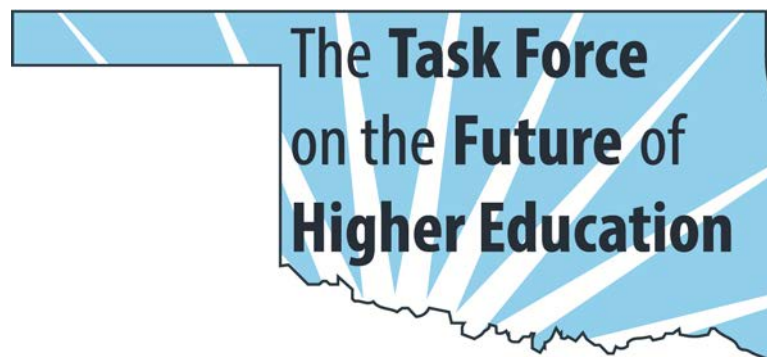




# Report on the Future of Higher Education

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# **OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION**

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## Executive Summary

Given the changing landscape of higher education, the Oklahoma State Regents for Higher Education (OSRHE) established the Task Force on the Future of Higher Education in March 2017 to conduct a systematic review of higher education; examine existing initiatives and best practices; and report findings and recommendations on strategies that best support improving quality, access, affordability, and efficiency in the Oklahoma state system of higher education. The Task Force was comprised of a broad and diverse group of stakeholders from across the state, including State Regents, private citizens, representatives from Oklahoma's public colleges and universities, and the designees of Governor Mary Fallin, Speaker of the Oklahoma House of Representatives Charles McCall, and Oklahoma State Senate President Pro Tempore Mike Schulz. Citizen members of the Task Force were well-respected Oklahomans who come from a variety of professional and educational backgrounds and represented different geographic regions within the state.

The Task Force convened in May 2017 to begin discussion on the development of recommendations that best position Oklahoma's state system of higher education to meet the future challenges of maintaining accessibility and affordability without compromising educational quality. The work of the Task Force was primarily conducted through four subcommittees – College Degree Completion and Workforce Development Initiatives; Academic Program Innovations and Online Education; System Structure; and Fiscal Solutions, Efficiencies, Affordability, and Technology. Members were assigned to one of these four subcommittees, which met regularly from June through November 2017. During subcommittee meetings, members studied best practices across the nation and in Oklahoma and discussed how to develop recommendations that could be successfully implemented in Oklahoma. Subcommittee progress reports were provided during meetings of the full Task Force on September 6, 2017 and October 18, 2017.

While each subcommittee had a specific focus, certain common themes emerged from the work of the subcommittees. These included:

- The power of predictive analytics.
- Development of microcredentials to meet workforce needs in real time.
- Increased financial support from the Legislature for the concurrent enrollment program to advance degree completion efforts.
- Dedicated focus on adult student programs, scholarships, and credit for prior learning.
- Scaling delivery of online education.
- Consolidation of administrative structures and functions.
- Reemployment of cost savings to support the mission of the institution.

After six months of study and deliberations, the Task Force voted to approve all subcommittee recommendations at its meeting on December 6, 2017. The following report summarizes the work of the State Regents Task Force on the Future of Higher Education and provides the context and basis for development of each recommendation approved by the Task Force.

## Introduction

Oklahoma's future economic growth and prosperity greatly depends on a well-educated workforce. Although Oklahoma has a relatively low unemployment rate, the state's actual workforce participation rate is among the lowest in the country and per capita personal income for Oklahomans is among the bottom ten states, despite the fact Oklahoma has the highest certificate production in the country. The Georgetown Center for Education and the Workforce reports that by 2020, 67 percent of job vacancies in Oklahoma – or 418,000 jobs – will require a college degree or additional postsecondary education and training. Thirty-seven percent of all Oklahoma jobs will require an associate degree, bachelor's degree, or higher. Recognizing the need to bridge the skills gap between our current workforce and projected workforce needs, the State Regents have partnered with Governor Mary Fallin through the Complete College America and Oklahoma Works initiatives to increase the number of degrees and certificates awarded in Oklahoma by 67 percent by the year 2023.

The Oklahoma state system of higher education has made significant progress toward meeting Oklahoma's workforce needs. In the first four years of the Complete College America (CCA) initiative, the number of degrees and certificates earned in Oklahoma has increased by 8,462, surpassing the state benchmark of 6,800. While we have made substantial gains and exceeded these early benchmarks, we acknowledge the growing challenges we face in maintaining this significant momentum. Other CCA states have increased their investment in degree completion initiatives, while Oklahoma has repeatedly surpassed our goals on either flat or reduced budgets. It should be noted that data from the State Higher Education Executive Officers association (SHEEO) show Oklahoma ranks last among the 33 participating CCA states in state funding support since the initiative began in 2011.

At the same time that Oklahoma requires additional college degree holders to meet current and future workforce needs, total enrollment at our public colleges and universities has been cyclical over the last decade, first increasing to a historic high by 2011 due to the 2008 economic recession and then gradually declining as the effects of the economic recovery took hold. It is important to note that this trend has not been experienced uniformly at all state system institutions, with enrollment at the two research institutions (University of Oklahoma and Oklahoma State University) increasing 6.3 percent during this time period while enrollment at two-year community colleges and four-year regional universities has declined by 5.9 percent and 5.5 percent, respectively. Despite overall declines in enrollment and a lower than average college-going rate, there exists potential for significant increased student demand in access to postsecondary education in the coming years, with the number of high school graduates in Oklahoma having increased 4.2 percent.

In addition to the changing student demographics of our colleges and universities, our state system colleges and universities have experienced significant cuts in state appropriations, declining approximately 22 percent over the last three years. For FY2017, the Oklahoma state system of higher education received \$805.5 million in state appropriations, representing a \$157.5

million, or 16.4 percent, decrease from the FY2016 appropriation. In FY2018, the appropriation to the state system of higher education was \$773.6 million, representing a 6.1 percent decrease. According to the most recent *Grapevine* report on state fiscal support for higher education from Illinois State University, Oklahoma ranks last of the 50 states with the largest percentage reduction change in state support for higher education from FY2012 to FY2017. Significant restoration of these budget cuts is needed to rebuild state system capacity but may not be possible in the future.

The negative impacts of the budget cuts experienced by Oklahoma public colleges and universities have included reductions in degree and course offerings; implementation of furlough days; reduction in faculty and staff positions through both attrition and early retirement programs; fewer and reduced scholarship awards; and reductions in professional development and travel. These negative impacts, if not reversed, are likely to lead to negative outcomes for students' persistence and timely degree completion.

Despite significant budget cuts and these negative impacts, our colleges and universities are making every effort to deliver a high-quality education to Oklahoma students at a very affordable cost. The U.S. Chamber of Commerce Foundation ranks Oklahoma higher education as fifth most affordable in the nation, and the National Center for Education Statistics reports that the average student cost at a four-year public institution in Oklahoma is fourth-lowest in the nation. Most recently, *U.S. News and World Report* issued its "Best States 2017" rankings in late February 2017 based on data compiled by McKinsey & Company's Leading States Index, which listed Oklahoma as sixth-lowest in the nation for tuition and fees and seventh-lowest for student debt at graduation.

## About the Task Force

### Background

The Oklahoma State System of Higher Education was created in 1941 by a vote of the people that amended the state's constitution to provide for such a system. The State Regents serve a variety of roles, including prescribing academic standards of higher education, determining functions and courses of study at state colleges and universities, and granting degrees. The State Regents approve allocations for each public college and university, as well as tuition and fees within the limits set by the Oklahoma Legislature, and manage numerous scholarships and special programs.

Additionally, the State Regents operate OneNet, the state's advanced data network for education and government. The State Regents also manage the Oklahoma College Assistance Program, which provides important college access, borrower education and default prevention programs and services that support students and the financial aid community.

Although the State Regents are the coordinating board of control for all institutions in the Oklahoma state system of higher education, 17 governing boards of regents and boards of trustees are responsible for the operation and management of each state system institution and higher education program.

One of the major responsibilities of the Oklahoma State Regents for Higher Education is to establish goals for the future and to engage in strategic planning activities designed to help our colleges and universities achieve those goals. Planning is implicit in the responsibilities of a coordinating board, and throughout its history, the State Regents have participated in several systematic planning efforts through the use of citizen committees, including *Planning for the 70s*, *Planning for the 80s*, and *The Citizens' Commission on the Future of Oklahoma Higher Education* in the late 1990s.

## Analysis

Given the changing landscape of higher education, in March 2017, the Oklahoma State Regents for Higher Education tasked Chancellor Glen D. Johnson with the formation of a citizens' Task Force on the Future of Higher Education to undertake an extensive planning initiative that would position the Oklahoma state system of higher education to better meet current and future challenges. The efforts of the Task Force would emphasize the state system's focus on modernization, efficiencies, and innovation.

Starting in May of 2017, the Task Force on the Future of Higher Education began a systematic and thorough review of the current status of higher education in Oklahoma; examining existing initiatives and best practices; and reporting findings and recommendations on strategies that best support improving quality, access, affordability, and efficiency in the Oklahoma state system of higher education.

## Task Force Priorities

The work of the Task Force was conducted through four subcommittees, focusing on the following priorities:

- College degree completion and workforce development initiatives;
- Academic program innovations and online education;
- System structure; and
- Fiscal solutions, efficiencies, affordability, and technology.

## Task Force Membership

The Task Force was comprised of the State Regents, private citizens, college and university representatives, and the designees of Governor Mary Fallin, Speaker of the Oklahoma House of Representatives Charles McCall, and Oklahoma Senate President Pro Tempore Mike Schulz. Citizen members of the Task Force were well-respected Oklahomans who come from a variety of professional and educational backgrounds and represent different geographic regions within the state.

Dr. William Kirwan, Chancellor Emeritus of the University System of Maryland, served as lead advisor to the Task Force. Dr. Kirwan is a senior fellow at the Association of Governing Boards of Universities and Colleges (AGB) and has served as chair of the National Research Council Board of



Higher Education and Workforce and co-chair of the Knight Commission on Intercollegiate Athletics. He previously served as president of The Ohio State University and the University of Maryland and was a board member of the Maryland Chamber of Commerce, Economic Alliance of Greater Baltimore, and Business-Higher Education Forum, among other organizations. An international speaker and respected author on several key higher education issues, including access, affordability, innovation, economic development and academic transformation, Dr. Kirwan holds baccalaureate, master's and doctoral degrees in mathematics.

Dr. Sally Mason and Ken Knueven also served as AGB consultants to the Task Force. Dr. Mason served as the 20<sup>th</sup> president of the University of Iowa from 2007 through 2015. In 2015, she retired as president emerita after a long and distinguished academic career. From 2006-2012, Dr. Mason was appointed by the President of the United States to three terms on the National Medal of Science Award Selection Committee. She currently sits on the National Academies of Science and Engineering Committee on Higher Education and Workforce. Dr. Mason is a senior fellow and executive consultant for AGB, AGB Institutional Strategies and AGB Search.

Mr. Ken Knueven has been instrumental in the development, growth and leadership of innovative organizations for over twenty-five years. He has extensive experience with Fortune 500 companies as well as the public, higher education, and nonprofit sectors. Mr. Knueven spent almost eight years at Microsoft Public Sector, where he successfully led Microsoft's U.S. Education and Government businesses creating market changing solutions and offerings.

