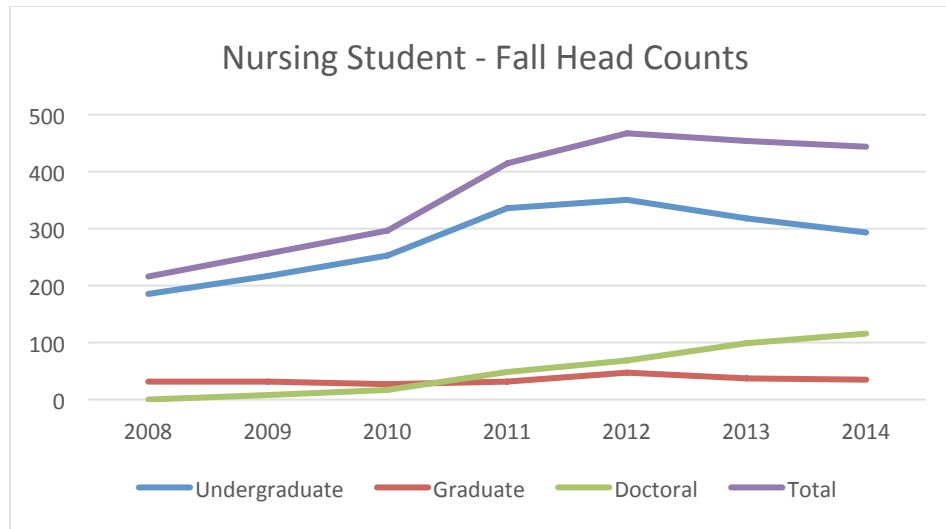
Support Function: 112. Law Technology Services

Taskforce Recommendation: As part of centralization, this function and its resources should merge with Campus Technology.

- **RESPONSE: Implement a dotted line reporting structure for IT functions at the Law School to University IT for up front discussion regarding all procurement and services.**

KRAMER SCHOOL OF NURSING

Nursing Student Fall Head Count	2008	2009	2010	2011	2012	2013	2014	# Change	% Change
Undergraduate	185	217	253	336	351	318	293	108	58.4%
Graduate	31	31	27	31	47	37	35	4	12.9%
Doctoral	0	8	17	48	69	99	116	116	n/a
Total	216	256	297	415	467	454	444	228	105.6%



Cabinet Response to Support Task Force Recommendations

Q4: TRANSFORMATION/REINVENTION

Support Function: 117. Nursing Dean's Office

Taskforce Recommendation: Examine salaries and organizational structure to ensure they are in line with other similar functions on campus.

- **RESPONSE:** A salary study is currently being conducted. Human Resources and the Provost will meet with deans to discuss all positions.

Q5: PHASE OUT

Support Function: 115. KSN Communications and Recruiting

Taskforce Recommendation: In line with the overall recommendations of the Task Force, this function should be merged under a centralized marketing and communications office housed in University Advancement.

- **RESPONSE:** See response to #116 below.

Support Function: 116. KSN Continuing Ed Programs for the Community

Taskforce Recommendation: The Task Force recommends that all continuing education programs at the university be centralized under a single department so that quality can be maintained and opportunity met. There are several departments and entities that provide continuing education, but there is no apparent process for marketing and oversight. This function should report to the provost.

- **RESPONSE:** The Director of Communications and Outreach position in the Kramer School of Nursing has two main functions (1) nursing marketing and (2) continuing education. Cabinet recommends a reclassification for this position by removing marketing duties and centralizing KSN marketing to University Communications and Marketing and Enrollment Management. Cabinet recommends this position focus entirely on continuing education for Nursing, and work with the Provost's Office to explore new continuing education opportunities for the University.

DULANEY-BROWNE LIBRARY

Cabinet Recommendation:

Regarding Support Function: 122. Learning Enhancement Center recommendation to restructure and consider combining the LEC with other similar functions such as First-Year Experience, Study Abroad, Career Services. The Cabinet will work with the Library administration to research space possibilities related to developing a combined services area in the Dulaney-Browne Library.

Q1: ENHANCE RESOURCES

Support Function: 50. Music Library Services

Taskforce Recommendations: Provide \$10,000 annually to improve the resources available to music programs and students. New resources will also benefit students in other OCU performing arts programs.

Q2: MAINTAIN AT CURRENT FUNDING

- **RESPONSE: Cabinet agrees with all functions placed in Quintile 2.**

Support Function: 43. Acquisitions/Cataloging/Materials

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 44. Archives

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 45. Circulation Services

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 48. Interlibrary Loan

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 51. Reference Services

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 52. St. Paul's Support (Library)

Taskforce Recommendation: Continue current performance and management oversight.

Q3: REDUCE FUNDING

Support Function: 49. Library Administration

Taskforce Recommendation: Examine compensation in accordance with recommended compensation study of upper administration salaries.

- **RESPONSE: A salary study is currently being conducted for all academic and administrative areas. Human Resources and the Provost's Office will meet with all deans and all administrative areas to discuss positions.**

Q5: PHASE OUT

Support Function: 46. Foundation Center (Library)

Taskforce Recommendation: The Foundation Center should be better utilized to identify grants for the university. To improve maintenance, marketing, and training for faculty and staff on how to use this resource, the task force recommends transferring management to University Advancement while maintaining the physical resources in the library.

- **RESPONSE: Cabinet disagrees. The function is required to be housed within the physical location that pays the fees for the service.**

Support Function: 47. Government Documents

Taskforce Recommendation: This function is carried on at several public locations and online within easy access to OCU students and faculty. The university no longer needs to house such a function.

- **RESPONSE: Cabinet agrees.**

Athletics

The Cabinet agrees the University's athletic program offers potential to increase undergraduate enrollment. The majority of Support Task Force recommendations regarding athletic functions placed in Quintiles 1 and 2 referred to "adding an assistant coach and travel budget to support this program as a means to increase tuition revenue by increasing roster numbers, but not the amount of discount." After reviewing five years of enrollment and revenue/discount trend data, as well as cost/benefit analyses, Cabinet recommends the following:

- The Athletic Director will work with the University CFO and VP for Enrollment Management to lower discount rates for student athletes, finding the right balance to avoid negative impacts to enrollment.
- All athletic programs will be directed to review and revise recruiting models to increase rosters and thus enrollment without sacrificing academic and athletic quality.
- Ideal roster sizes and recruiting goals will be set for each program. Programs will be monitored throughout the year.
- In FY16, research the feasibility of implementing a pilot Track/Cross Country program that would add an assistant coach in FY17 for the purpose of increasing the prestige of the program and lowering discount rates.
- Create a working group to review OCU's current national governing body affiliation.

Cabinet Response to Support Task Force Recommendations for Athletics (not related to the issues above):

Q1: ENHANCE RESOURCES

Support Function: 1. Athletic Trainer

Taskforce Recommendation: Fund this function through the university budget, providing a stable source of salary as the university looks to add more student athletes to specific programs.

- **RESPONSE: Although Cabinet agrees with this recommendation, funding is not currently available. Opportunities may exist as the University expands the services of the campus health clinic.**

Support Function: 7. Devon Boathouse

Taskforce Recommendation: Fund this function through the university budget. The OCU community should increase activity at the Boathouse and invest resources in building OCU name recognition at the river. The absence of the university in the boathouse name presents branding challenges that need to be corrected, especially in light of the addition of the UCO boathouse. The boathouse and other university venues including on the main campus and the downtown law campus should be used for all campus events rather than leasing off-campus spaces unless another location is absolutely necessary.

- **RESPONSE: Cabinet supports this recommendation and believes it has merit. However, resources and funding are not currently available to expand the University's support of the Boathouse. As the University budget improves, opportunities will be explored.**

Q4: TRANSFORMATION/REINVENTION

Support Function: 2. Athletics Administration

Taskforce Recommendation: Move the Athletics communication director position to the Communications and Marketing department in line with consolidation of campus resources and consistency of messages. All fundraising needs to be coordinated through University Advancement and in alignment with the annual capital campaign.

- **RESPONSE: OCU Athletics is best served by keeping the communication director position housed within Athletics. Cabinet does recommend increased coordination between the University's central communications and marketing division and athletics. University Advancement and OCU Athletics are working to better coordinate fundraising efforts in accordance with the University's strategic fundraising plan.**

Q5: PHASE OUT

Support Function: 4. Canoe/Kayak

Taskforce Recommendation: This is a suspended sport and is dependent upon the completion of the canoe/kayak facility at the river. It should remain suspended until the facility is completed and a sustainable, profitable plan can be developed.

