

COB CHARTER TEAM CLOSE OUT MEETING REPORT RESULTS AND RECOMMENDATIONS

Overall Purpose

Together, create and sustain a robust system for enrolling and retaining students in the College of Business (undergraduate and graduate levels) and explore new opportunities to expand the COB's degree, program and delivery products.

Start Date: February 24, 2016

Deliverables:

- Increase Fall 2016 enrollment in COB by 136 Headcount-102 FTE beyond projected 2016 metrics through a combination of enrollment and retention.
- Focus on increasing enrollment of students of color to contribute to EOU's goal of 30% composition of student body.

Team Members

Team Sponsor: Gary Keller
Team Leader: Laura Gow-Hogge
Kathleen Brown
Stephen Clements
Meghan Counsel
Marc Duncan
Jacelyn Keys
Genesis Meaderds
Jill Megredy
Dan O'Grady
Ashley Walker
Wilson Zehr

RESULTS

The results of the COB Charter Team during its 90-day existence are remarkable and noteworthy for its immediate and long-term impact and development of "best in class" practices.

1) **The Retention Team exceeded** the University's Winter-Spring Retention average of 89.4% by posting a 93% mark. Given the COB's position as one of the top two locations for EOU majors, the retention strategies and practices are worthy of replication across the University. The two significant practices included: a) careful analysis and "scrubbing" of COB student enrollment records to arrive at an accurate baseline to measure retention status; b) placing holds on student Spring term registrations; and c) mandating appointments between COB majors and their faculty advisors to accurately plan their 2016-2017 academic plans to lift the registration holds. Data will be available by the end of June 2016 to assess the retention rate of the Spring to Fall terms. The Retention Team has documented the numerous practices and procedures for their process for continuation in the COB and replication by the COE and CAS.

- 2) **The MBA Team exceeded** its goal of increasing its enrollment goal from 40 students to 52 students through an innovative multi-week solicitation campaign directed at 6 distinct audience. As of the close of the COB Charter Team's work, the number of accepted applications is 55. The final deadline for applications is 5-30-2016.
- 3) **The Recruitment Team's** goal of increasing the Fall FTE headcount will not be known until Fall 2016 and beyond. Given the late launch of the Trek Team's the COB Recruitment Team focused its efforts at increasing the number of community college transfers. A representative of the Recruitment Team along with the University's Provost or Dean visited 5 key community colleges to create pathway agreements to enroll students into the College's new BAS degree. To date Klamath Falls Community College (KCC) has selected EOU's COB as its preferred provider to enroll its graduates (primarily Air Force personnel) in a Bachelors degree completion program. The four other community colleges (Blue Mountain Community College, Treasure Valley Community College, Walla Walla Community College and Columbia Basin College) are fully engaged in negotiating new Pathway agreements with EOU/COB as a preferred provider to enroll its graduates in a Bachelors degree completion program. The results of these efforts should enable EOU to create a stable and sustainable stream of students.
- 4) The partnership forged between EOU and KCC should make a significant contribution to EOU's goal of 30% composition of students of color. As pathway agreements with other community colleges are

RECOMMENDATIONS

- A) Restructure the COB Assessment/Accreditation Office from part-time to full-time. The new full-time duties of the Office would include tracking and analyzing retention, registration and online data trends. As the new BAS begins and the MBA program continues to grow, more time and attention must be dedicated to these tasks. It is recommended that the existing 50% of the professional who currently staffs the COB Assessment/Accreditation Office be transferred to other staff in the COBE Office.
- B) Accountability, Record Keeping and Monitoring for operationalizing the Charter Team's "best in class" practices and initiatives must be made. The significant gains produced by the COB Charter Team will be depleted and then lost unless they are "locked into practice" by the COB and University. The credibility of the Trek Team process will be lost by allowing the COB Charter Team's game changing actions to devolve and disappear.
- C) A clear next steps durability plan must be articulated for the Trek Team. Charter Team members are unaware of the Administration's plans for phase 2 and beyond. Articulating the next steps will provide the assurance to existing teams that their work will have durable effects and facilitate recruiting new Trek Team members.
- D) Appropriate lead-time is required prior to the launch of the next round of Charter Teams to enable a deliberate selection of Team Sponsors, Team Leaders and Team members.
- E) Significant focus and resources must be given to transfer student populations. The pathway agreements and renaissance of relationships between EOU and community colleges will provide

EOU with a stable and reliable source of students. However, without a substantial commitment of resources and institutional focus, the “pipeline” of transfer students and relations between EOU and its strategic partners will erode again perhaps emboldening two year colleges to create four year degree programs or enabling competitor 4 year universities to replace EOU as a preferred destination for their students.

F) Improved orientation for College Deans regarding the intent of the Trek Team process and Charter Team activities is needed to avoid for unintended misunderstandings and miscommunication.

G) Barriers to co-admitting community college transfers must be eliminated. To enable the seamless movement between EOU’s community college partners, co-admission agreements must be fashioned and honored to simultaneously deter competitors’ predatory admission practices and remove an incentive for community colleges to fashion their own 4 year degrees.

H) An Athletic Academic Council needs to be created. EOU student athletes consistently select the COB for their majors. The AAC would be lead by the Provost and include key leaders from the EOU Athletic Department and the COB to expedite accountability and coordinate enrollment, retention and advising.

I) The organization of future Trek Teams by College is recommended. The COB Charter Team demonstrated the effectiveness of a focused, cross-functional team supported by key administrative leaders can achieve remarkable and maintainable results.