The following individuals served on the State Regents' Task Force on the Future of Higher Education:

#### *State Regents (ex-officio, non-voting members)*

- State Regent John Massey
- State Regent Ron White
- State Regent Jay Helm
- State Regent Jeff Hickman
- State Regent Ann Holloway
- State Regent Andy Lester
- State Regent Jody Parker
- State Regent Toney Stricklin
- State Regent Mike Turpen
- Chancellor Glen D. Johnson

#### *Citizens*

- Dr. Ann Ackerman, Oklahoma City
- Regent Phil B. Albert, Claremore
- Governor Bill Anoatubby, Ada
- Regent Calvin J. Anthony, Stillwater

- Chief Bill John Baker, Tahlequah
- Chief Gary Batton, Durant
- Bruce T. Benbrook, Woodward
- Regent Bill W. Burgess, Lawton
- John Carey, Durant
- Regent Lake Carpenter, Leedey
- Michael A. Cawley, Ardmore
- Regent Samuel Combs III, Tulsa
- Leonard Court, Oklahoma City
- Regent Rick Davis, Guthrie
- Lee R. Denney, Cushing
- Regent Jeffrey T. Dunn, Tulsa
- John Ford, Bartlesville
- Robert Gardner, Tulsa
- Steve Jordan, Ardmore
- Karen Keith, Tulsa
- Edward F. Keller, Tulsa
- Lieutenant General Lee K. Levy II, Commander, Air Force Sustainment Center, Air Force Materiel Command, Tinker Air Force Base
- Dan Little, Madill
- Bert H. Mackie, Enid
- Dr. Thomas K. McKeon, Tulsa
- Catherine O'Connor, Oklahoma City
- Fred Morgan, Oklahoma City
- Dr. Terry Mosley, Lone Wolf
- Dennis Neill, Tulsa
- Michael S. Neal, Tulsa
- Tyler Norvell, Oklahoma City
- Dr. Marion Paden, Oklahoma City
- Regent Gary D. Parker, Muskogee
- Ken Parker, Norman
- Carl R. Renfro, Ponca City
- Dee Replogle, Oklahoma City
- Robert J. Ross, Oklahoma City
- Regent Richard Ruhl, Kingfisher
- Claudia San Pedro, Oklahoma City
- Dr. Dennis Shockley, Oklahoma City
- Steven W. Taylor, McAlester
- Sean Trauschke, Oklahoma City
- Avilla Williams, Edmond
- Roy H. Williams, Oklahoma City

### *State System Colleges/Universities*

- President Don Betz, University of Central Oklahoma
- President Randy Beutler, Southwestern Oklahoma State University
- President David L. Boren, University of Oklahoma
- President Sean Burrage, Southeastern Oklahoma State University
- President Cheryl Evans, Northern Oklahoma College
- President Tim Faltyn, Oklahoma Panhandle State University
- President Leigh B. Goodson, Tulsa Community College
- President V. Burns Hargis, Oklahoma State University
- President John M. McArthur, Cameron University
- Dr. Jason Sanders, University of Oklahoma Health Sciences Center
- Dr. Kayse Shrum, Oklahoma State University Center for Health Sciences
- President Jerry L. Steward, Oklahoma City Community College

### *Designees*

- Natalie Shirley, Secretary of Education and Workforce Development (Designee for Governor Mary Fallin)
- Representative Jadine Nollan, Oklahoma House of Representatives (Designee for Speaker Charles McCall)
- Jeff Greenlee, President, NBC Oklahoma (Designee for Senate President Pro Tempore Mike Schulz)

Complete bios for Task Force members are included in Appendix A.

## Project Timeline

The following timeline guided the work of the Task Force:

### *March 2017*

- Announce formation of Task Force

### *April 2017*

- Confirm Task Force membership

### *May 2017*

- Convene first meeting of the full Task Force
- Finalize Subcommittee assignments

### *June - August 2017*

- First round of subcommittee meetings

### *September 2017*

- Status update to full Task Force
- Second round of subcommittee meetings

### *October 2017*

- Status update to full Task Force
- Third round of subcommittee meetings

### *November 2017*

- Fourth round of subcommittee meetings
- Finalize subcommittee recommendations

### *December 2017*

- Subcommittee recommendations presented to full Task Force for approval
- Begin development of final report

### *January 2018*

- Final Task Force report presented to Task Force for approval

### *February 2018*

- Final Task Force report presented to State Regents for acceptance

# Higher Education in America

## The National Landscape

The change in the competitive landscape has become a challenge for hundreds of colleges and universities across the country. Institutions face challenges to match revenues with expenditures, while simultaneously trying to cope with lower net revenue per student, rising labor costs, changing consumer behaviors, and a shift in student demographics. As a result, colleges and universities are forced to address critical business model issues.

State appropriations have been in decline for 23 states since the great recession of 2007-2008. Forty-eight states - all except Alaska and North Dakota - are spending less per student than they did before the recession. The average state is spending \$2,026 or 23 percent less per student than before the recession.<sup>1</sup> These appropriation cuts have resulted in a 28 percent rise in tuition prices at public institutions across the country. On a brighter side, over the past two years, state funding for higher education in many states has started to increase, for an average national rate of 4.1%.<sup>2</sup>

For many colleges and universities across the country, existing business models are no longer sustainable. Many private colleges are struggling with lower enrollment and have responded with aggressive increases in tuition discount rates – now as high as 68 percent. Many private colleges now have net prices equal to public in-state tuition.

A survey from the Bureau of Labor Statistics shows that those with a bachelor's degree or higher have significantly higher earnings than those with less educational attainment, earning \$1.1 million more in a lifetime than a high school graduate. The higher earnings potential of college graduates has a corresponding cost of attainment, specifically in terms of tuition costs. While the average tuition price published at four-year private colleges is \$32,405, the average freshman discount in 2015 was 54.3 percent for a net tuition price of \$14,809.<sup>3</sup> Many colleges now have discount rates at 68 percent representing a net tuition price of \$10,369.<sup>4</sup>

Across the country, institutions are responding to business model challenges. Below are seven examples of institutions that have made tough decisions to reduce costs:

1. In December 2015, the Alabama Community College System Board of Trustees voted to consolidate seven colleges into two regional systems.
2. Hamilton College's library and Information technology services, longtime cohabitants on campus, have merged. Most colleges keep their libraries and IT departments separate, but at many smaller colleges - and particularly liberal arts institutions - administrators see a merger as a way to curb administrative costs.

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<sup>1</sup> <http://www.cbpp.org/research/states-are-still-funding-higher-education-below-pre-recession-levels>

<sup>2</sup> <https://www.insidehighered.com/news/2016/01/25/state-support-higher-education-rises-41-percent-2016>

<sup>3</sup> <https://www.insidehighered.com/news/2015/08/25/tuition-discounting-grows-private-colleges-and-universities>

<sup>4</sup> [https://www.collegedata.com/cs/content/content\\_payarticle\\_tmpl.jhtml?articleId=10064](https://www.collegedata.com/cs/content/content_payarticle_tmpl.jhtml?articleId=10064)

3. The Connecticut State University system has issued an unprecedented proposal, stating that tenured faculty members may be assigned involuntarily to another campus, without the guarantee of continued tenure. Recently, the system Regents voted to consolidate all of its two-year institutions under a single administration.
4. The University of Wisconsin-Eau Claire - a regional university with a student enrollment of 10,700 - cut 130 positions through voluntary buyouts, attrition, and not renewing contracts that would typically be renewed. In all, the institution plans to cut roughly 158 positions - about 11 percent of Eau Claire's staff. The majority of eliminated positions will be administrative.
5. Terra State and Northwest State Community College, two institutions roughly 75 miles apart in northwest Ohio, are creating a single administration location so they can consolidate administrative functions and academic programs.
6. Faculty layoffs in the absence of financial exigency at Valdosta State University—the university announced it was laying off 33 staff and faculty members, including some on the tenure track.
7. The University System of Georgia has undertaken an ambitious consolidation plan over the last several years. Since 2011, Georgia has reduced the number of institutions in the university system from 35 to 26 in an effort to cut costs and improve the quality of education.

While lowering costs is an important element in addressing the financial challenges facing higher education, revenue growth and diversification are the critical factors in determining the future of an institution. Growing revenue is usually more difficult than reducing expenses, but it is critically important in developing a sustainable business model.

For hundreds of colleges that rely solely upon on a campus-based delivery model, the market is shrinking due to a combination of alternative education offerings, declining regional demographics of high school students, and a transition to a digital era.

Concurrently, technology also impacts the available market for enrollment growth. Colleges that have adapted digital delivery learning have benefitted from an expanded market of students. More than 7.1 million students or 33 percent of total higher education enrollment have taken at least one digital delivery class.<sup>5</sup>

In 2014, there were 3.4 million college students engaged in fully online programs, representing 17 percent of all college students. Some analysts project that online enrollment will make up to 25 percent of all students by 2020.

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<sup>5</sup> <http://chronicle.com/blogs/wiredcampus/exactly-how-many-students-take-online-courses/49455>.

While digital delivery is certainly here to stay, it is not a panacea for success as online competition is increasing. However, colleges that do not participate in the digital delivery will lose market share and increase their long-term risk as consumers continue to demand flexibility in their learning.<sup>6</sup>

The capacity to expand enrollment will also be determined by an institution's ability to serve diverse and growing market segments, which includes transfer students, online adult degree completion, online graduate programs, as well as certificates and credentials. These revenue segments are distinctive and accretive to traditional campus-based delivery programs and represent a diversification of revenue opportunities. Institutions that overlook these trends create self-inflicted risks to long-term prosperity.

Successful business models in higher education rely upon a blended delivery approach that strikes a balance between campus and digital delivery offerings and leverages growing student segments aligned with the market trends. This approach creates a diversified revenue base allowing an institution to balance costs and revenues, while meeting its institutional mission.

The challenges within higher education are real and the competitive environment will continue to intensify. The greater the financial challenge and decline in state financial support of higher education, the more institutions will need to rely upon creativity and innovation in forging long-term prosperity.

### **The Need for Creativity and Innovation in Higher Education**

As an industry, higher education needs to continue its efforts to innovate in order to prosper in a changing environment.

History tells us that businesses or organizations that have dominated a market for long periods are susceptible to hard falls as evidenced by publishing, automotive, steel, textiles and many other industries. Higher education would be wise to take heed. While public institutions have the back stop of the "public purse," this alone is no guarantee for long term prosperity.

Consumers, employers, and overall economic challenges are driving behaviors that do not align to the traditional operating rhythms or programs of non-profit colleges. Cost cutting has been the response across the industry. But cost cutting does not address the issues of consumer prices as well as innovation in programming, delivery, and student outcomes.

Fifteen years ago, the great fear was that for-profit higher education would become a major disruptive force for change. Indeed, in the 10 years that followed, the for-profits' share of overall enrollment jumped from 2.9 percent to 11.9 percent.

Then five years ago, a series of investigative reports uncovered problems in the industry. In many instances, these institutions depended largely on federal student-aid monies, and default rates

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<sup>6</sup> <https://www.agb.org/trusteeship/2014/9/who-succeeds-online-education-boards-strategic-role>

were high. In addition, job outcomes were often mediocre, and more revenues frequently went to management, investors, and recruitment than to instruction. A scathing 2012 U.S. Senate report prompted tighter federal rules and oversight.

Over the last several years, the online market share of traditional brick-and-mortar colleges and universities— many of which copy for-profit delivery models but enjoy brand, price, and accreditation advantages—surpassed that of the for-profit sector. Today, the rising stars of online education are nonprofits as diverse as the Pennsylvania State University, Indiana Wesleyan University, Southern New Hampshire University, Rio Salado Community College, and Liberty University.

The need for creativity and innovation will rise as critical components required to forge new business models for higher education. Very large non-profit institutions are beginning to innovate for the next era of postsecondary education. The State Regents Task Force on the Future of Higher Education has embraced these innovative components to help the Oklahoma state system of higher education create a pathway to future prosperity.



## **Situational Assessment: Oklahoma State System of Higher Education**

### **Historical Background of Higher Education in Oklahoma**

In 1890, the first Oklahoma territorial legislature passed legislation to create the University of Oklahoma in Norman, the Oklahoma Agricultural and Mechanical College in Stillwater (now Oklahoma State University), and the Oklahoma Normal School for Teachers in Edmond (now University of Central Oklahoma). The territorial legislature later established four other institutions: the Colored Agricultural and Normal University at Langston (now Langston University) and the Normal School for Teachers at Alva (now Northwestern Oklahoma State University) both in 1897; the Normal School for Teachers at Weatherford (now Southwestern Oklahoma State University) and the Oklahoma University Preparatory School at Tonkawa (now Northern Oklahoma College), both in 1901.

Shortly after statehood in 1907, Oklahoma experienced a dramatic increase in the number of public higher education institutions: the Industrial Institute and College for Girls at Chickasha (now the University of Science and Arts of Oklahoma); the School of Mines and Metallurgy at Wilburton (now Eastern Oklahoma State College); Connors State School of Agriculture at Warner (now Connors State College); Murray State School of Agriculture at Tishomingo (now Murray State College); Cameron State School of Agriculture at Lawton (now Cameron University); Haskell State School of Agriculture at Broken Arrow; Connell State School of Agriculture at Helena; and Panhandle State School of Agriculture at Goodwell (now Oklahoma Panhandle State University); Northeastern Normal School at Tahlequah (now Northeastern State University); East Central Normal School at Ada (now East Central University); Southeastern Normal School at Durant (now Southeastern Oklahoma State University); and the Eastern Oklahoma University Preparatory School at Claremore (now Rogers State University).