- **RESPONSE: Cabinet Agrees**

Support Function: 8. JV Scholarships

Taskforce Recommendation: This function is no longer in effect.

Support Function: 9. Men's Wrestling

Taskforce Recommendation: The current wrestling facility is inadequate and creates liability issues. This program should be suspended until a safe and adequate facility can be identified. Construction of a new facility should not take place until a coordinated university capital campaign can be developed.

- **(Cabinet Response below to Support Functions 9 and 17.)**

Support Function: 17. Women's Wrestling

Taskforce Recommendation: The current wrestling facility is inadequate and creates liability issues. This program should be suspended until a safe and adequate facility can be identified. Construction of a new facility should not take place until a coordinated university capital campaign can be developed.

- **RESPONSE FOR SUPPORT FUNCTIONS 9 & 17: Cabinet disagrees with this recommendation and acknowledges that the Men's and Women's Wrestling programs are very successful in terms of student enrollment and contributions to the university bottom line. Any suspension, even temporary, would be detrimental to the programs and the University budget. A working committee will be formed to evaluate current practice space and to consider relocating practice space at minimal cost to the University.**

UNIVERSITY-CHURCH RELATIONS

Support Task Force Broad Recommendation #9

Oklahoma City University has long prided itself on its connection to the United Methodist Church. This connection remains strong and the task force believes it should remain central to the university's mission. The task force understands that all areas of campus have suffered budget cuts in recent years and that both the school of religion and religious life needed to participate in those cuts. However, the recent staff and operating cuts, including elimination of the chapel function budget appear to be adversely affecting the role of religious life on campus. The task force recommends that the University-Church Relations, Chapel, Religious Life, and Religion Administration functions all receive further evaluation to determine the appropriate staffing, consolidation, and operating budgets required to support this seminal aspect of university life.

RESPONSE: The Cabinet wholeheartedly affirms the continued relationship between Oklahoma City University and The United Methodist Church and empowers the University-Church Relations department to explore new ways to strengthen that relationship at all levels. The Cabinet also reaffirms the school's commitment to the United Methodist ideals of scholarship and service.

While University-Church Relations and Religious Life are closely affiliated with the Wimberly School of Religion, the Cabinet encourages all constituencies to recognize that these are separate units within the University, each with a very different function. UCR/Religious Life is tasked with the ministry functions of our university—chapel, religious life activities, pastoral counseling, and serving as the official liaison between OCU and The United Methodist Church and its many entities. The Wimberly School of Religion is an academic unit of the university and a branch of the Petree School of Arts and Sciences. As an academic unit, the School of Religion is tasked with providing formal instruction in subjects related to religion and religious vocations. Though their interests often overlap, the Cabinet cautions perceiving that these two units are functionally tied to one another. Therefore, the Cabinet concluded that any action to consolidate the Administration of UCR/Religious Life and the School of Religion would not serve the interests of the university and would only add to the popular misunderstanding of the relationship of these two functions. The Cabinet does, however, encourage the continued cooperation of these areas in relation to student recruitment and retention, resource development, and scholarship distribution.

As to changes already experienced by UCR/Religious Life, it should be noted that the budget reduction and role realignment enacted in this department prior to the start of 2014/15 was done at the recommendation of outside consultants and in close consultation with the Bishop of the Oklahoma Conference who appoints the clergy who serve in these roles. This is a time of transition for UCR/Religious Life and the Cabinet believes that any perceived deficiencies in services provided to the campus will be worked out this year. UCR/Religious Life is already working on far-reaching plans to improve and even expand its role on campus and the Cabinet believes that positive improvements can be made within the current staffing structure.

Q2: MAINTAIN AT CURRENT FUNDING

Support Function: 175. Annual Conference

Taskforce Recommendation: Funding and management is expected to continue through University-Church Relations.

- **RESPONSE:** The Cabinet supports OCU's commitment to host the Oklahoma Annual Conference each year along with other conference-wide events, camps, and activities. OCU sees this extension of hospitality as a tangible way of affirming the relationship with The United Methodist Church. The Cabinet reaffirms the role of University-Church Relations in coordinating this event on behalf of the university. Additionally, since Annual Conference is completely subsidized by the Oklahoma Conference, no action on funding was necessary.

Support Function: 176. Chapel

Taskforce Recommendation: Restore non-salary operating budget to FY14 level as reported in this template, but re-evaluate and consolidate function personnel in University-Church Relations, Religious Life, and Religion Administration as needed to maximize the religious life experience for the university community.

- **RESPONSE:** Budget reductions to Religious Life were made in 2014/15 to control costs. The Cabinet is very pleased with efforts taken by Religious Life to partner with Sodexo and others to reduce expenses while maintaining popular services to the campus like Wednesday @ the Wesley and Evensong. The Cabinet empowers University-Church Relations and Religious Life to explore new partnerships and new ways to grow the impact of Religious Life on campus.

The Cabinet would like to see new efforts to reach more students across the entire university by providing experiences that challenge them, help them grow in their faith, and facilitate dialogue and community service with students of other faiths. To accomplish this, the Cabinet requests that an in-depth study be undertaken with students, faculty, and staff regarding the existing offerings in religious life (including chapel) versus the actual needs and expectations. The Cabinet recognizes that such a process may result in radical new ideas and dramatic shifts from previously established norms and is prepared to stand behind such changes as are deemed necessary to strengthen and enhance the religious life of our campus.

Support Function: 177. Religion Speakers Series

Taskforce Recommendation: Designated endowments fund this function. Deliberate efforts should be made to integrate the curricular with co-curricular events such as this function supports.

- **RESPONSE:** The Cabinet agrees with the recommendation of the Task Force regarding the Religion Speakers Series. This series has historically brought dynamic speakers and rich conversation to our campus. The Cabinet is especially pleased to see partnerships with members of the larger community around these talks.

Q3: REDUCE FUNDING

Support Function: 179. University Church Relations Administration

Taskforce Recommendation: The task force acknowledges that significant change has occurred with this function since the submission of this function's template. See introduction for recommendation related to religion functions on campus.

- **RESPONSE: The Cabinet also acknowledges that significant change has already occurred in this function. (See previous comments to "Support Task Force Broad Recommendation #9 at the beginning of this section.)**

Q4: TRANSFORMATION/REINVENTION

Support Function: 178. Religious Life

Taskforce Recommendation: Coordinate with University-Church Relations (#179), Chapel (#176), and Religion Administration (#145) to create a structure that will support and benefit all operations.

- **RESPONSE: Cabinet agrees with the budget managers who submitted their rebuttals that there are no efficiencies to be found in combining the administrative functions of UCR, Religious Life, and the Wimberly School of Religion. While affiliated through common interests and resources, these units are functionally very different from one another and should not be combined. However, close cooperation and coordination of recruiting, retention, and resource develop efforts should be maintained as overlap does certainly exist between the units in these important areas.**

CAMPUS TECHNOLOGY

Q1: ENHANCE RESOURCES

- **CABINET RESPONSE TO THE THREE SUPPORT FUNCTION RECOMMENDATIONS INCLUDED IN QUINTILE 1: Providing employee raises, funding deferred maintenance, and upgrading technology are the top three priorities for the University. As funding becomes available, the Campus Technology functions recommended below for enhanced resources will be reviewed and supported.**

Support Function: 35. Student Support (CTS)

Taskforce Recommendations: This is one of three technology functions identified for investment to improve services. This will assist with the university's ability to recruit and retain students.

Support Function: 37. Network Services

Taskforce Recommendations: This is one of three technology functions identified for investment to improve infrastructure issues that have eroded from a lack of financial resources to a point where they are hurting the university's ability to recruit and retain students at the asking price of tuition. Today's students have very high expectations regarding technology and the university needs to meet those expectations.

Support Function: 38. Systems Administration

Taskforce Recommendations: This is one of three technology functions identified for investment to improve infrastructure issues that have eroded from a lack of financial resources to a point where they are hurting the university's ability to recruit and retain students at the asking price of tuition.