The proliferation of institutions and the corresponding competition for legislative appropriations, coupled with a considerable amount of political activity, led to calls for a coordinated state system of public higher education in Oklahoma. As early as 1913, Governor Lee Cruce advocated the consolidation of institutional functions and the closure of some smaller schools. In 1926, it was recommended that a central coordinating board be established, and, in 1933, the Legislature created a 15-member statutory coordinating board with gubernatorial appointments. In 1939, Governor Leon C. Phillips named members to the coordinating board, which subsequently recommended that a constitutional board be established. In 1941, a special election was held regarding the proposed amendment, which was subsequently adopted, establishing the Oklahoma State Regents for Higher Education as the constitutional coordinating board for the State System of Higher Education.

## Current System Structure

The Oklahoma State System of Higher Education is the state's legal structure for providing public education at the collegiate level. It is a coordinated system of colleges and universities located throughout the state.

The State System is comprised of 25 colleges and universities – including two research universities, 10 regional universities, one public liberal arts university and 12 community colleges – and 11 constituent agencies and two university centers. The State System is coordinated by the Oklahoma State Regents for Higher Education, and each institution is governed by a board of regents.

The Oklahoma State Regents for Higher Education is the constitutional coordinating board for the Oklahoma state system of higher education. The State Regents fulfill several functions, including the following:

- Determine functions and courses of study.
- Prescribe standards of education.
- Grant degrees and other forms of academic recognition.
- Recommend to the State Legislature the systemwide budget request.
- Allocate funds appropriated by the State Legislature.
- Tuition-setting authority.
- Allocate revolving funds.
- Determine student fees.
- Administer student scholarships.
- OneNet.
- Oklahoma College Assistance Program.

While the State Regents have responsibility for determining the functions and courses of study of each institution, setting standards of education and allocating funds to carry out institutional functions, the governing boards assume responsibility for the operation of the institutions, including:

- Determining management policy.
- Employing personnel, fixing their salaries and assigning their duties.
- Contracting for other services needed.
- Having custody of records.
- Acquiring and holding title to property.
- Among specific areas of administration control for which the governing board assumes responsibility in operating an institution are:
  - General academic policy and administration.
  - Student life.
  - Budget administration.
  - Planning and construction of buildings.
  - Purchasing.

- Auxiliary activities budgeting and administration, including the issuance of revenue bonds and administration of self-liquidating properties.

The governing board, through its chief executive officer, the president of the institution, makes recommendations to the coordinating board, the State Regents, regarding the institutions' functions and programs of study, standards of education, and the budgetary needs of the institution for both general operations and for capital improvements.

There are currently three constitutional governing boards and 12 statutory boards. The constitutional boards are the Board of Regents for the Oklahoma Agricultural and Mechanical Colleges, the Regional University System of Oklahoma and the Board of Regents of the University of Oklahoma. Appendix C provides a listing of the current institutional governing boards under the state system of higher education.

In addition to the three constitutional governing boards and 12 statutory boards governing the state system's 25 public colleges and universities, the boards of trustees for the University Center of Southern Oklahoma and University Center at Ponca City act as the administrative agencies for these centers. Their powers include negotiating agreements with institutions for courses and programs, selecting a chief executive officer, budgeting and expending funds allocated to the center, acquiring and taking title to property and entering contracts.

### State System Priorities and Challenges

During the first meeting of the full Task force on the Future of Higher Education on May 25, 2017, Chancellor Johnson provided a situational context of higher education in Oklahoma. The State Regents have identified the following issues as top priorities for the Oklahoma state system of public higher education:

- Increase the number of college graduates.
- Enhance access and improve the quality of public higher education for all Oklahomans.
- Better prepare students to meet the challenges of a global economy.

To accomplish these overarching goals, the State Regents have adopted the following objectives:

- Implement Complete College America initiatives to increase the number of degrees and certificates earned in Oklahoma by 67 percent by 2023.
- Enhance capacity to successfully enroll, retain and graduate students.
- Increase systemwide efficiencies and cost savings.
- Strengthen financial support for Oklahoma college students.
- Improve instructional quality.
- Utilize performance funding to enhance student success and academic quality.
- Broaden economic development activities.
- Advance access to and quality of technologies to support systemwide programs and services.

Chancellor Johnson stated that college degree completion is a top priority for the State Regents, who are working with Governor Mary Fallin to implement the Complete College America, Oklahoma Works, and Launch Oklahoma initiatives to increase educational attainment in the state and align educational outcomes with current and projected workforce needs.

Chancellor Johnson also addressed several challenges facing Oklahoma public higher education, including:

- 53 percent of the 100 critical occupations identified through the Oklahoma Works initiative require a college degree; however, only 24.6 percent of adults 25 and older in Oklahoma have a bachelor's degree or higher.
- 67 percent of jobs in Oklahoma by 2020 will require some college, a certificate or a college degree.
- States with a higher percentage of college degree holders have a higher per capita income, and Oklahoma is not one of those states.
- The United States has declined in degree completion from first in the world to 19th over the last twenty years.
- The State Regents have not been able to use the performance funding formula in four years due to the lack of new funding.

In the 2015-2016 academic year, there were 108,322 students enrolled in online courses and approximately 52 percent of all students took at least one online course. Additionally, Oklahoma is the fifth highest state among the southern states in its percentage of undergraduate instruction through online learning. Oklahoma is also very affordable, only increasing tuition and mandatory fees an average of 4.9 percent in eight years and ranking fifth in the nation for college affordability by the 2015 Enterprising States Report. Oklahoma also has low student debt, with 52 percent of students graduating without any debt.

Finally, Oklahoma's state appropriations for higher education are now below the 2001 level and the higher education share of total state appropriations has declined from 18.6 percent in 1980 to 12.9 percent in 2017. With the current budget situation, Oklahoma higher education institutions are doing much more with less and have eliminated faculty and staff positions, consolidated or eliminated programs, reduced scholarships and closed athletic programs and facilities.

Dr. William Kirwan, Chancellor Emeritus, University System of Maryland and Senior Fellow at AGB, stated that the Task Force on the Future of Higher Education is a very timely initiative for Oklahoma. He believes that states need new strategies to increase college participation. The low percentage of college educated workers coupled with high workforce demands in America is alarming. Dr. Kirwan also stated that income and unemployment rates go hand in hand with the fact that individuals with higher educational attainment earn more and have a substantially lower unemployment rate compared to those with some or no college.

Oklahoma is behind the nation in the percentage of adults with a college degree; 31.3 percent of adults in Oklahoma have a two-year degree compared with 40.43 percent nationally and 24.1 percent of adults have a four-year degree compared with 30.6 percent nationally. Dr. Kirwan stated that despite the value of higher education the funding model is broken. State appropriations are decreasing, and tuition is rising. Oklahoma's decline in appropriations since FY2011 is 27.6 percent and institutions are serving more students with less money. He stated that higher education has never been more critical for economic growth and is the surest path for Oklahomans to have a successful career and high quality of life.

Dr. Kirwan addressed strategies for Oklahoma to consider in overcoming these challenges:

- a) **Academic Program Innovations.** Dr. Kirwan stated that using math pathways and corequisite developmental education will help students earn their degrees on time and save money for them and the system. Additionally, Oklahoma needs to continue focusing on online degrees and online education.
- b) **Higher Education System Restructuring.** Consolidating campuses and centralizing services are a few ways the State System could be restructured to be more effective and streamlined as well as strategic partnerships between two-and four-year institutions.
- c) **Leveraging Technology.** Data analytics for academic and business processes are essential for understanding why students drop out and how to increase student success.

## **Governor's Executive Order**

On November 21, 2017, Governor Mary Fallin issued Executive Order 2017-38 (copy below), which directs Oklahoma's higher education Chancellor and the Oklahoma State Regents for Higher Education to develop a plan for the administrative consolidation of universities, colleges, centers and branch campuses by December 2018. The plan should be executed by December 2019. The recommendations developed by the State Regents Task Force on the Future of Higher Education align with the requirements under the governor's executive order.



*Mary Fallin*  
Governor

**FILED**  
NOV 21 2017  
OKLAHOMA SECRETARY  
OF STATE

**EXECUTIVE DEPARTMENT  
EXECUTIVE ORDER 2017-38**

To the Honorable Members of the Oklahoma House of Representatives, the Honorable Members of the Oklahoma State Senate, the Oklahoma Chancellor of Higher Education and the Oklahoma State Regents for Higher Education:

WHEREAS, the State Regents Task Force on the Future of Higher Education is currently reviewing the structure of Higher Education in Oklahoma, an effort that I commend and support;

WHEREAS, due to shrinking resources across the country available for Higher Education several states have recently undertaken or considered consolidation measures including Connecticut, Georgia, and Nevada;

WHEREAS, administrative consolidation will allow for more effective distribution of resources and educational programs throughout the state to better serve students and meet the needs of our economy;

WHEREAS, administrative consolidation will allow higher education to focus on the areas that will strengthen career pathways and result in fewer dropouts and more students graduating on time; and

WHEREAS, administrative consolidation will also lead to significant administrative savings, including, but not limited to, IT and energy efficiency savings.

I, Mary Fallin, Governor of the State of Oklahoma, pursuant to the power and authority vested in me by Sections 1 and 2 of Article VI of the Oklahoma Constitution, and to strengthen and support efforts at efficiencies in the best interests of the State of Oklahoma, hereby direct as follows:

In order to stabilize funding and strengthen public confidence, the Oklahoma Chancellor of Higher Education and the Oklahoma State Regents for Higher Education shall develop a plan to be presented to the Governor and Legislature for the administrative consolidation of universities, colleges, centers and branch campuses by December of 2018. I further direct the Chancellor and State Regents of Higher Education to execute the plan by December of 2019.

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Copies of this Executive Order shall be distributed to the Oklahoma Chancellor of Higher Education and the Oklahoma State Regents for Higher Education, every member of the Oklahoma House of Representatives, every member of the Oklahoma State Senate, the Clerk of the House of Representatives, the Secretary of the Senate, and the Director of the Office of Management and Enterprise Services.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Oklahoma to be affixed at Oklahoma City, Oklahoma, this 21 day of November, 2017.

BY THE GOVERNOR OF THE STATE OF OKLAHOMA

  
\_\_\_\_\_  
MARY FALLIN

ATTEST:

  
\_\_\_\_\_  
DAVE LOPEZ, SECRETARY OF STATE

EXECUTIVE ORDER 2017-38  
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## Response to Governor's Executive Order

In response to Governor Fallin's Executive Order, Chancellor Glen D. Johnson issued the statement below.



**Statement**  
**Chancellor Glen D. Johnson**  
**Nov. 22, 2017**

“Following a reduction in higher education’s state appropriations of approximately 25 percent over the last three years, the Oklahoma State Regents for Higher Education established the Task Force on the Future of Higher Education in March 2017 to consider ways to improve college degree completion and increase productivity through enhanced modernization, efficiencies, innovation, and system realignment in higher education. In this time of financial pressure and budget constraints, the State Regents believe it is imperative to conduct a systematic examination of our state system of higher education’s operational structure, administrative practices, and efficiency initiatives. Over the past six months, the Task Force on the Future of Higher Education has been working diligently to develop recommendations related to the issues of administrative consolidation and cost savings raised in Governor Fallin’s executive order. Additionally, the Task Force is examining enhanced academic program innovations, new online education delivery models, best practices for college degree completion, and initiatives to better align academic programs to meet workforce needs. While our state system colleges and universities have already achieved significant cost savings in the areas of information technology and energy savings, the Task Force is considering ways to expand administrative cost savings initiatives, including the consolidation of back office functions (human resources, accounting, payroll, etc.) and the establishment of purchasing consortiums. The final recommendations of the Task Force will be critical to ensuring that our state system of higher education continues to meet Oklahoma’s critical degree completion goals and workforce needs.”



## The Competitive Position of the Oklahoma Higher Education

The Task Force reviewed the macro trends shaping higher education. The purpose was to provide an overview of the vast amount of innovation taking place outside the walls of the Oklahoma state system of higher education, to gain insight on changing consumer behaviors, and to have a better understanding of the competitive landscape.

### The Higher Education Expectation Gap

There is an “expectation gap” between the perception among students, parents, and employers, and that of educators. Three research reports were reviewed from the IBM CEO Study, McKenzie Study, and a 2015 study from Association of American Colleges and Universities. All three of these studies cited a significant shortfall of skilled workers, the lack of preparation of students for the 21<sup>st</sup> century workforce, and the inefficiencies associated with today’s higher education system. Additionally, a recent survey conducted by Governor Fallin’s Oklahoma Works initiative found that customer service, leadership, computer skills, business development, management, and ability to negotiate were among the top critical skills needed by employers in the next five years.

### Growth Segments of the Market

While the demand for the traditional campus may be shrinking there are segments of the overall market that are growing. These growth markets present enrollment and revenue opportunities for Oklahoma’s state system of higher education They include:

- **Transfer student market** -- A major opportunity for institutions – 75% of today’s market.
- **Graduate market** (including full online programs) -- Institutions are exploring the creation of new degree programs (in trending fields such as health, science, and technology) to expand. This includes programs offered online or in a hybrid format.
- **Digital Era of Education Delivery** -- An explosion in online learning, some of it free. Knowledge, once imparted to a lucky few, is now available to anyone with a smartphone or laptop.
- **Specialization/certification market** -- Allowing students to hold on to professional certificates and credentials they receive for future use, essentially "building" their degree using separate chunks of their education.
- **Software boot camps** -- There is a growing demand in the job market for software programmers and the subsequent potential to combine a campus-based tutorial program with an online programming curriculum.
- **Adult degree completion (including full online programs)** -- The market segment for adult degree completion is larger than the traditional high school segment. There are over 40 million adults with college credit and no degree, versus 3.3 million high school graduates.

- **Community college university centers** – Traditional and online undergraduate and graduate courses in a wide-range of areas that enables students to earn an associate’s, bachelor’s, or master’s degree through participating institutions.
- **Job boot camps** -- Platforms that help employers find top entry level talent, and help graduates land their first job. They predict performance of potential employees before, not after, they are hired.
- **Credentials and Certifications** -- Short-form academic programs—often professionally focused and delivered online. More focused and affordable than degrees, these credentials go by names such as nanodegrees, micromasters, microdegrees, badges, and verified certificates.
- **Microdegree market** – A growing market segment. Like traditional college degrees, microdegrees offer valid proof that a person has completed work that leads to mastery of certain skills. Unlike traditional degrees, microdegrees are focused on very specific skill sets instead of broad areas of knowledge.
- **Latino student market** -- Already the largest and fastest-growing minority group, Hispanics will account for 60 percent of population growth through 2050, [according to the U.S. Department of Education](#). In 2014, 35 percent of Hispanics ages 18 to 24, were enrolled in a two- or four-year college, up from 22 percent in 1993 – a 13-percentage-point increase.
- **Concurrent enrollment** -- Concurrent enrollment is a program through which a high school partners with a college to allow the student to start earning college credits prior to high school graduation.

## Speed, Service, and Analytics

The market is shifting, and consumers continue to change their behaviors to address issues of cost, job preparation, and time. A small number of institutions, such as the University of Maryland University College, Southern New Hampshire University, and Arizona State University, are sharpening their student acquisition skills to meet new consumer behaviors. For some consumers, service and speed have become more important than the academic program of study.

The ability for institutions to use speed, service, and analytics can make a substantial difference in the execution of their growth strategy. Here are some examples of how proactive institutions are changing:

- Using analytics to address financial packaging of student aid to improve student retention and completion rates.
- Developing a new operating rhythm and moving response times on student inquiries from days and weeks to seconds and minutes.
- Staying nimble and flexible – institutions that cannot or will not change find themselves losing to others that can adapt.

- Transfer student processing – the ability to accept credits quickly and to provide same-day degree plans for students (as opposed to weekly and monthly plans) improve matriculation yield.

## Subcommittee Exploration Overview

### College Degree Completion and Workforce Development Initiatives

Increasing the number of college degree holders in Oklahoma is critical for our state's future economic success. The State Regents play a key role not only in assisting our colleges and universities' efforts to increase the number of graduates produced each year through the Complete College America (CCA) initiative, but also in ensuring that the academic programs offered at our campuses are linked to business needs and workforce demand.

Oklahoma's five-point degree completion plan, which focuses on improving college readiness, transforming remediation, strengthening pathways to certificates and degrees, increasing adult degree completion, and rewarding performance, has already been identified as a national model by CCA. Participation in CCA strongly complements our state system of higher education's role as a key partner in Governor Fallin's Oklahoma Works initiative and the Launch Oklahoma goal of increasing the percentage of working-age Oklahomans with some postsecondary credential, certificate or degree to 70 percent by the year 2025.

#### *Charge of the Committee:*

The College Degree Completion and Workforce Development Initiatives Subcommittee was charged by the State Regents' Task force to review current college degree completion initiatives and develop recommendations for the State Regents to consider related to increasing college degree completion rates and aligning academic programs to meet current and future workforce needs.

Questions for the College Degree Completion and Workforce Development Initiatives Subcommittee to consider included:

- How can we better scale best practices in each of our CCA degree completion plan areas?
- As we consider restructuring and realignment, what resources and facilities are needed to help our colleges and universities meet their CCA goals?
- How can we more effectively partner with the business community to produce the graduates needed to meet current and projected workforce needs?

#### *Subcommittee Members:*

- Dr. Thomas K. McKeon, Chair
- Dr. Ann Ackerman
- Chief Gary Batton
- Leonard Court
- Lee R. Denney
- Regent Jeffrey T. Dunn
- President Tim Faltyn
- Lieutenant General Lee K. Levy II
- Fred Morgan

#### *Lead OSRHE Staff:*

- Tony Hutchison, Vice Chancellor for Workforce and Economic Development and Strategic Planning and Analysis

- Mike Neal
- Dr. Marion Paden
- Robert J. Ross
- Secretary of Education and Workforce Development Natalie Shirley
- Dr. Dennis Shockley
- Roy H. Williams
- State Regent Andy Lester (ex-officio)
- State Regent Mike Turpen (ex-officio)

### *Subcommittee Meetings:*

Through its work, the College Degree Completion and Workforce Development Subcommittee reviewed current college degree completion initiatives and developed recommendations to increase college degree completion rates and align academic programs to meet current and future workforce needs.

The College Degree Completion and Workforce Development Subcommittee met on the following dates:

- June 16, 2017 –Dr. Tom McKeon presented information to the Subcommittee regarding the national Complete College America initiative and best practices that have been developed for increasing college degree completion, including guided pathways to success, structured schedules, corequisite remediation, and encouraging students to take 15 hours per semester to promote on-time graduation. Vice Chancellor for Strategic Planning & Analysis and Workforce & Economic Development Tony Hutchison reported on Oklahoma’s current five-point CCA plan, which focuses on improving college readiness, transforming remediation, strengthening pathways to college certificate and degree completion, adult degree completion, and performance funding.
- August 8, 2017 – Secretary of Education and Workforce Development Natalie Shirley provided a brief overview of Governor Fallin’s Oklahoma Works and Launch Oklahoma initiatives to increase the number of Oklahoma citizens with postsecondary education in order to meet Oklahoma’s current and future workforce needs. Vice Chancellor for Strategic Planning & Analysis and Workforce & Economic Development Tony Hutchison provided an overview of the Oklahoma Education Information System dashboard which links information on college degree production with Oklahoma Employment Security Commission data. Dr. Sally Mason presented college degree completion best practices, including the Integrated Planning and Advising for Students Success (iPASS) project funded by the Gates and Helmsley Foundations and online education programs targeting adult students.
- September 8, 2017 – Mr. Nick Hathaway, Executive Vice President at the University of Oklahoma, and Mr. Stu Harvey, Executive Director of Planning and Research at Oklahoma

City Community College, presented information on how each institution is utilizing predictive analytics to improve student success. Dr. Tom McKeon outlined five initial recommendations for discussion with the subcommittee – data analytics; workforce development; degree completion; concurrent enrollment; and financial aid.

- October 31, 2017 – The Subcommittee discussed draft recommendations related to the following areas: data analytics; workforce development; degree completion; concurrent enrollment; scholarships and financial aid; and adult degree completion. Additionally, the Subcommittee discussed the addition of recommendations related to addressing the needs of military-connected students and their families.

## Academic Program Innovations and Online Education

Innovative academic programs, such as the Reach Higher adult degree completion program, have enabled Oklahoma's colleges and universities to reach non-traditional student populations and collaborate to deliver flexible degree programs. Additionally, joint degree programs, such as the Bachelor of Nursing program offered by East Central University and Southeastern Oklahoma State University, allow colleges and universities to provide educational programs with high employer and student demand without duplication of effort or resources. Related to academic program innovations, the State Regents created the Online Education Task Force in 2012 to develop a coordinated, systemwide approach to online learning as a component of higher education. The work of the Online Education Task Force seeks to eliminate barriers to online education, encourage educational innovation, and maintain academic rigor.

### *Charge of the Committee:*

The Academic Program Innovations and Online Education Subcommittee was charged by the State Regents' Task Force to review best practices in academic program delivery and online education and develop recommendations for the State Regents to consider related to encouraging innovative academic program delivery models, including increased collaboration among state system colleges and universities, and scaling online education in Oklahoma.

Questions for the Academic Program Innovations and Online Education Subcommittee to consider included:

- In what ways can institutions collaborate to leverage existing resources for academic programs?
- What opportunities exist for the establishment of additional joint degree programs?
- What online education best practices can be effectively implemented, given the budgetary constraints faced by our colleges and universities?
- How can online education initiatives be scaled to benefit all public colleges and universities in the state system?

### *Subcommittee Members:*

- President Don Betz, Co-Chair
- Ken Parker, Co-Chair
- Chief Bill John Baker
- Steve Jordan
- Karen Keith
- President John McArthur
- Dennis Neill
- Representative Jadine Nollan
- Dee Replogle
- Regent Richard Ruhl

### *Lead OSRHE Staff:*

- Dr. Debbie Blanke, Vice Chancellor for Academic Affairs

- Dr. Kayse Shrum
- Sean Trauschke
- State Regent Jeff Hickman (ex-officio)
- State Regent Ann Holloway (ex-officio)
- State Regent Jody Parker (ex-officio)

### *Subcommittee Meetings:*

The Academic Program Innovations and Online Education Subcommittee reviewed best practices in academic program delivery and web-based education and developed recommendations to promote innovative, collaborative academic programming and scale online education in Oklahoma.

To guide their work and discussions, the Academic Program Innovations and Online Education Subcommittee developed the following guiding principles:

- Increase opportunities to raise education attainment levels through innovative academic programs.
- Improve the quality of academic programs while optimizing curriculum patterns, degree requirements, and flexibility of delivery modes/terms.
- Limit duplication of academic programs while assuring equitable access to instruction around the state.
- Encourage academic program collaboration among institutions to benefit student access to programs while optimizing economies of scale and scope.
- Ensure access to academic programs to enhance local, state and regional economic and workforce development in coordination with local employers.
- Encourage stronger partnerships between higher education and K-12 for long-term student success from secondary to post-secondary education utilizing multiple programs, such as, concurrent enrollment.
- Consider budget constraints and design sustainable operations within that framework.
- Leverage existing successful models and customize them to meet the needs of Oklahoma.
- Encourage exploration of new/emerging models of traditional and online education.

The Academic Program Innovations and Online Education Subcommittee met on the following dates:

- June 29, 2017 - Vice Chancellor for Academic Affairs Debbie Blanke presented background information to the Subcommittee regarding the Oklahoma State Regents for Higher Education's academic initiatives, programs and procedures including: the academic



program approval and review process, online degree approval process, academic and degree completion plans, concurrent enrollment, the Course Equivalency Project, the 15-to-Finish and Corequisite at Scale initiatives, the Math Success Group, the Online Education Task Force, and the Reach Higher program. Co-Chair Ken Parker reviewed the potential subcommittee recommendations related to the following areas: data analytics, interinstitutional collaborations and joint degree programs, online collaborations and collaborative messaging and marketing, and concurrent enrollment.