Q2: MAINTAIN AT CURRENT FUNDING

- **RESPONSE: Cabinet agrees with all recommendations below for technology support functions placed in Quintile 2.**

Support Function: 26. Administrative Info Systems (CTS)

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 27 Applications Administration (CTS)

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 28. Business Intelligence – Process Analysis

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 29. Business Intelligence, Reporting

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 30. Learning Space Support

Taskforce Recommendation: Continue current performance and management oversight with the understanding that as technology utilization increases in the classroom, this function should be re-evaluated often to meet growing demand.

Support Function: 31. Computer Replacement

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 32. CTS Administration

Taskforce Recommendation: Continue current performance and management oversight but with the added responsibility and resources created through absorbing Law Technology.

Support Function: 33. Events Support (CTS)

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 34. Staff-Faculty Support (CTS)

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 36. Instructional Technology

Taskforce Recommendation: Continue current performance and management oversight with the understanding that as technology utilization increases in the classroom, this function should be re-evaluated often to meet this growing demand.

Support Function: 39. Telecommunications

Taskforce Recommendation: Continue current performance and management oversight.

Q5: PHASE OUT

Support Function: 112. Law Technology Services (Law)

Taskforce Recommendation: As part of centralization, this function and its resources should merge with Campus Technology.

- **RESPONSE: Implement a dotted line reporting structure for IT functions at the Law School to University IT for up front discussion regarding all procurement and services.**

ENROLLMENT SERVICES

Q1: ENHANCE RESOURCES

- **CABINET RESPONSE TO THE SIX SUPPORT FUNCTION RECOMMENDATIONS INCLUDED IN QUINTILE 1: Cabinet agrees all are worthy candidates for enhanced resources and will be reviewed again as funding is available.**

Support Function: 53. Admissions Marketing

Taskforce Recommendations: This is an essential function for student recruitment and identified as a prime opportunity to invest additional resources to increase enrollment. While other marketing functions are recommended for centralization in the university's communications and marketing department, this function is highly specialized to the admissions process and is recommended for additional funding within the department of admissions.

Support Function: 54. Admissions - Operations

Taskforce Recommendations: Allocate additional resources to this function as a means of increasing student recruitment. Add a position dedicated to graduate and international admissions.

Support Function: 55. Admissions - Recruiting

Taskforce Recommendations: Allocate additional resources to this function as a means of increasing student recruitment.

Support Function: 59. Graduate Admissions

Taskforce Recommendations: Allocate additional resources to this function as a means of increasing graduate student recruitment. Give consideration to how the university's strategic plan drives growth in the highly lucrative area of graduate enrollment.

Support Function: 95. International Admissions

Taskforce Recommendations: This is a prime function for growing enrollment and revenue. Budget appropriate funding for travel and other international student recruitment efforts. This is essential and should not be dependent on fees. The task force recommends redesigning the current vice president-level position into a level under the umbrella of enrollment services. Add a position to reestablish international student services in collaboration with other appropriate offices on campus.

- **ADDITIONAL CABINET RESPONSE: The Associate VP of International Admissions position will be eliminated and replaced with a Director of International Admissions, reorganizing the department from a staff of five to four, and transferring the supervision of the International Admissions program under the umbrella of Enrollment Services.**

Support Function: 99. Law Admissions (Law)

Taskforce Recommendations: Provide additional funding for law school student recruitment. Especially in conjunction with the move to the downtown location, law enrollment must rise. The task force recommends this function remain independent of university admissions because of the highly specialized process it requires. The task force also recommends the function align its admissions software with university enrollment services' software, currently Hobsons, to leverage better student connectivity and recruitment opportunities.

Q2: MAINTAIN AT CURRENT FUNDING

- **RESPONSE: Cabinet agrees with all functions assigned to this quintile.**

Support Function: 56. Collections Activity

Taskforce Recommendation: Continue current performance and management oversight with continued improvements to policies that minimize risk.

Support Function: 57. Financial Aid Counseling

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 58. Financial Aid Operations

Taskforce Recommendation: Continue current performance and management oversight. How is tuition lock per student being tracked? (The task force recognizes this has minimal overall effect, but progress toward collecting more precise institutional data is paramount.)

Support Function: 61. Student Accounts

Taskforce Recommendation: Continue current performance and management oversight.

Support Function: 62. Student Employment

Taskforce Recommendation: Continue current performance and management oversight.

Q5: PHASE OUT

Support Function: 60. Integrated Marketing (Admissions)

Taskforce Recommendation: This function is not operating in the manner intended when it was created. This money should be reallocated to a university budget account and used to fund a central university marketing function based on a newly developed plan. The account should be managed by University Advancement rather than Admissions.

- **RESPONSE: While Cabinet agrees the Integrated Marketing Budget is not being used for its original sole purpose of advertising the University, budget circumstances have dictated that critical enrollment services and contracts be funded through the account. The Integrated Marketing fund will be dissolved with the dollars redistributed between Enrollment Management and University Advancement and External Relations budgets for management. These units will work with schools and departments to ensure enrollment marketing and promotion needs are met.**

UNIVERSITY ADVANCEMENT & EXTERNAL RELATIONS

Q1: ENHANCE RESOURCES

Support Function: 164. Advancement Services

Taskforce Recommendations: Reallocate \$10,000 for the WealthEngine purchase to enhance resource development.

- **RESPONSE: Cabinet agrees. (\$5,000 has already been expended on WealthEngine.)**

Support Function: 165. Alumni Relations

Taskforce Recommendations: All university alumni relations efforts should be consolidated into this function and funding should be increased to add more alumni events. The university is not large enough to support fragmented alumni efforts. Centralization will increase efficiency and capture better opportunities for the university as a whole. Likewise, homecoming planning should move to this function.

- **RESPONSE: Cabinet agrees with centralizing the overall coordination of alumni relations efforts to maximize efficiency and messaging to OCU alumni. The alumni relations staff will work in concert with each academic unit and administrative office to plan and implement targeted programs and activities to garner broader involvement of OCU alumni in university activities, including recruitment, donor participation, and volunteer service.**

Cabinet disagrees with the recommendation to move Homecoming planning to this office due to recent research which indicates OCU would be better served to maintain the strong student Homecoming programming through Student Affairs and then establish a separate Alumni Reunion Weekend program in the spring of each academic year.

Support Function: 166. Annual Giving

Taskforce Recommendations: This function should be a beneficiary of reallocated development funds to the centralized Office of Advancement. Invest in annual giving to increase financial resources for the university.

- **RESPONSE: Cabinet agrees.**

Support Function: 167. Art/Graphic Design

Taskforce Recommendations: This is a key area designated to achieve complete centralization of university communications and marketing efforts. Require university departments to work through this function for all design jobs to achieve greater efficiencies and brand continuity. Reallocate funds used for contracted design services by several departments on campus to this function.

- **RESPONSE: Cabinet agrees.**

Support Function: 168. Corporate-Foundations Relations

Taskforce Recommendations: Reallocate \$10,000 for the Tech Assistance contract. Investment in this function is strategic to increasing resource development.

- **RESPONSE: Cabinet agrees as funding is available.**

Support Function: 169. Major Gifts

Taskforce Recommendations: Reallocate funds to this function as part of the centralization of university development efforts. Achieve complete coordination of fundraising campaigns university wide through investment in this and other centralized advancement functions. Wise investments in these functions stand to bring significant returns.

- **RESPONSE: Cabinet agrees as funding is available.**

Support Function: 170. Marketing

Taskforce Recommendations: This is a key area designated to achieve complete centralization of university communications and marketing efforts. Marketing positions at individual schools should be consolidated into this function to achieve financial savings and better control and advancement of the OCU brand. In accordance with existing brand identity standards, Oklahoma City University as a whole should be the dominant brand. Using only the name of an individual school creates confusion to outside audiences and creates missed opportunities for the university. The task force also recommends the mobile app be maintained by this function and funded by the university.

- **RESPONSE: Cabinet agrees.**

Support Function: 173. Special Events

Taskforce Recommendations: Create a University Events Office that oversees events for the university as a whole. Centralization to this function will capture greater economies of scale, especially when off-campus events are necessary. Look at university events models at peer institutions.