- August 25, 2017 - Dr. William Kirwan provided a brief overview of successful online education delivery models in the United States. He presented information on Arizona State University (ASU), Penn State World Campus (PSWC), the University of Maryland University College (UMUC) and the University of Wisconsin System (UW), which have been very successful in scaling their online education programs. Dr. Kirwan also presented four possible distance education options for Oklahoma to consider, including: creating a free standing online institution modeled after UMUC; providing competitive seed funds for institutions to scale their online programs or create a major workforce-oriented distance education program based on the ASU or PSWC model; and lastly, developing a competency-based degree program modeled after the UW program. Dr. Bucky Dodd, Executive Director for the Center for eLearning and Connected Environments at the University of Central Oklahoma (UCO), gave a brief overview on the work of the State Regents Online Education Task Force and the Council for Online Learning Excellence. Dr. Dodd summarized the work and priorities of the Council for Online Learning Excellence and their goals for 2017-2018, which include advancing the use and support of open educational resources, establishing user groups across the state, incorporating knowledge sharing between institutions and leadership development.
- September 28, 2017 - Dr. Sally Mason presented college degree completion best practices, including the Integrated Planning and Advising for Students Success (iPASS) project funded by the Gates and Helmsley Foundations and online education programs targeting adult students. Dr. Jeff King, Executive Director of the Center for Excellence in Transformative Teaching and Learning at UCO, gave a brief overview on the Student Transformative Learning Record (STLR) initiative at UCO. Dr. King summarized STLR as an alternative approach to credentialing using micro degrees, badging, and specialized schools, allowing students to demonstrate their expertise and knowledge and earn credentials in a more flexible way. Vice Chancellor Debbie Blanke reviewed the draft guiding principles for subcommittee recommendations that focused on improving the quality of academic programs, encouraging collaboration among institutions and enhancing regional economic development. Finally, Dr. William Kirwan gave a brief example of an innovative academic program initiative resulting from a statewide effort in Maryland. Dr. Kirwan explained that the Maryland higher education agency partnered with the state workforce board to determine the areas of greatest workforce demand and created statewide taskforces to develop two-year degrees in those areas that were guaranteed to transfer to a four-year public institution.

- November 14, 2017 - Co-Chair Ken Parker gave a brief field report of his visit to UMUC with Dr. Kirwan. He stated that he felt UMUC's successes are very relevant to Oklahoma's higher education structure and presented a learning opportunity. The Subcommittee also discussed draft recommendations related to the following areas: development and expansion of joint degrees, developing micro-degrees and microcredentials, data analytics, competency-based education, and online education. Additionally, the Subcommittee discussed the addition of a recommendation related to concurrent enrollment.

## System Structure

The Oklahoma state system of higher education is the state’s legal structure for providing public education at the collegiate level. It is a coordinated system of colleges and universities located throughout the state. The state system is currently comprised of 25 colleges and universities – including two research universities, 10 regional universities, one public liberal arts university, and 12 community colleges – 11 constituent agencies, and two university centers. The state system is coordinated by the Oklahoma State Regents for Higher Education, and each institution is governed by a board of regents.

### *Charge of the Committee:*

The System Structure Subcommittee was charged by the State Regents’ Task Force to conduct a systematic and thorough review of the overall structure of the Oklahoma state system of higher education, which included but was not limited to governance models, institutional missions, and geographic service regions.

Questions for the System Structure Subcommittee to consider included:

- How does Oklahoma’s higher education governance structure compare with other states, and which states have efficient and successful systems?
- Are there opportunities for institutions to engage in consortial arrangements or realignments to reduce costs, deliver programs, and improve student outcomes?

### *Subcommittee Members:*

- Dan Little, Chair
- Regent Phil B. Albert
- Regent Calvin J. Anthony
- President Randy Beutler
- President David Boren
- Regent Lake Carpenter
- Regent Rick Davis
- President Cheryl Evans
- John Ford
- President Leigh Goodson
- Edward F. Keller
- Bert H. Mackie
- Tyler Norvell
- Carl R. Renfro
- Steven W. Taylor
- State Regent Toney Stricklin (ex-officio)
- State Regent Ron White (ex-officio)

### *Lead OSRHE Staff:*

- Chancellor Glen D. Johnson
- Kylie Smith, Vice Chancellor for Administration

### *Subcommittee Meetings:*

The Subcommittee reviewed institutional governance models, missions, and geographic service regions. As part of its work, the Subcommittee reviewed examples of recent consolidation efforts in other states, including Maine, Georgia, Pennsylvania, and Texas.

To guide their work and discussions, the System Structure Subcommittee developed the following guiding principles:

- Increase college completion levels.
- Improve academic program excellence and maintain quality of educational offerings.
- Avoid duplication of academic programs and optimize access to instruction.
- Improve accessibility, regional identity, and compatibility.
- Enhance regional economic development.
- Ensure continued fiscal viability of institutions.
- Create significant potential for economies of scale and scope.
- Streamline administrative services while maintaining or improving service level quality.
- Reinvest cost savings at merged institutions to improve college completion and affordability for students and to provide support services necessary for student success.

The System Structure Subcommittee met on the following dates:

- June 30, 2017 - Chancellor Glen D. Johnson gave a brief overview of the Oklahoma state higher education system governance structure, institutional functions, and geographic locations. Vice Chancellor for Budget and Finance, Information Technology, Telecommunications and OneNet Amanda Paliotta presented information on the higher education financial structure in the following areas: funding sources, expenditure categories, history of funding and expenditures, the performance funding formula and institutional fiscal viability.
- August 24, 2017 - Chancellor Glen D. Johnson gave background information on Oklahoma state system service areas for two-year and four-year institutions. Dr. William Kirwan provided a brief overview of national consolidation and merger efforts across the country, including the University of Maine System, the University of Georgia System, the Pennsylvania State System of Higher Education, and the Texas A&M University System, all with varying levels of success. Dr. Kirwan also listed possible options for Oklahoma, including creating administration service centers, developing principles for consideration of mergers or consolidations, creating a competitive seed fund to encourage institutions to develop merger or consolidation plans with another interested institution, and seeking a legislative mandate to develop a comprehensive consolidation plan for Oklahoma. Dr. Kirwan finished by stating that Oklahoma should start by creating its own guiding principles for consolidations and mergers.

- September 21, 2017 - Regent Calvin Anthony, Oklahoma A&M Board of Regents, and Mr. Joe Weaver, Vice President for Administration and Finance at Oklahoma State University (OSU), presented information regarding the Oklahoma A&M Board of Regents' cost saving initiatives through the implementation of shared services. OSU's cost savings initiatives include consolidating back office functions and providing payroll, human resources and IT services to the other institutions under the Oklahoma A&M Board. Dr. Brit Kirwan also reviewed the draft guiding principles for consolidations and mergers, addressing raising college completion levels, promoting academic program excellence, avoiding duplication of programs, improving accessibility, streamlining administrative services and utilizing cost savings. The Subcommittee discussed possible recommendations focusing on creating administration service centers, developing principles for consideration of mergers or consolidations, and creating a competitive seed fund to encourage institutions to develop merger or consolidation plans with another interested institution. Finally, the Subcommittee discussed the addition of a recommendation to consolidate institutional boards to streamline the consolidation of shared services.
- October 27, 2017 - The Subcommittee discussed the final version of guiding principles for consolidations and mergers. They also discussed the draft recommendations related to the following areas: encouraging governing boards to better streamline initiatives, creating a competitive seed fund to encourage institutions to develop merger or consolidation plans with another interested institution, creating administration service centers, and consolidating institutional boards to streamline the consolidation of shared services.
- November 29, 2017 - The Subcommittee discussed Governor Mary Fallin's Executive Order directing the State Regents to develop a plan to be presented to the Governor and Legislature for the administrative consolidation of universities, colleges, centers and branch campuses by December 2018. Chancellor Glen D. Johnson stated that this subcommittee is already working on a plan which will satisfy this mandate. The Subcommittee also reviewed the final recommendations related to the following areas: encouraging governing boards to better streamline initiatives, creating a competitive seed fund to encourage institutions to develop merger or consolidation plans with another interested institution, creating administration service centers, and consolidating institutional boards to streamline the consolidation of shared services.

## **Fiscal Solutions, Efficiencies, Affordability and Technology**

Increasing operational efficiencies and leveraging technology are critical to lowering the costs associated with providing postsecondary education. Oklahoma's state system of higher education is currently engaged in several cost-saving initiatives, including the provision of shared legal services, energy efficiency efforts, and technology purchasing consortiums through the State Regents' Council on Information Technology. Despite cost saving efforts, the FY2016 and FY2017 budget cuts have resulted in significant negative impacts to our colleges and universities. Given the trend in declining state appropriations, other sources of revenue will become increasingly important. These include grants and contracts, private support and a wide variety of operational efficiencies, reallocation and/or new funding sources.

### ***Charge of the Committee:***

The Fiscal Solutions, Efficiencies, Affordability, and Technology Subcommittee was charged by the State Regents' Task Force to review current resource allocation within the state system, revenue trends and projections, alternative sources of revenue, and capacity for improving operational efficiencies through institutional collaboration and technology.

Questions for the Fiscal Solutions, Efficiencies, Affordability, and Technology Subcommittee to consider included:

- What is the continued fiscal viability of each public college and university, given the trend of declining state support for higher education?
- How does the State Regents' current performance funding formula compare to performance funding models in other states?
- What opportunities exist for institutions to leverage joint purchasing contracts in areas such as printing services, textbooks, insurance, and technology?
- In what ways can business services be shared by institutions to reduce costs?

### ***Subcommittee Members:***

- Bruce Benbrook, Chair
- Governor Bill Anoatubby
- Regent Bill W. Burgess
- President Sean Burrage
- John Carey
- Michael A. Cawley
- Regent Samuel Combs III
- Robert Gardner
- Jeff Greenlee
- President Burns Hargis
- Dr. Terry Mosley
- Cathy O'Connor
- Regent Gary D. Parker

### ***Lead OSRHE Staff:***

- Amanda Paliotta, Vice Chancellor for Budget and Finance, Information Technology, Telecommunications and OneNet

- Claudia San Pedro
- Dr. Jason Sanders
- President Jerry Steward
- Avilla Williams
- State Regent Jay Helm (ex-officio)
- State Regent John Massey (ex-officio)

### *Subcommittee Meetings:*

The Fiscal Solutions, Efficiencies, Affordability and Technology Subcommittee reviewed system resource allocation, revenue trends and projections, alternative sources of revenue, and capacity for improving operational efficiencies through institutional collaboration and technology.

The Fiscal Solutions, Efficiencies, Affordability and Technology Subcommittee met on the following dates:

- June 16, 2017 - Vice Chancellor for Budget and Finance, Information Technology, Telecommunications and OneNet Amanda Paliotta presented background information to the Subcommittee regarding the State Regents' financial structure and an overview of the performance funding formula. Vice Chancellor Paliotta also discussed institutional fiscal viability.
- August 28, 2017 - Vice Chancellor Amanda Paliotta gave a brief overview of the State Regents' tuition setting authority and process. Regent Calvin Anthony, Oklahoma A&M Board of Regents, and Mr. Joe Weaver, Vice President for Administration and Finance at Oklahoma State University (OSU), presented information regarding the Oklahoma A&M Board of Regents cost saving initiatives through the implementation of shared services. OSU's cost savings initiatives include consolidating back office functions and providing payroll, human resources and IT services to the other institutions under the Oklahoma A&M Board. Mr. Ken Knueven gave a brief presentation on new business models for higher education. He gave a situational assessment of higher education, stating that institutions are struggling with lower net revenue per student, rising costs, changing consumer behaviors, digital technology, and shifting student demographics, along with a decline in state appropriations across the country. These factors are forcing institutions to reshape their business model and focus more on the unbundling of content where students can more easily obtain credits for their degree. He encouraged institutions to conduct a situational assessment and focus on creativity and innovation.
- October 11, 2017 - Mr. Von Royal, Executive Director of OneNet and Higher Education Chief Information Officer, gave a brief presentation on OneNet and its role in systemwide IT cost savings. He detailed the services OneNet provides and the savings it provides to customers. Chancellor Glen D. Johnson gave a brief presentation on the findings of the Southern Regional Education Board's (SREB) "*Shared Responsibility for College*

*Affordability*” report. This report found that among the 16 SREB states, Oklahoma had the lowest average student cost due to several key elements, including the cost of living and unemployment rate, legislative advocacy, low student debt, governance structure and authority to set tuition and fees. Dr. Sally Mason presented information on using predictive data analytics to improve retention and increase revenue, optimize the use of financial aid and optimize course scheduling, while enhancing the student experience. Dr. Mason also outlined six potential recommendations for discussion – creating regional service centers, consolidations and mergers, predictive data analytics, partnerships with corporate and governmental entities, expanding online education and scaling best practices. Finally, the Subcommittee discussed the addition of recommendations related to concurrent enrollment, leveraging information technology savings, and governing board realignment.

- November 13, 2017 - The Subcommittee discussed draft recommendations related to the following areas: cost efficiencies, data analytics, institutional fiscal viability reviews, governing board reviews of respective institutions, establishing multi-institutional partnerships, eliminating line-item allocations, establishing a working group with CareerTech, leveraging IT purchasing power, and maintaining OneNet under the Oklahoma State Regents for Higher Education.



## Subcommittee Recommendations

### College Degree Completion and Workforce Development Initiatives

College Degree Completion and Workforce Development Initiatives Subcommittee chair Dr. Thomas K. McKeon, President Emeritus of Tulsa Community College, presented the subcommittee's recommendations to the full Task Force, which focus on implementing predictive analytics to streamline administrative processes and strengthen student support services; expediting the approval process for workforce-oriented programs; accelerating and scaling proven degree completion strategies; fully funding the concurrent enrollment program; and developing a course equivalency matrix specifically designed for student veterans and active duty military.

The Task Force unanimously voted to approve the subcommittee recommendations below at its meeting on December 6, 2017.

#### *Data Analytics*

Data or predictive analytics is beginning to emerge as a very promising and powerful tool in higher education. The State Regents should provide opportunities for institutions to learn more about the appropriate use of data analytics and they should facilitate and encourage a statewide implementation plan that accelerates the adoption of best practices in data analytics to enhance student experience and success through the use of predictive tools.

1. **The State Regents should include funding for the implementation of predictive analytics on a systemwide basis in its annual funding request to the Legislature. The funding request should include a timeframe for implementation, the expected return on investment, and a plan for reporting results on the benefits gained from implementing the use of data analytics systemwide.**

- a. *The Integrated Planning and Advising for Student Success (iPASS), with support from the Bill & Melinda Gates Foundation and EDUCAUSE, is leading efforts to explore the promise and challenges of student success planning systems (iPASS: Integrated Planning and Advising for Student Success) and the transformation of student advising that they support.*

*Nationally, 26 institutions have been implementing systems to improve student success and degree completion. EDUCAUSE is providing three years of financial, technical, and change-management support to these colleges and universities.*

- b. *Examples of successful statewide implementations include:*
  - i. *The University System of Georgia*
  - ii. *Arizona University System*
  - iii. *Texas State University System*

- 2. The State Regents should direct institutions to develop comprehensive plans on the use of data analytics to streamline administrative processes, generate revenue through increased enrollment and improved retention rates, and improve student success through enhanced proactive advisement and individualized support services.**
  - a. Information regarding the use of data analytics will be embedded in the annual academic plan that is submitted to the State Regents.**

*Technology and data help improve revenue, personalizes the student experience, provides learning resources in the classroom and identifies efficiencies and campus improvements. As an example, the University of Oklahoma (OU) is working to cater the higher education experience for their students by understanding the student's interest in a much more personalized and focused way. OU's ONE digital initiative streamlined old processes and moved them online, such as roommate matching, sending the information through more advanced data analytics for better matches.*

- 3. The State Regents should empower and provide a charge to the Councils on Information Technology, Instruction and Student Affairs to recommend specific implementation strategies that would maximize the effectiveness of data analytics on a statewide basis.**

*Higher education institutions require an increasingly complicated integration of people, processes, and tools to support learning on the part of faculty and students and to provide appropriate return on the money invested in the institution by all its constituents. The likely success of an IT investment increases when Oklahoma's state system colleges and universities look beyond particular offices or departments that will be affected and focus first on all the underlying processes of each institution that will be called into play.*

- 4. The State Regents should facilitate the development of a consortium of institutions with like missions to use data analytics to solve institutional problems.**

*One of the most promising aspects of this consortia would be data sharing between the institutions. It would provide the ability to follow student progress and determine the key factors influencing their success. Analysis of the data so far has yielded some surprising insights. For instance, our research has shown that high school grade point average and attendance are much better predictors of how students will perform at our institutions than conventional placement exams.*

*Another important benefit of sharing data will be the ability to use predictive analytics technology to identify at-risk students and quickly provide them with the support services they need to succeed. For example, Oklahoma City Public Schools, Oklahoma City Community College and the University of Central Oklahoma are now actively*

*investigating ways to share and use this data to efficiently target services to those students who need them most.*

5. **The State Regents should continue to work with the Oklahoma State Department of Education to develop a robust, comprehensive data pipeline. The ability to link student level K-12 and postsecondary data would greatly enhance the ability to determine factors that predict student success.**

*a. States that have that have adopted effective policies include:*

- i. The University System of Georgia*
- ii. The Idaho State Board of Education*
- iii. The Utah Education Policy Center*

### **Workforce Development**

In 2014, only 40.1 percent of Oklahoma’s workforce had a degree, certificate or high-quality credential. Projections show that 70 percent of Oklahoma’s jobs will require some education or training beyond high school by 2025. To address this skills gap, Governor Fallin has developed the Launch Oklahoma initiative, setting an ambitious goal of having 70 percent of Oklahoma’s adult workforce having attained a college degree, certificate or other high quality, recognized credential by 2025. The State Regents should develop strategies that quickly address workforce needs and promote degree and certificate completion in high-demand occupations.

1. **The State Regents should work with the Council of Presidents and chambers of commerce to develop a statewide strategy to engage business and industry in actively working with Oklahoma colleges and universities better align academic programs to meet current and projected workforce needs.**

*The State Regents facilitate the Economic Development Council (EDC), which may be useful in developing this strategy. The EDC, a statewide panel of the chief economic development officers from each institution in the state system of higher education, serves as an advisory council to the Chancellor, State Regents’ staff, the State Regents’ Council of Presidents, and other state officials. The council identifies and prioritizes specific actions that create a high-quality environment to retain college graduates, attract business to Oklahoma, grow existing Oklahoma businesses, and develop new Oklahoma businesses through the efficient use of resources.*

2. **The State Regents should require that any new degree program request 1) provides evidence that the program will produce graduates related to the 100 critical occupations identified by the Governor’s Oklahoma Works and Launch Oklahoma initiatives; or 2) provides evidence that the program will produce graduates related to one of the five key wealth generating ecosystems (aerospace and defense, energy, agriculture and biosciences, information and financial services, transportation and logistics).**

*Nationally, more than 30 percent of adults older than age 25 hold a bachelor's degree or higher. In Oklahoma, that number is just above 24 percent — and the deadline to increase degree and certificate completion to meet our state's workforce needs is fast approaching. The Georgetown Center for Education and the Workforce reports that by 2020, 67 percent of all Oklahoma job vacancies will require an associate degree or additional postsecondary education and training, and 37 percent will require an associate degree, bachelor's degree or higher. The State Regents should continue working with the Governor through CCA and the Oklahoma Works and Launch Oklahoma initiatives to bridge the skills gap.*

*As an example, data or predictive analytics, as well as Artificial Intelligence (AI), Cyber Security, and Machine Learning have emerged as very promising and powerful tools in workforce development. The State Regents support substantially expanding the number of graduates produced in these areas a statewide initiative to develop a cluster of data analytics, AI, Cyber Security, and Machine Learning activities and resources that enhance workforce production aligned with national opportunities and state needs and the development of competitive skills through the use of these cutting-edge technologies.*

- 3. The State Regents should develop policies and procedures to accelerate time to approve new workforce-oriented programs needed by business, including microcredentials.**
  - a. Microcredentials should be developed in partnership with business.**
  - b. Microcredentials should be designed to be stackable.**

*Microcredentials represent a coherent series of courses, which, when completed successfully, demonstrate a mastery of a defined skill or competency, including industry-recognized competencies.*

- 4. Institutions should promote partnerships with business to offer internship and apprenticeship opportunities to students.**

*Work-based learning, including apprenticeships and internships, offer Oklahomans the opportunity to earn a wage while learning valuable professional skills. To expand work-based learning opportunities and increase education and training attainment among Oklahoma's workforce, in November 2017, Governor Fallin announced the Earn & Learn Oklahoma initiative to increase the number of paid internships and apprenticeships in Oklahoma to 20,000 each year by 2020.*

- 5. The State Regents should continue to fund and promote adult degree completion strategies through the Reach Higher program and the Adult Promise grant from the Lumina Foundation.**

*Eight of Oklahoma's public regional universities and 14 public community colleges and technical branches currently offer flexible class options and enrollment periods through*

*Reach Higher, the state system adult degree completion program, to meet the needs of working adults. Additionally, the State Regents recently received a grant of more than \$777,000 over a three-year period from Lumina Foundation to support the Oklahoma Adult Promise program. The grant is designed to provide opportunities for adults to return and complete degree programs with funding and support from partnerships developed to ensure student success. As a foundational platform, Oklahoma will build upon the current Reach Higher – FlexFinish adult degree completion program, which offers three discrete degree plans for working adults who have earned a minimum number of credit hours and want to complete an associate or bachelor’s degree. The expanded adult degree completion program, Reach Higher – DirectComplete, will offer assistance to individuals willing to pursue degree programs deemed by business, industry and other state partners to meet specific workforce needs as defined by Oklahoma Works’ 100 Critical Occupations.*

- 6. The State Regents should develop enhanced marketing strategies for OKcollegestart.org as a resource for traditional and adult students’ college preparation, college degree planning, college financial planning, career development, and other services.**

*OKcollegestart.org is the state’s student information portal that provides college planning and preparation information and tools for students, parents, adult learners and educators. Through the site, students can create individual portfolios, request and track transcripts, utilize high school planning timelines, explore career options, access campus information and apply for Oklahoma’s Promise, among other features.*

### **Degree Completion**

In 2011, Oklahoma joined the Complete College America (CCA) consortium of states, making increasing college degree completion a top state priority. The State Regents should encourage and support a statewide approach that would accelerate and scale the implementation of data-proven completion strategies to achieve Oklahoma’s college degree completion goal of increasing the number of degrees and certificates earned by 67 percent by 2023.

- 1. The State Regents should develop and present to the Governor and State Legislature a budget request that fully funds Oklahoma’s college completion efforts.**

*Oklahoma’s five-point plan to increase degree and certificate completion has been identified by Complete College America as a national model for degree completion. Oklahoma’s state college degree completion plan focuses on promoting college readiness, transforming remediation, strengthening pathways to certificates and degrees, expanding adult degree completion efforts, and rewarding performance and completion.*

- 2. The State Regents should endorse and support the full implementation of Oklahoma’s statewide Guided Pathways plan as developed by the Oklahoma State Team for Complete College America. The following areas will be emphasized:**

- a. **Implementation of meta-majors statewide**
- b. **Development of student on-boarding that provides informed choice for degree programs prior to enrolling (career opportunities and outcomes)**
- c. **Develop term-by-term on-time degree maps**
- d. **Provide critical course path guarantee**
- e. **Implement proactive advising protocols that track student progression and provide alerts**
- f. **Communicate results and outcomes about the above strategies/policies**

*Guided Pathways are intended to provide students with the most direct route to graduation. Guided Pathways create a partnership between students and institutions. Students commit to a structured schedule of courses and elective offerings that represent the shortest distance to completion. In return, institutions provide clear degree maps, closely monitor student progress and guarantee that the necessary courses will be available when they are needed. Institutions that have implemented these approaches have seen dramatic improvements in completion. For example, Arizona State University's use of GPS strategies through their eAdvisor system has led to an increase of nearly 16 percentage points in the number of students who graduate on time.*

**3. The State Regents should work with institutions to facilitate and implement reverse transfer agreements between community colleges and four-year institutions.**

*As the coordinating board for Oklahoma's public colleges and universities, the State Regents have promoted the collaboration of community colleges and public universities as a strategy to increase college degree completion. Through the reverse transfer process, students have the opportunity to combine credits they earned at two-year and four-year institutions to be awarded an associate degree while also working toward a bachelor's degree.*