- **RESPONSE: Cabinet agrees with this recommendation; however, a full assessment is needed to determine the scope of work before implementing such a structure. Understanding the overall parameters, and determining the staffing requirements are critical to establishing this campus resource. Working with input from units across campus University Advancement will create a scope of work and proposal for this initiative.**

Support Function: 174. Website-Content Management

Taskforce Recommendations: This is a prime function for increasing ROI. Allocate additional funds for website enhancement in order to increase student recruitment. All website management efforts for the university should be controlled by this function to achieve the greatest cost efficiencies and brand recognition.

- **RESPONSE: Cabinet agrees.**

*Q2: MAINTAIN AT CURRENT FUNDING***Support Function: 171. Planned Giving**

Taskforce Recommendation: This function should be integrated into the new consolidated university advancement function.

- **RESPONSE: Cabinet agrees.**

Support Function: 172. Public Relations and News

Taskforce Recommendation: Support the centralized communications structure by designating and enforcing a process to filter all university PR and communications through this function.

- **RESPONSE: Cabinet agrees.**

Q5: PHASE OUT

Support Function: 60. Integrated Marketing (Admissions)

Taskforce Recommendation: This function is not operating in the manner intended when it was created. This money should be reallocated to a university budget account and used to fund a central university marketing function based on a newly developed plan. The account should be managed by University Advancement rather than Admissions.

- **RESPONSE: While Cabinet agrees the Integrated Marketing Budget is not being used for its original purpose of advertising the University, budget circumstances have dictated that critical enrollment services and contracts be funded through the account. The Integrated Marketing fund will be dissolved with the dollars redistributed between Enrollment Management and University Advancement and External Relations budgets for management. These units will work with schools and departments to ensure enrollment marketing and promotion needs are met.**

Support Function: 126. President's Office Development -- Alumni Relations

Taskforce Recommendation: Overall recommendation regarding the President's Office: redesign President's office budget. Some budget funds need to be retained for general operations and travel for presidential business. The Task Force recommends that the remaining non-salary dollars be placed in a centralized fund managed by University Advancement to work in tandem with the president and the president's staff.

- **RESPONSE: Cabinet agrees. The President and his staff continue to work in tandem with the Office of Advancement on development and alumni relations. The President is required to oversee this important function of the university and provide support and services related to the goals of development and alumni relations for the university. Funds for this function will be transferred to the Advancement Office as recommended while general operating funds, presidential travel expenses, and salary funds for the unit will remain in the President's budget.**

Support Function: 127. President's Office External Relations

Taskforce Recommendation: Overall recommendation regarding the President's Office: redesign President's office budget. Some budget funds need to be retained for general operations and travel for presidential business. The Task Force recommends that the remaining non-salary dollars be placed in a centralized fund managed by University Advancement to work in tandem with the president and the president's staff.

- **RESPONSE: Cabinet agrees. The President and his staff will continue to work in tandem with the Office of Advancement on external relations. The President is required to oversee and support this important function of the university as it relates to the mission and goals of the university. Funds for this function will be transferred to the Advancement Office as recommended while general operating funds, presidential travel expenses, and salary funds for the unit will remain in the President's budget.**

Support Function: 128. President's Office Internal Relations

Taskforce Recommendation: Overall recommendation regarding the President's Office: redesign President's office budget. Some budget funds need to be retained for general operations and travel for presidential business. The Task Force recommends that the remaining non-salary dollars be placed in a centralized fund managed by University Advancement to work in tandem with the president and the president's staff.

- **RESPONSE: Cabinet agrees. The President and his staff will continue to work in tandem with the Office of Advancement on internal relations. The President is required to oversee and support this important function of the university as it relates to the mission and goals of the university. Funds for this function will be transferred to the Advancement Office as recommended while general operating funds, presidential travel expenses, and salary funds for the unit will remain in the President's budget.**

Support Function: 130. President's Office Trustees

Taskforce Recommendation: The Task Force recommends that the university not provide services unrelated to university business to trustees. University resources should not be spent on gifts for the trustees. The Task Force recommends that the remaining non-salary budget be placed in a centralized fund managed by University Advancement to work in tandem with the president and the president's staff.

- **RESPONSE: OCU Trustees provide invaluable resources and guidance to the university and are not compensated for their services. It is important to show appreciation to them for this assistance. Therefore, it is sensible etiquette to acknowledge birthdays, funerals, holidays, and provide tickets to university events for our trustees. Additionally, personnel from the President's Office and the Office of Advancement will continue to attend external events held in honor of trustees. The funds related to this function also pay for catering trustee board meetings and campus events.**

Support Function: 135. Graduation (Provost)

Taskforce Recommendation: The Task Force recommends that this function be organized and managed jointly by a new Office of Events and Alumni Relations, both under the guidance of University Advancement. The Provost and Registrar's offices will oversee the academic records associated with graduation.

- **RESPONSE: Cabinet agrees that the graduation event should be organized and managed jointly by a new centralized Office of Events in collaboration with Alumni Relations. However, funding is not currently available to staff and operate an Office of Events, and a scope of work is being prepared over the next year to define the function of the new event office. Until the Office of Events is created and operating, graduation will remain in the Provost's Office with additional assistance provided as needed by University Advancement/External Relations staff.**

CAMPUS PHYSICAL & FINANCIAL SERVICES

General Cabinet Response to Recommendations for Campus Physical & Financial Services:

Providing employee raises, funding deferred maintenance (specifically for student housing), and upgrading technology are the top three overall priorities for the University. As funding becomes available, the Facilities functions listed below in Quintile 1 - Deferred Maintenance, Grounds Maintenance, and Renovation & Construction - will be priorities in receiving additional resources. In the meantime, Facilities now reports to the CFO and a new Director of Facilities has been hired to provide leadership for transformation. The entire Facilities Department is undergoing an extensive review of all functions, processes, and budgets. A new departmental strategic plan will be developed to address increased customer satisfaction, transparency and accountability. University out-sourcing contracts are under review and will be evaluated on cost effectiveness and quality of service. A thorough building assessment is underway using the WORCS Systems, a computer input system that documents the condition of a building from all aspects (mechanical, electrical, building envelope, etc.). WORCS will provide an estimated annual maintenance program and cost, as well as a deferred maintenance program and cost for each University building. The data and information provided by WORCS, combined with perceived impact to recruitment and retention, will be used as the basis for setting priorities and establishing budgets for Facilities. In addition, the University is implementing Association of Physical Plant Administrators (APPA) standards for housekeeping and grounds maintenance to obtain a measurable improvement in quality in both areas. These initiatives are underway and mentioned in the responses below as appropriate.

Q1: ENHANCE RESOURCES

Support Function: 64. Deferred Maintenance

Taskforce Recommendations: This is one of three facilities functions identified for investment to improve infrastructure issues that have eroded from a lack of financial resources to a point where they are hurting the university's ability to recruit and retain students at the asking price of tuition. Allocate more resources to allow the university to catch up on deferred maintenance projects, which become more costly the longer they are deferred.

- **RESPONSE: Cabinet has identified deferred maintenance one of the top priorities for the University. Additional resources will be directed to deferred maintenance as available. A thorough building assessment is underway using the WORCS Systems, a computer input system that documents the condition of a building from all aspects (mechanical, electrical, building envelope, etc.). WORCS will provide an estimated annual maintenance program and cost, as well as a deferred maintenance program and cost for each University building. The data and information provided by WORCS, combined with perceived impact to recruitment and retention, will be used as the basis for setting priorities and establishing budgets for Facilities.**

Support Function: 68. Maintenance Grounds

Taskforce Recommendations: This is one of three facilities functions identified for investment to improve infrastructure issues that have eroded from a lack of financial resources to a point where they are hurting the university's ability to recruit and retain students at the asking price of tuition. Move this function to auxiliary services and increase funding to bring grounds to a state of continual campus-tour-worthy status.

- **RESPONSE:** Cabinet agrees this is a priority function that has suffered due to budget cuts. However, Auxiliary Services provides leadership for contracts/services that are self-supporting because there is a revenue stream generated to cover that service. Because the grounds maintenance function does not produce a revenue stream, it should remain under Facilities. To address the need for quality enhancement, the University will implement the Association of Physical Plant Administrators (APPA) “grounds standards” to evaluate the current contract and set goals for marked improvement.

Support Function: 70. Renovation and Construction

Taskforce Recommendations: This is one of three facilities functions identified for investment to improve infrastructure issues that have eroded from a lack of financial resources to a point where they are hurting the university’s ability to recruit and retain students at the asking price of tuition. Allocate funds, including those eliminated from function 66: Facilities (Special) Projects function (see quintile 5), for renovation and construction projects tied to a plan, system, and schedule starting with dorms, Sarkeys, Gold Star, and spaces that are most important to student recruitment and retention.

- **RESPONSE:** Cabinet agrees. However, Support Function 66 Facilities (Special) Projects function is funded by money raised specifically for the special projects, not by the University operating budget. Eliminating Facilities (Special) Projects will not result in savings for the University. However, better management of the Facilities (Special) Projects function will result in better use of Facilities staffing resources. A thorough building assessment is underway for all University buildings using the WORCS Systems, a computer input system that documents the condition of a building from all aspects (mechanical, electrical, building envelope, etc.). WORCS will provide an estimated annual maintenance program and cost, as well as a deferred maintenance program and cost for each University building. The data and information provided by WORCS, combined with potential impact to recruitment and retention, will be used as the basis for setting priorities and establishing budgets for renovation and construction projects covered by this function.

Support Function: 75. ELS Contract

Taskforce Recommendations: This function has great potential to generate additional housing revenue for the university and grow international enrollment. The building used by ELS, Harris Hall, is in grave need of renovation and the ELS program has offered in the past to share the cost. The task force views this as a tremendous opportunity that should be seized as soon as possible. The task force recommends devoting at least a portion of the revenue generated by the ELS contract to reinvestment in the ELS facility instead of the current model that places all revenue in the university’s general fund.

- **Response:** Cabinet agrees that ELS holds potential to generate additional housing revenue for the University and increase international enrollment. The contract between OCU and ELS is being renegotiated with changes to be effective July 1, 2015. Several contractors are submitting quotes for a variety of options to renovate the ELS space. After reviewing the quotes, the University and ELS will agree on how to proceed with the improvement and discuss options on how to finance. University Auxiliary Services will continue to work with ELS to find ways to expand ELS offerings to generate more revenue for ELS and the University. Opportunities to better integrate ELS students with OCU students are currently being explored.

Q2: MAINTAIN AT CURRENT FUNDING

Support Function: 69. Maintenance Utility Operations

Taskforce Recommendation: Tracking and use of “Green” money saved should be more transparent. Is money being used as it was publicized? Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees.**

Support Function: 76. Food Service

Taskforce Recommendation: Clarify costs of independent electrical and lighting inspections in consultation with facilities that were mentioned in the template for this function. Continue current performance and increase management oversight.

- **RESPONSE: Cabinet agrees.**

Support Function: 80. Payroll

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees. It is important to recognize that due to budget restrictions, only one staff person is assigned to processing University payroll. CFO is exploring options regarding payroll processing to ensure a redundant system is in place if needed.**

Q3: REDUCE FUNDING

Support Function: 73. Finance Administration

Taskforce Recommendation: Reexamine reporting structure to reduce and strategically align the units reporting to this function. Reduce budget in accordance with restructuring. Refocus service to all campus stakeholders, not just executive leadership. As budget becomes available and compensation study has been completed, move to administrative model featuring COO and CFO.

- **RESPONSE: Cabinet agrees that the administrative model for the University should be examined. However, budget does not exist to create a COO position at the University. Some realignment within the Finance Administration has already occurred. At the time prioritization templates were completed, the Finance Administration function consisted of primarily the CFO and part of the Controller. With the elimination of the Chief of Staff position, the Facilities and Risk Management functions were moved to the CFO. Currently, the following areas are under the CFO responsibility: Financial Accounting Services, Accounting, Budget, Accounts Payable, Payroll, Auxiliary Services, Facilities, Risk Management. Due to reduced staff and lack of automation, much of the CFO time is spent completing journal entries, preparing budget development spreadsheets, and preparing audit schedules. When detail accounting work is not being performed, the CFO is preparing for Board of Trustee meetings. The CFO is the primary administrative liaison to four University Board Committees. When budget is available, a budget manager position and accountant will be added to the Finance Administration staff increasing the capacity for service to campus stakeholders. A compensation study has already been completed for staff and faculty and recommend salary adjustments be made to the extent budget is available.**

Support Function: 78. Health Clinic

Taskforce Recommendation: Over time, reduce budget as the function moves towards self-sustainability or consider outsourcing options.

- **RESPONSE: Cabinet agrees. The Health Center function is now self sufficient and salaries will be moved off the University budget in FY16.**

Q4: TRANSFORMATION/REINVENTION

Support Function: 65. Facilities Department

Taskforce Recommendation: Funds and fees that are housed in the Facilities function need a more defined structure for tracking usage along with accountability that ties the work to the projects that have been identified as part of a strategic plan. Immediate focus should be on areas directly related to student recruitment and retention, which includes the dorms, Sarkeys, and Gold Star.

- **RESPONSE: Cabinet agrees Facilities has a direct impact on student recruitment and retention. Since the prioritization process began, Facilities now reports to the CFO and a new Director of Facilities has been hired. The entire Facilities Department is undergoing an extensive review of all functions, processes, and budgets. A new departmental strategic plan will be developed to address increased customer satisfaction, transparency and accountability. University out-sourcing contracts are under review and will be evaluated on cost effectiveness and quality of service. A thorough building assessment is underway using the WORCS Systems, a computer input system that documents the condition of a building from all aspects (mechanical, electrical, building envelope, etc.). WORCS will provide an estimated annual maintenance program and cost, as well as a deferred maintenance program and cost for each University building. The data and information provided by WORCS, combined with perceived impact to recruitment and retention, will be used as the basis for setting priorities and establishing budgets for Facilities.**

Support Function: 67. Housekeeping - Facilities Fee Funded

Taskforce Recommendation: Consider bringing in-house for greater oversight of the work performance as well as ensuring salaries are in line with campus compensation philosophy and standards. This function will probably require increased funding to ensure all of campus is clean at all times as improvements will impact recruitment and retention as well as increased revenue generated from facility rentals. Consider overnight cleaning crews with proper oversight.

- **RESPONSE: The University has asked the current housekeeping contractor to develop a scope of work that is currently being performed and will work with the contractor to ensure proper accountability for the scope of work performance. In addition, the University will implement the Association of Physical Plant Administrators, APPA, cleaning standards for universities based on a scale of 1 (Orderly Spotlessness) to 5 (Unkempt Neglect). The current housekeeping contractor has evaluated OCU as an APPA level 4. The estimated increased cost to move from a level 4 to a level 2 (with overnight cleaning) is \$300,000, for a total annual cost of \$1 million. The current housekeeping contract expires August, 2017 and the cost effectiveness of bringing this function in house will be evaluated prior to a new contract being signed.**

Support Function: 71. Accounting

Taskforce Recommendation: Fund a budget manager and update technology usage in order to increase efficiencies and timeliness, including a merchant services agreement to facilitate on-line transactions. Accounting and data management systems should be tightly aligned to further campus assessments and processes, i.e., budget management, strategic planning, and prioritization.

- **RESPONSE: Cabinet agrees the University must invest in the necessary financial infrastructure and personnel. As funding becomes available, key positions targeted for filling will be one budget manager position and one endowment accountant position to monitor the**

University's almost 500 endowments to ensure they are in compliance with donor intent. Budgeting software is also critical to ensure the University move away from the current manual system which does not provide sufficient on-going budget analysis and reporting to University departments. In regards to a merchant services agreement to facilitate on-line transactions, a provider has been selected and implementation should be complete by summer 2015.

In addition, the prioritization process has highlighted the condition of the University chart of accounts (COA). Currently, there are approximately 25,000 University general ledger accounts and hundreds of thousands of transactions each year. The University COA, which is key to any financial reporting, needs a complete overhaul. After the COA was initially reorganized in May 2013, the University asked Ellucian to provide a proposal for a solution that would revitalize finance and human resource functions. The initial estimate provided of \$1.2 million was not feasible for the University to pursue.

Support Function: 72. Accounts Payable

Taskforce Recommendation: Require this function to update its processes in order to become more user-friendly to the campus by using existing technology to eliminate extensive paperwork and resulting untimely delays, especially in the use of the Purchasing Card. Provide on-going training and tools to departments in the updated technology process. Review expectation of personal credit card use for travel as well as consider a per diem policy for travel.