**4. Institutions should continue to scale and strengthen co-requisite remedial education offerings.**

*In 2015, Oklahoma was selected as one of eight states to participate in the first cohort of the National Scaling Corequisite Initiative, sponsored by Complete College America. As a participant in the initiative, Oklahoma has committed to scaling the implementation of corequisite academic support at most institutions that currently deliver remedial education, with a goal of serving the vast majority of students who would otherwise be placed in traditional remedial education. A corequisite model provides students the opportunity to complete college-level math and English courses within one academic year in college. Data presented at a recent national Complete College America gathering of 200 faculty, administrators and system-level leaders from various states showed that students*

*enrolled in single-semester, corequisite English courses typically succeeded at twice the rate of students enrolled in traditional prerequisite English courses. The study found that students enrolled in corequisite gateway math courses aligned with their chosen programs of study saw results at five to six times the success rates of traditional remedial math sequences.*

- 5. The State Regents should work with institutions and appropriate councils to expand opportunities for students to earn college credit through competency-based prior learning assessments.**

*In recognition of the need to evaluate learning acquired from other sources, such as work experience, non-degree granting institutions, professional training, military training or open source learning, the State Regents have developed policy allowing colleges and universities to provide a systematic and comparable means through which students may be awarded credit for prior learning. Additionally, the State Regents facilitate Cooperative Agreement programs between 29 technology centers and 17 higher education institutions and branch campuses, which provide CareerTech students the opportunity to earn college credit through assessments and contractual arrangements.*

- 6. The State Regents should make the Course Equivalency Project more accessible and user-friendly.**

*The Course Equivalency Project (CEP) is a postsecondary education service that provides course equivalency information to facilitate student transfer within the Oklahoma state system of higher education. Its database contains faculty-generated course equivalency information for thousands of courses offered at public institutions in Oklahoma. Currently, all public institutions of higher education as well as several private colleges and universities participate in the CEP. It reinforces student access to the three-tiered higher education system and helps shorten the time it takes students to obtain a degree. To date, over 8,000 courses across more than forty disciplines are on the CEP.*

- 7. The State Regents should continue to work with colleges and universities through the work of the Math Success Group to develop multiple math pathways.**

*Oklahoma's Complete College America agenda includes increasing freshman-to-sophomore retention and graduation rates and enhancing the efficacy and efficiency of remediation and freshman gateway courses. Lack of success in mathematics was identified as a significant barrier. The Mathematics Success Group has developed a strategic plan to improve mathematics preparation of students entering college, reform mathematics remediation to be more effective, and strengthen mathematics preparation for all majors. The initiative involves all public institutions and has received recognition and support from national organizations.*

### **Concurrent Enrollment**

Concurrent enrollment has proven to be a highly effective tool in developing a high school to college bridge that accelerates time to degree for students, improves student matriculation, and strengthens high school and college relations. The State Regents should support strategies that ensure the integrity and expansion of concurrent enrollment opportunities for Oklahoma students and families.

- 1. The State Regents should continue to request full funding of the concurrent enrollment tuition waiver program for high school seniors by the Legislature.**
  - a. The total estimated cost for FY2018 is \$10.6 million, while the program is currently funded at only \$2.8 million (26.8% of program cost).**

*Oklahoma's concurrent enrollment program allows outstanding juniors and seniors the opportunity to earn college credit while still in high school. Since 2005, eligible high school seniors can receive a tuition waiver for six credit hours per semester. During the 2016-17 academic year, 19,358 high school seniors statewide completed 81,035 hours of college credit tuition-free, saving an average of \$116 per credit hour for the student. Due to successive years of budget cuts, colleges and universities are only being reimbursed for 26.8 percent of the cost of providing tuition waivers.*

- 2. The State Regents and the Legislature should expand the concurrent enrollment tuition waiver program to high school juniors, contingent upon additional funding from the Legislature.**
  - a. Develop metrics to document the success of concurrent enrollment and its return on investment for the State and provide this to the Governor and Legislature.**
- 3. The State Regents should initiate a study of alternative funding models for the concurrent enrollment tuition waiver program.**

*Funding models for concurrent enrollment programs vary by state. While many states have adopted policies to minimize or completely eliminate tuition costs to concurrent enrollment students, others have placed the burden of funding concurrent enrollment on local school districts, students/parents, or colleges/universities.*

### **Scholarships and Financial Aid**

College is an increasingly important investment for students and their families, and Oklahoma is among the most affordable states. Oklahoma has the 10<sup>th</sup>-lowest student debt level in the nation, and half of all Oklahoma graduates leave college with no loan debt. The State Regents currently provide a number of resources that help students and their families plan for and manage the cost of earning a college degree. Recognizing the important role that financial aid plays in promoting



college access and completion, the State Regents should develop strategies that facilitate easier access to financial aid and scholarship information and opportunities for students.

- 1. The State Regents should coordinate the creation of a statewide financial aid/scholarship matching tool for students to identify potential financial aid/scholarship opportunities, with the goal of maximizing the disbursement of available scholarship funds to students each year.**

*College is an increasingly important investment in every student's and the state's future, and Oklahoma is among the most affordable. In fact, Oklahoma has the 10th-lowest student loan debt level in the nation, and nearly half of all Oklahoma students leave college with no loan debt. The State Regents have worked to develop a comprehensive array of resources to help Oklahoma families plan for and manage the cost of earning a college degree, including websites such as [www.okhighered.org](http://www.okhighered.org), [www.OKcolleqestart.org](http://www.OKcolleqestart.org), [www.okpromise.org](http://www.okpromise.org), [www.UCanGo2.org](http://www.UCanGo2.org) and [www.ReadySetRepay.org](http://www.ReadySetRepay.org). The State Regents should work with colleges and institutions to ensure that students and their families are fully aware of all available financial aid opportunities and that available financial aid funding is being fully disbursed each year.*

- 2. The State Regents should strongly encourage colleges and universities to develop partnerships with local communities and businesses to provide scholarships for adult degree completion through the Reach Higher initiative and include state matching funds for these scholarships in the annual systemwide budget request.**

*The Reach Higher Program, a collaborative program among regional colleges and universities in Oklahoma, is a popular choice for working adults because it provides flexibility, affordability, and quality instruction. The students that participate in the Reach Higher Program pursue an Associate's Degree in Enterprise Development or Bachelor's Degree in Organizational Leadership. The vast majority of the Organizational Leadership Courses are available in an online format in eight-week durations.*

*Adult students returning to college typically face many more financial obligations than traditional students. Recognizing the importance of adult degree completion to meeting workforce needs, some states have invested significant funding to provide adults students with financial aid. For example, since 2014, Maine has awarded over \$1.5 million in scholarship aid to adult students returning to college through its Maine Adult Degree Completion Scholarships initiative. Recently, Oklahoma was selected as one of four states by the Lumina Foundation to participate in the development of a pilot "adult promise" program. Securing financial support from local communities and businesses as well as the Legislature to provide scholarships for adult students is critical to the success of Oklahoma's adult degree completion efforts.*

- 3. The State Regents should encourage institutions to create and/or expand a seed fund to provide emergency aid for students in need to prevent dropout.**

*Many students rely on a combination of scholarships, grants, loans, and personal savings to meet the costs of college attendance. Unfortunately, despite careful planning, there are times when a student's personal financial circumstances can unexpectedly change, and they feel the pressure to withdraw from college. Many Oklahoma colleges and universities currently have limited emergency financial aid programs in place that can assist students to remain enrolled despite financial difficulties. Campus-based emergency financial aid programs vary by institution and are contingent upon the availability of funds. Expanding access to these programs is a successful strategy to prevent dropout.*

**4. The State Regents should initiate a study to determine the capacity of institutions to increase fundraising efforts for need-based financial aid.**

**a. Institutions should place greater emphasis on need-based financial aid in fundraising.**

*Deciding how institutional aid is funded and used to achieve strategic or mission-driven purposes is arguably one of the most multifaceted areas of postsecondary educational finance that governing boards must address. Campus-based financial-aid dollars can be used to increase socioeconomic and racial diversity, to bring in more revenue, or to enroll high-ability students in the pursuit of prestige. But those goals are in constant tension with one another, and it is seemingly impossible to simultaneously maximize institutional progress in all of those areas.*

*Campus-based financial aid has become one of the single largest expenditures for most colleges and universities. Discussing how Oklahoma's institutional aid is being used and the sources of that aid should be based on accepted metrics for reporting financial-aid expenditures.*

**5. The State Regents should initiate a study to examine the role of unmet financial need for students nearing the end of their college career.**

*Leadership must both understand what the numbers say about their institution's contributions to restoring opportunity in America and create capable leadership teams committed to aggressively expanding that contribution over time. Institutions that prioritize and nurture student success and engage faculty as problem solvers will likely move both access and completion numbers in the right direction.*

*Ability to pay can be a significant hurdle to college access, student persistence, and degree completion. Questions to consider include: How are we spending our institutional aid dollars? How does the burden on our lowest-income families compare with the burden on our highest-income families? What percentage of institutional aid is need-based? After accounting for all grant aid, how much money do low income students still have to come up with—from loans, work, or parental contributions—and how does that compare to their average annual household income? That is, do students have significant levels of*

*unmet need? How does the net price that low income students pay compare to what more affluent students pay?*

- 6. The State Regents should initiate a study to determine the impact of microcredential and competency-based education programs on financial aid eligibility.**

*Accreditation, from either a regional or national accrediting agency recognized by the U.S. Department of Education, is a requirement for federal financial aid eligibility. Developing successful microcredential and competency-based education programs will require student access to financial aid opportunities.*

### **Adult Degree Completion**

Oklahoma currently has over 70,000 adult citizens that have earned, on average, more than 72 college hours without earning a college degree. The State Regents should explore and support strategies that would maximize adult degree completion in Oklahoma.

- 1. The State Regents should continue to support adult degree completion through the Reacher Higher initiatives, which includes the Adult Promise grant from the Lumina Foundation.**

*The State Regents currently operate the Reach Higher–FlexFinish and Reach Higher–DirectComplete programs. Through Reach Higher–FlexFinish, eight of Oklahoma’s public regional universities and 14 public community colleges and technical branches offer flexible class options and enrollment periods to meet the needs of working adults. Reach Higher–DirectComplete is a developing program, funded by the Lumina Foundation, which will invite all 25 colleges and universities within the state system of higher education to participate in offering comprehensive services and support to adult students returning to pursue degree programs that lead to employment in Oklahoma’s critical occupations, as determined by Oklahoma Works, Oklahoma’s workforce development agency.*

- 2. The State Regents should work with institutions to develop a systemwide strategy for identification and outreach to students who have dropped out but have earned a significant number of college credit hours.**

*More than 20 percent of the working adult population has started college but has not completed a degree. This increased dropout rate reflects a student body that juggles work with academic responsibilities. The State Regents and institutions must recognize this new majority student.*

*The State Regents and institutions can help reduce the dropout rate by enacting policies that equip students to make informed decisions with clear expectations concerning their education. To retain students, the State Regents and institutions should consider*

*approaches that reduce the time it takes for a student to graduate, lessen the number of choices, and provide more predictability and structure.*

*Time, choice, and structure are the optics through which higher education must be viewed in order to clearly see the needs of today's college students—and to evaluate the worthiness of new approaches and reforms intended to boost their success. When considering whether to put in place new policies or support certain legislation, the State Regents and institutions should apply these vital questions: Will this approach reduce the time it takes to graduate? Will it help direct students in making an informed, transparent choice, clearly consistent with their aspirations? Will it provide more predictability and structure so as to help them balance school and jobs?*

- 3. Institutions should partner with local businesses to develop programs that provide scholarships or tuition reimbursement to encourage employee degree completion or skill acquisition that meets business needs.**

*Companies such as Anthem, Fiat Chrysler Automobiles, McDonald's and Starbucks have announced that they will pay to send their employees to college -- or back to college. At the same time, many institutions have entered or are in the process of entering the adult learner market, offering programs catering to working adults or signing agreements with corporations to offer tuition discounts to their employees.*

- 4. The State Regents should expand online education opportunities for adult students as recommended by the Academic Program Innovations and Online Education Subcommittee.**

*Adult students constitute a significant proportion of the undergraduate student population at colleges and universities. Adult students often juggle multiple roles and commitments that increase the likelihood they will need more flexible degree and certificate program options. Many Oklahoma colleges and universities currently offer a selection of degree programs delivered entirely online. Expanding access to online education programs that align with workforce demand is critical to helping adult students successfully complete college degrees.*

- 5. The State Regents should explore the development of potential models for competency-based degrees in conjunction with recommendations from the Academic Program Innovations and Online Education Subcommittee.**

*Traditionally, a college degree has been considered in terms of "seat time"—students completing a stipulated number of courses and credit hours. Increasingly, that concept of higher education is being replaced by teaching and learning approaches that specify desired outcomes and focus squarely on evidence of student performance—what students actually know and can do with what they know.*

*One prominent model representing that shift is competency-based education (CBE) degree programs, which some observers suggest might have an even bigger impact than online learning, such as MOOCs (massive open online courses), in continuing to broaden access to a college degree. In March 2013, the U.S. Department of Education released a letter endorsing competency-based education, encouraging institutions to seek federal approval for programs that do not rely on credit hours as a measure of learning.*

### ***Military-Connected Students***

Each year, thousands of veterans take courses at Oklahoma colleges and universities. With the revamped GI Bill, veteran enrollment numbers have increased dramatically. One of the State Regents' top priorities is to provide support for our veterans and to address the unique issues they face in returning to our colleges and universities after military service.