- **RESPONSE:** Cabinet agrees this function needs critical updates, but resources are currently not available to purchase the Banner consulting solution necessary to automate the accounts payable function (estimated at \$1.2 million). Due to the recent migration of a document management system, University departments will soon have the ability to view invoices online, which should help with budget planning and monitoring. In response to the high fraud risk posed by University purchasing cards, the Board of Trustees implemented a policy to tighten controls around the PCard program that resulted in a significant reduction in PCard usage and issuances. University purchasing cards can be checked out through the accounts payable office and a cash advance is also available for University-related travel. Cabinet will ensure these options are communicated to employees. A University Expense Policy, which addresses per diem for travel, has been drafted and vetted multiple times. Work will continue to adopt the policy to provide direction on authorized travel expenses.

Support Function: 74. Bookstore

Taskforce Recommendation: Form an advisory committee to look at the appropriate model for this function as well as appropriate revenue/expense. Consider potential market opportunities associated with the new Law School facility.

- **RESPONSE:** Like bookstores across the country, the OCU Bookstore has experienced significant drops in revenue. After bringing the bookstore management in-house in 2010, the University accumulated approximately \$1.1 million in net losses. Bookstore operations will be outsourced and the Cabinet is beginning the process of working through the transition plan.

Support Function: 77. Food Service Renovation

Taskforce Recommendation: Separate normal maintenance and repair costs for this function from actual renovation costs. Clarify renovation needs, then have a bid process/RFP. Consider the use of Rehearsals' equipment if that facility is not sold as a restaurant.

- **RESPONSE: The name of this account should be changed. It actually refers to the repair and replacement of food service equipment, not renovation, so it was evaluated incorrectly.**

Support Function: 79. Mail Room

Taskforce Recommendation: Fund appropriate staffing from the university budget. Review leases of equipment. Move to Auxiliary Services' oversight.

- **RESPONSE: Cabinet agrees this function should be funded on University budget when funds are available. The management structure will be reviewed, including the consideration of outsourcing. Equipment contracts will be re-evaluated and commercial based pricing for equipment will be implemented.**

Q5: PHASE OUT

Support Function: 63. Auto Fleet

Taskforce Recommendation: The University cannot maintain an appropriate auto fleet, due to the costs involved. With few exceptions, the university should own no vehicles for which maintenance is not funded by the department to which they are assigned. The task force recommends that auxiliary services coordinate a vehicle rental contract to serve university needs.

- **RESPONSE: The University-owned auto fleet will be phased out and a rental contract for employee work-related transportation needs will be negotiated.**

Support Function: 66. Facilities (Special) Projects

Taskforce Recommendation: There is little doubt that special projects are important to the university community. However, the accounting procedures used to manage the budget of this function have not provided a clear picture of expenditures. The task force recommends suspension of this function with reallocation of budget to the renovation and construction function. A thorough assessment of special project needs should be done in conjunction with strategic, development, and capital improvement plans.

- **RESPONSE: Cabinet agrees the process for initiating special projects must be better managed. Any special project should have its own funding source established before it begins and expenses tracked separately. Because special projects are not funded through the University operating budget, there is no budget to reallocate to the renovation and construction function. Facilities maintenance budget, deferred maintenance budget, or staff should not be used for special projects unless reimbursements are made via the outside funding source. Implementing the WORKS System (mentioned above in response to Support Function 65) will provide ongoing evaluation and tracking of University maintenance and capital improvement needs.**

Support Function: 81. Planner for Students

Taskforce Recommendation: This function no longer exists and has no budget.

Support Function: 82. Rehearsals

Taskforce Recommendation: The Task Force recommends that a decision be made by April 1 to either sell the property or repurpose the equipment and the building for appropriate university use.

- **RESPONSE: Cabinet agrees. The University has a contract in place to sell the property. Proceeds from the sale will be used toward the chemistry lab renovation project.**

Support Function: 83. Rental Properties

Taskforce Recommendation: The task force recommends immediately creating a policy in accordance with the university strategic plan that formally addresses the administration and management of rental properties. At this time, the function should report to auxiliary services.

- **RESPONSE: Cabinet agrees. An extensive report has been completed on the condition and status of all University rental properties and the management will be outsourced.**

Support Function: 84. University Copier Service

Taskforce Recommendation: The task force recommends a comprehensive reevaluation of this function to ensure that it meets the university's needs and is financially viable.

- **RESPONSE: Cabinet agrees. Currently reviewing options for service.**

HUMAN RESOURCES, GENERAL COUNSEL, POLICE

Q1: ENHANCE RESOURCES

Support Function: 86. Compensation

Taskforce Recommendations: Charge this function with conducting a comprehensive salary study to update and realign the current compensation structure. Allocate funding to a merit pool for pay raises.

- **RESPONSE: Cabinet agrees. Increasing employee compensation is the main overall University priority. A comprehensive salary study has been completed for the University. The Human Resources Division will develop a new compensation structure, with flexibility for market demands, for all hiring managers to follow when filling open and new positions. Increased compensation for employees will be funded as budget allows.**

Support Function: 89. Faculty and Staff Recruitment

Taskforce Recommendations: Provide budget dollars for employee background checks instead of billing individual departments. Provide funds for university Marketing and Public Relations to create an employment brand to enhance recruitment.

- **RESPONSE: Provide \$5,000 for centralized administration of background checks for faculty, staff, adjunct faculty, and volunteers. Human Resources and Communications and Marketing staff will work together to create an employment brand to enhance faculty and staff recruitment efforts. No additional funding will be assigned to employment brand marketing at this time.**

Support Function: 129. President's Office Staff Council

Taskforce Recommendations: Move oversight from the President's Office to HR and give Staff Council the ability and authority to invest in staff development, address staff needs, and provide employee recognition activities. Provide \$10,000 in the budget to be used at the discretion of Staff Council for these endeavors.

- **RESPONSE: Move oversight of Staff Council from the President's Office to Human Resources. The Chief Human Resources Officer will serve as the administrative liaison for Staff Council. Staff Council will maintain current funding at this time.**

Q2: MAINTAIN AT CURRENT FUNDING

Support Function: 85. Benefits and Wellness

Taskforce Recommendation: Continue current performance and management oversight with enhanced communication from senior leadership to employees.

- **RESPONSE: Cabinet agrees.**

Support Function: 87. Compliance

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees. However, compliance requirements are becoming increasingly complicated. Cabinet recommends this function be reviewed regularly to ensure it has necessary resources.**

Support Function: 88. Employment

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE:** Cabinet agrees.

Support Function: 91. HR Payroll

Taskforce Recommendation: Improvements and streamlining of tracking load and compensation should be continued.

- **RESPONSE:** Cabinet agrees.

Support Function: 156. Safety and Crisis Preparedness

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE:** Cabinet agrees.

*Q3: REDUCE FUNDING***Support Function: 93. Police Department**

Taskforce Recommendation: Reduce operating and salary costs. Make this part of the university budget and separate ticket revenues and parking fees from the police function. Consider a mixed force of security personnel for on-campus foot patrols, minor student offenses, and building control. Redefine service area, increasing focus on campus properties. Develop transparent allocation of fees to appropriate safety and facility functions.

- **RESPONSE:** Cabinet agrees that police salaries and operating costs need to be part of the University budget. To begin that process, one unfilled supervisory officer position that is currently funded from fees will not be filled in FY15/16. Cabinet also agrees that ticket revenues and parking permit fees need to be separated from the police function from a budget perspective. Cabinet agrees that the service areas need to be refocused from the 2013, outward-looking perspective, and refocused on the campus property. The refocus was already accomplished in May 2014.

Cabinet does not agree with reducing operating costs. Such a reduction could result in unintended consequences. Reduction of operating costs and salaries from the 2013 budget year will severely affect the ability of the police department to perform its function at the university. There are increasing demands on the police department because of various compliance requirements and the relocation of the downtown law school.

Certain issues must also be considered when determining to replace police officers with unarmed security personnel. The cost savings in a mixed force security would be minimal and could place the university in a position at times without armed police officers on campus. However, we agree that the mixed force security approach could be effective to supplement police officers, as long as the minimum number of police officer positions are staffed. The 2013 budget did not represent adequate resources to meet this minimum. The 2014 budget, which was increased from 2013, did not represent adequate resources to meet the minimum number of police officers AND supplement with a mixed force security presence. It is strongly recommended, in order to provide adequate services, that the budget be maintained at the 2014 level, with salaries and operating costs made part of the university budget rather than loaded on ticket revenues and parking permit fees.

Increasing turmoil and violent situations in our community and the rest of the world dictate the need for a professional campus police force, which is the standard for competing universities. Recruiting and retention will also be affected without a strong police presence on campus. Parents and students are very interested in how secure the students are on campus and the measures that are taking place to protect them while attending the university.

In regards to parking on campus, the University Chief of Police will conduct a survey and focus group meetings to obtain campus input on a more acceptable structure going forward for parking fees.

Q5: PHASE OUT

Support Function: 90. General Counsel Administration

Taskforce Recommendation: In line with the overall recommendations to reduce administrative positions and overhead at the university, the task force recommends this position be eliminated and the function be performed on a contract basis with law firms in the area.

- **RESPONSE: Cabinet does not agree with this recommendation for the following reasons:**
 - While the General Counsel Administration function number contains more than 50% of the General Counsel position's salary, benefits, and overhead, a significant portion of the position is allocated to other functions. For example, Compliance is classified as Quintile 2, "continue current performance and management oversight," and 20% of the General Counsel position is allocated to this critical function. The court-mandated requirement that governing boards ensure that an institution have an effective Compliance program would be jeopardized by elimination of the position, particularly since Compliance is already under-resourced.
 - The University's General Counsel function/position is handled in an extremely cost-effective manner. National Association for College & University Attorneys (NACUA) publishes benchmarks for university legal expenditures. Estimated budget should be approximately 0.5% of revenues, or, for OCU, \$434,208. The actual University budget is 32% of the benchmark.
 - Of the legal expenditure budget, NACUA benchmarks for "smaller universities" state that approximately half would be spent on in-house counsel expenditure and the other half on outside counsel. The \$139,563.97 actual budget represents \$50,000 for outside counsel and \$89,563.97 for in-house counsel. NACUA would expect that in-house counsel and outside counsel would each require budgets of \$217,104. Thus, OCU's in-house expenditure is only 41% of NACUA's benchmark, while outside counsel expenditure is only 23% of the NACUA benchmark.
 - Elimination of the position would *not* result in elimination of the need for legal representation. Retention of a local law firm to provide ongoing legal consultation to OCU leadership, at the "junior partner" rate of \$250 an hour, would require a annual legal expenditure budget of \$520,000.
 - If retention of counsel were "decentralized," with employees seeking counsel on an as-needed basis (undermining the centralization recommendation of the task force), the budget for legal expenditures should be expected to exceed even the \$520,000 number mentioned above.
 - Peer and Benchmark 2013 Chief Legal Affairs Officer average salary is \$206,661. OCU's average salary for persons who have served in the General Counsel role as a percentage of

comparison group is 58.1% of the mean and 58.5% of the median. The *lowest* salary for the Chief Legal Affairs Officer in this comparison group is \$30,000 *more* than the OCU General Counsel's salary. The median salary of the comparison group exceeds OCU's General Counsel salary by *more than \$70,000*.

- Almost every year, a single issue “proves” the cost-effectiveness of in-house General Counsel. One year, General Counsel was solely responsible for insurance recovery of \$110,000 on a theft loss. Another year, General Counsel was responsible for negotiation with insurer and contractor that left OCU fully covered on a \$2.5 million flood loss, rather than left owing an additional \$700,000 to the contractor.
- Availability of in-house General Counsel provides savings and peace of mind to OCU's employees and leaders. Employees seek assistance with a myriad of issues daily, and those issues generally do not escalate to litigation or settlement. General Counsel assistance often relates to extremely sensitive issues, including employment and whistle-blower complaints.

Support Function: 92. Learning and Development (HR)

Taskforce Recommendation: Because the ultimate goal of Learning and Development is to serve the needs for both faculty and staff, the Task Force recommends this function and its with close coordination of HR and the Staff Council.

- **RESPONSE: Learning and Development position will be eliminated. The learning and development function will continue to be supported by existing personnel in Human Resources.**

Support Function: 94. Risk Management

Taskforce Recommendation: This function needs to be absorbed by Safety and Crisis Preparedness Committee (#156) into a single function. Eliminate the Risk Manager position and utilize the services already available through EIIA.

- **RESPONSE: (Please note: Since Prioritization began, the Risk Manager position as been moved under the supervision of the CFO.) Cabinet does not support this recommendation for the following reasons:**
 - The Safety and Crisis Preparedness Committee is just that: a committee. The members of the committee have other jobs that impact safety/crisis preparedness, but committee members do not do the daily work of a Risk Manager (RM). The University RM is as necessary as is property and casualty insurance – without the position, the health & safety of the campus would decline precipitously.
 - The RM is cost effective. In the past 6 months, the RM has more than recouped the amount attributed to the position through diligent attention to details of insurance claims. In those claims, the insurer had proposed settlements that left certain items unpaid; the RM was able to provide detail of the necessity of the items, resulting in tens of thousands of dollars in additional recovery.
 - Among Peer/Benchmark institutions, 10 of 11 have an RM position, and 8 have a multiple-staffed RM department attending to the health, safety, and security of their campuses. If anything, OCU's investment in this critical function reflects significant under-resourcing.
 - The RM has successfully handled Workers' Comp claims, resulting in a remarkable decline in experience modifier from .95 to .78, resulting in insurance refunds most years since our claims losses are so low. Without a RM, no one would be available to handle issues related to employee injuries, and without prompt handling, the experience modifier would almost certainly increase.

- The RM is engaged in a critical campaign to address property & casualty risks on campus and to provide justification to insurers to reduce OCU's property & casualty deductible from its current level of \$250,000. All other campuses insured through EIIA carry a \$25,000 deductible, but OCU's huge flood and hail losses in recent years have resulted in the increased deductible. Without a RM to address the details that are being required by the insurer to consider lowering the deductible, OCU will never get the deductible reduction, thus leaving the University virtually self-insured on most losses.
- Occupational Safety & Health Administration (OSHA) regulations become ever more complicated; a committee cannot provide the inspections and expertise for required compliance.
- EIIA provides services that support the work of a RM; those services do not remotely replace the work of the RM. EIIA's RM Director comes to campus a couple of times annually to assist the University RM with inspections related to insurance coverage, but all actual risk management tasks are performed by the RM.
- OCU administrators, including the Police Chief, the CFO, the General Counsel, the Provost, the VP for Student Affairs, and others, rely on the RM's services on a daily basis, investigating and responding to complaints from various campus stakeholders concerning facilities issues, perceived dangerous conditions, etc.

PROVOST OFFICE

Q1: ENHANCE RESOURCES

Support Function: 131. CETL

Taskforce Recommendations: Fund salaries and benefits in this function as part of the university's budget, assuming the current endowment is sufficient to fund the operating budget. This function is considered a necessity for academics and faculty development. This function is necessary to recruit and retain high-quality faculty. In addition, the task force recommends that the Function 92: Learning and Development and its budget be moved to CETL.

- **RESPONSE: Cabinet agrees the recommendation to bring personnel costs online and supports the idea of merging CETL and Learning Development (Support Function 92) so that resources can be used to serve both faculty and staff. Money for operations, programming, and staff should come from the CETL endowment and be supplemented by budget previously allocated for Learning Development.**

Support Function: 132. Disability Concerns

Taskforce Recommendations: This function is deemed as a high necessity and should be fully funded.

- **RESPONSE: Cabinet agrees. The University has filled a full-time Disability Services Coordinator position.**

Support Function: 133. Faculty Scholarship

Taskforce Recommendations: This function is key to faculty recruitment and retention. The task force recommends a continuation of the university's strategic plan to increase funding \$10,000 per year until the level reaches \$100,000. The task force also recommends developing criteria to address adjuncts.

- **RESPONSE: Cabinet agrees.**

Support Function: 136. Honors Program

Taskforce Recommendations: Fund the new full-time director to help recruit and retain top-caliber students.

- **RESPONSE: Cabinet agrees and will fund the positions when budget is available.**

Q2: MAINTAIN AT CURRENT FUNDING

Support Function: 134. First-Year Experience

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees.**

Support Function: 137. Institutional Research

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees.**

Support Function: 138. Physician's Assistant Program Administration

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees.**

Support Function: 139. Provost's Office

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees.**

Support Function: 140. Registrar, Including DegreeWorks

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees.**

Support Function: 143. Study Abroad

Taskforce Recommendation: Continue current performance and management oversight with increased collaboration across university functions that share tangential clientele.

- **RESPONSE: Cabinet agrees.**

Support Function: 144. University Membership

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees.**

Q5: PHASE OUT

Support Function: 135. Graduation

Taskforce Recommendation: The Task Force recommends that this function be organized and managed jointly by a new Office of Events and Alumni Relations, both under the guidance of University Advancement. The Provost and Registrar's offices will oversee the academic records associated with graduation.

- **RESPONSE: Cabinet agrees that the graduation event should be organized and managed jointly by a new centralized Office of Events in collaboration with Alumni Relations. However, funding is not currently available to staff and operate an Office of Events, and a scope of work is being prepared over the next year to define the function of the new event office. Until the Office of Events is created and operating, graduation will remain in the Provost's Office with additional assistance provided as needed by the current Director of Events, External Relations, and Alumni Relations.**

Support Function: 141. Speaker Series

Taskforce Recommendation: The Task Force recognizes the significant history of this function, but given the condition of the university's finances, the task force recommends this function be suspended until adequate funding is identified.

- **RESPONSE: Cabinet agrees with suspending this function for the time being. Cabinet will ask the current committee to pursue grants to fund the Distinguished Speakers Series in the future.**

Support Function: 142. Speech and Debate Team

Taskforce Recommendation: The Task Force recommends the student discount for this function be eliminated and the function be placed under the Department of Philosophy and Rhetoric.

- **RESPONSE: Cabinet agrees the function should be placed under the Department of Philosophy and Rhetoric. Cabinet does not agree with eliminating the student discount for this function. Of the 10 students on the team as of April 2015, eight are receiving some discount for debate. Of those eight, seven came to OCU specifically because of debate. The**

Speech and Debate program is a recruiting tool for the University and has the potential to bring even more students as resources are able to be enhanced. The OCU Speech and Debate program has achieved national relevance, ranking in the top 1/3 of schools competing in the NPDA season-long sweepstakes in the fall of 2014, and sending one team to NPTE National Tournament in December, 2014. Speech and Debate contributes to the mission of a liberal arts education, combining the knowledge gained in classes with communication, research, critical thinking, and argument skills honed against some of the best and brightest students in the world.

STUDENT AFFAIRS

Q1: ENHANCE RESOURCES

Support Function: 147. Aduddell Center/Intramural Sports

Taskforce Recommendations: Fund the upgrade of exercise equipment in the Aduddell Center. OCU's workout facilities pale in comparison to regional and peer universities, and this function is essential to student recruitment and retention.

- **RESPONSE: Cabinet agrees when funding is available.**

Q2: MAINTAIN AT CURRENT FUNDING

Support Function: 153. Greek Life

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees.**

Support Function: 162. University Counseling

Taskforce Recommendation: Continue current performance and management oversight.

- **RESPONSE: Cabinet agrees.**

Q4: TRANSFORMATION/REINVENTION

Support Function: 150. Career Services

Taskforce Recommendation: Create an interdisciplinary advisory committee to advise on restructuring in order to provide expanded services for alumni, graduate, international students, and law students in addition to undergraduate. Move to centralized location on campus and complete disentanglement from Multicultural Student Affairs. Consider this a candidate for additional funds after the above changes are made.

RESPONSE: Cabinet agrees.

Support Function: 154. Housing and Residence Life

Taskforce Recommendation: Improve management of the function to include review of all multi-year contracts, most specifically Cokesbury. Restructure to automate and improve communication with prospective students, current students, and campus community.

- **RESPONSE:** Cabinet agrees this function could be transformed to increase revenue generation for the University and enhance student experience. Concerns regarding communication may be explained as a result of serious under-investment in personnel. A comparison of staffing levels finds that OCU is staffed 50% below staff levels at peer and benchmark institutions (OCU = 6 FTE + 1 one term employee; P&B = 14). Resident Assistant (student employment) staffing levels compare favorably to P&B levels. It is the Cabinet's opinion that Housing and Residence life should be considered as a candidate for additional funding given the opportunity for increased revenue when there is investment in the housing facilities. Cabinet recommends a strategic re-conceptualization of the department's resources and an analysis to identify strategies to expand the current market to non-traditional students.

Support Function: 155. OCU Leads

Taskforce Recommendation: Merge with Clara Luper and American Indian Scholars functions in order to create a stronger leadership program for students.

- **RESPONSE: Cabinet agrees. Merging of Clara Luper and American Indian Scholars with OCU Leads is already underway.**

Support Function: 157. SGA

Taskforce Recommendation: Eliminate the student discount incentive for officers. Recommend they engage in a prioritization process in order to strategically reduce their budget.

- **RESPONSE: Cabinet does not agree with removing discount for tuition, but agrees it can be removed for room and board expenses. Cabinet agrees with SGA engaging in the prioritization process to reduce the organization's budget.**

Support Function: 158. Student Affairs Administration

Taskforce Recommendation: Recommend one position to combine the current positions of VP of Student Affairs and Dean of Students (#152). The unified position should remain a member of the Cabinet.

- **RESPONSE: Cabinet agrees.**

Support Function: 161. Student Union

Taskforce Recommendation: Retain Student Union Manager to manage the facility. Special Events duties associated with the position should be transferred to the Events Function. Maintenance and cleaning needs to be managed by Facilities and Housekeeping the same as all other areas on campus in order to support student recruitment and retention.

- **Response: Cabinet agrees.**

Q5: PHASE OUT

Support Function: 148. American Indian Scholars

Taskforce Recommendation: The Task Force recommends the American Indian Scholars program and the Clara Luper Scholars programs, along with OCU Leads, be merged under a single oversight entity and that the scholarships become fully endowed. The task force fully supports the efforts to strengthen tribal connections.

- **RESPONSE: Cabinet agrees. Merging of Clara Luper and American Indian Scholars with OCU Leads is already underway.**

Support Function: 151. Clara Luper Scholars

Taskforce Recommendation: The Task Force recommends the American Indian Scholars program and the Clara Luper Scholars programs, along with OCU Leads, be merged under a single oversight entity and that the scholarships become fully endowed. The task force fully supports the efforts to engage the under-represented community stakeholders.

- **RESPONSE: Cabinet agrees. Merging of Clara Luper and American Indian Scholars with OCU Leads is already underway.**

Support Function: 152. Dean of Students

Taskforce Recommendation: The task force recommends one position to combine the current positions of VP of Student Affairs and Dean of Students. The unified position should remain a member of the Cabinet. (See #158 in quintile 4).

- **RESPONSE: Cabinet agrees.**

Support Function: 159. Student Engagement, Inclusion, and Multicultural Programs

Taskforce Recommendation: The Task Force recommends this function be suspended, pending a redefinition of its purpose, and that it be reorganized to truly be a campus-wide source of support for students, possibly including collaboration with the First Year Experience, Honors, Religious Life, International Admissions and other similar programs.

- **RESPONSE:** Cabinet disagrees. The recommendation to suspend this function is not in the best interest of the University, particularly, for recruitment and retention of a diverse student body. Out of 13 peer and benchmark institutions, only one peer that does not have a designated department within the division of student affairs/life that is dedicated to the purpose of delivering multicultural programs. The absence of a visible and tangible department addressing multiculturalism could negatively impact the recruitment of diverse students. It is acknowledged that Multicultural Student Affairs (MSA) as a department previously focused a disproportionate amount of staff and fiscal resources on Clara Luper Scholars and American Indian Scholars co-curricular programs. In FY15, MSA and Student Life were collapsed into one department and renamed Student Engagement, Inclusion and Multicultural Programs. The department includes multicultural programs, student activities, university center, Aduddell Fitness Center, Greek Life, and Intramural and Rec Sports. The newly reorganized department already has a new mission and purpose. The reorganized department is currently developing programs that are responsive to a wide definition of diversity, with increased focus on international students, an LGBTQIA Ally program and redesigned annual calendar of events and outreach.

Support Function: 160. Student Leadership Center

Taskforce Recommendation: The Task Force recommends this function be eliminated until appropriate resources can be found to support it.

- **RESPONSE:** Cabinet agrees with the caveat that a portion of the funds be retained in another budget to preserve the annual Star Summit for Student Leadership and the Last Chance Picnic to support the federally mandated voter registration drive.