- 1. The State Regents and institutions should develop a statewide outreach strategy for assisting military-connected students and their families to earn a college degree.**

*Oklahoma's higher education institutions are creating comprehensive evaluation plans to determine the measurable outcomes of their programs, but currently most measures of success for veteran-specific programs and services are anecdotal and qualitative. Veteran benefits are incredibly attractive for service members, veterans and their families, and we should anticipate that these populations will only continue to increase on our campuses over the next several years.*

- 2. To facilitate degree completion for veteran students, the State Regents should develop a matrix of course equivalencies for students with military service experience.**

*In its first year of implementation, more than half a million veterans applied for certificates of eligibility for the Post-9/11 GI Bill, and more than 300,000 veterans and family members used the benefit to attend classes (Steele, Salcedo, and Coley 2010). The national college completion push is a big factor in the growth in prior learning assessment. One in five Americans of working age has some college credits but no degree, according to Lumina. For these 40 million or so nontraditional students, a few more credits can be a powerful motivator to earn a degree more quickly and cheaply. Research has found that adult students with prior learning credits have higher graduation rates than do those without them. Strategies to create seamless prior learning assessment (PLA) credit for military training is a logical next step to better serve military-connected students.*

## Academic Program Innovations and Online Education

Academic Program Innovations and Online Education Subcommittee co-chairs President Don Betz, University of Central Oklahoma, and Ken Parker, President, and CEO of NextThought, presented the subcommittee's recommendations to the full Task Force, which focus on the design and implementation of micro-degrees/micro-credentials and competency-based education; expanding public-private partnerships to address academic and non-academic student needs; and development of a systemwide delivery model for online education and best practices in online instruction.

The Task Force unanimously voted to approve the subcommittee recommendations below at its meeting on December 6, 2017.

### Academic Programs

- 1. The State Regents should provide leadership and resources to accelerate the development and expansion of joint degree programs and statewide seamless transfer articulation agreements between and among institutions.**

*If transfer students are indeed an opportunity for enhancing degree completion, generating revenue, and meeting educational and economic state goals, then students should be able to move freely from one higher education institution within the state to another. Articulation agreements involving all OSRHE institutions should be expanded and should be easy to understand and implement. Similarly, where opportunities for developing joint degrees exist, they should be developed to enhance affordability for students and reduce unnecessary duplication of resources needed to deliver especially high-cost degrees.*

- 2. The State Regents should provide a statewide framework and policies for institutions to develop microdegrees/microcredentials to meet workforce demand in real time.**
  - a. Workforce focused microcredentials should be offered primarily through online delivery channels.**
  - b. Open/flexible course and program start dates should be explored to allow for rapid completion of credential at low costs.**
  - c. Microcredentials should be based on centers of existing expertise and excellence from state institutions.**
  - d. Microcredentials will be developed, as appropriate, in coordination with the career technology centers and local industry to maximize career opportunities, limit course duplication, and enhance cost efficiencies.**
  - e. The State Regents should consider the development of a centralized platform to manage microcredentials.**

*Microcredentials are short, low-cost online courses that typically result in digital badges when learners complete one course and a certificate when learners complete a series of courses. Microcredentials provide a business opportunity for colleges and universities and help businesses meet their workforce needs in a short amount of time. Through the development of microcredentials, higher education institutions can utilize their reputation, teaching, and assessment skills to help employees upgrade their skills and meet business demand. As an example, the University of Washington Continuum College, the Georgia Institute of Technology, and the University of Wisconsin – Extension have partnered to deliver microcredential courses on a shared platform – The Learning Store. Students can buy courses and take an assessment to earn a badge for \$25-\$150 with a 3 to 30-hour time investment. Similarly, the Massachusetts Institute of Technology, Columbia University, and the University of Pennsylvania have partnered with edX to offer micromasters programs recognized by industry leaders such as Walmart, GE, IBM, Volvo, Adobe, and many others.*

- 3. The State Regents should develop a systemwide strategy for building state-of-the-art data analytics capacity at all state system institutions and secure the resources necessary for its implementation so that colleges and universities can make systematic and data-informed decisions on improving student success, enrollment growth, financial sustainability, and institutional advancement.**

*One of the most powerful tools emerging from successful practices in business and the corporate world is the use of predictive data analytics in higher education. Analytics has proven to be effective in admissions, enrollment and enrollment management. It is also proving to be highly effective in helping with overall student success, leading to improvements in retention and graduation rates. The investment costs of purchasing or developing predictive analytic tools for Oklahoma higher education will pay significant dividends in outcomes improvements for students, thus benefitting the institutions and the state.*

- 4. The State Regents should collaborate with the Council on Instruction, the Council on Student Affairs, and the Economic Development Council to advance the development and assessment of 21st century workforce-ready skills. This strategic systemwide effort would support the development of "out-of-classroom" skills, such as critical thinking, leadership, teamwork, and civic engagement. To the extent possible, secondary schools should be included to create a seamless transition of these skills from high school to postsecondary education. In addition, this strategic initiative should provide a mechanism for students to communicate these workforce-ready skills to employers.**

*The importance of effective and strategic partnerships to achieve better higher education outcomes for students and potential employers was emphasized again and again during committee discussions. This recommendation focuses specifically on building a strong*

*collaboration between important stakeholders for the overall benefit of students and workforce development within Oklahoma.*

5. **The State Regents, in collaboration with the Council of Presidents and the Council on Instruction, should research the design and implementation of competency-based education within the State System of Higher Education.**
  - a. **The State Regents should undertake a comprehensive study of existing competency-based education programs, such as the University of Wisconsin model, and the potential implications for Title IV funding.**
  - b. **The State Regents should define and implement incentives, as funding allows, to identify and support select programs and institutions for competency-based education expansion.**
  - c. **Ideal programs would likely be workforce-focused and provide a pathway for career advancement for students.**
  - d. **A program of this nature may include collaborations between higher education institutions and be delivered primarily through online channels. In addition, collaborations with technology centers should be explored as appropriate.**

*Competency-based education programs are a new and growing aspect of higher education. Because there are only a few examples currently available for close examination of implementation and outcomes, the proposal for Oklahoma is to explore this as a viable option for students and the needs of our state's economy. This effort will be encouraged by the State Regents and data from pilots will be collected and shared with other institutions. All of our higher education institutions will be encouraged to think innovatively about the development of competency-based programs.*

6. **The State Regents should coordinate the establishment of an organization with the mission of identifying, creating, growing, and sharing emerging academic innovations. This structure would mitigate risk for state institutions, while allowing institutional leaders to benefit from the latest thinking, research, and academic innovation options available for adoption. Such a structure could be a collaborative effort of the Council on Instruction, Council on Student Affairs, and the Council for Online Learning Excellence.**

*Innovation has always been a hallmark of the American higher education system, although the pace of change at large institutions has sometimes been criticized as slow. As mentioned earlier in this report, innovation will be essential to the survival of colleges and universities in the future, especially as disruption continues at a vigorous pace. As innovations emerge from our institutions, having an overall coordinating board to optimize the distribution and implementation of successful innovations will be a highly*



*effective and efficient way of sharing new ideas, technologies, and ways of doing business among state system colleges and universities.*

- 7. The State Regents should support the continued expansion of the concurrent enrollment waiver program by developing a three-year plan to:**
  - a. Secure resources to fully fund existing concurrent enrollment activities.**
  - b. Review data from expanded concurrent pilot programs around the state to find best practices in student success in these programs and collaborate with the Council on Instruction to revise State Regents' policies to incorporate successful strategies for statewide implementation.**
  - c. Provide data to the state Legislature regarding the success of the current program and the expanded program to ensure continuation of a fully funded program for all concurrent students statewide.**

*The concurrent enrollment waiver program, already in place, has enjoyed significant success to date and can be scaled for even more success going forward. Lack of financial support from the Legislature is hampering more progress in this area. The legislative mandate to provide concurrent enrollment tuition waivers to high school seniors has never been fully funded, and colleges and universities are currently reimbursed at only 26.8 percent of the costs for providing these tuition waivers. Additionally, while high school seniors are provided up to six hours per semester of tuition-free credit, in the past, many colleges and universities also extended this benefit to qualified high school juniors. Recent declines in state appropriations, however, have forced many institutions to discontinue the practice of waiving tuition for concurrently enrolled juniors to focus available resources on funding concurrent enrollment tuition waivers for seniors in compliance with the law. The State Regents will develop a strategic plan and a full report on concurrent enrollment outcomes to date to share with the Legislature and other key stakeholders.*

- 8. The State Regents should continue collaboration with the Oklahoma Department of Career and Technology Education for traditional students and returning adults to provide the most appropriate pathway for career growth and cost-effective credential completion.**

*There are significant numbers of adults in Oklahoma who are well-positioned to be encouraged to complete a degree or other type of higher education credential. The State Regents recently revised policy to collaborate with the Oklahoma Department of Career and Technology Education to facilitate credit transfer from technology center coursework to state system institutions. In working with the Oklahoma Department of Career and Technology Education, the State Regents are developing a Statewide Articulation Agreement that includes the Statewide Technical Course Articulation Matrix. This matrix is*

*a list of technical courses which meet technical degree major requirements or technical degree major electives at participating state system institutions and which will be accepted in transfer from Oklahoma technology centers toward a college technical certificate, an Associate in Applied Science degree, or a technology baccalaureate degree. Again, building and/or expanding effective partnerships to turn the goal of degree/credential completion into a reality is an effective and efficient way to benefit the Oklahoma workforce.*

9. **The State Regents should develop a systemwide strategy for institutions to provide both academic and non-academic supports to students. This strategy should:**
  - a. **Recognize the changing demographics of traditional and adult students, and direct resources to programs that serve these students' needs, encouraging flexible policy and procedures to be developed in collaboration with the Council on Instruction and the Council on Student Affairs.**
  - b. **Assist institutions in creating public-private partnerships to address non-academic needs of adult students. Examples include programs to eliminate stresses for returning adults by providing financial supports, textbook assistance, comprehensive and personalized advising, and career development services.**
  - c. **Assist institutions in demonstrating the value in creating public-private partnerships to address academic needs of adult students by providing cohort programs, small classes, accelerated course offerings, online course offerings, etc. to facilitate better learning outcomes for returning adults.**
  - d. **Provide research related to outcomes from these supports found in other states as emerging programs and the demonstrated return on investment.**

*Progress has been made in improving retention and completion rates for students, but more can be done. There is a cost associated with every student who begins a college program but is slow to or fails to complete the program. The cost is to the institution, but it is also to the state and workforce needs. In addition to institutional strategies to continue to improve student success, partnerships need to be developed to help with the challenges of completion. Stress, finances and effective educational and career advising are known factors involved in student success. These need to be addressed internally and externally, and public-private partnerships are one means of achieving the desired results.*

### **Online Education**

1. **The State Regents should request funding from the Legislature and private sources to devote resources to expand the effective use of Open Educational Resources (OER) to reduce textbook costs and improve student success.**

*The College Board estimates that the average undergraduate student spends about \$1,200 on textbooks per year. Reducing the burdens of textbook costs is one strategy to improve college affordability for students. Open Educational Resources (OER) are free or low-cost accessible and openly licensed digital media that are useful for teaching, learning, assessment, and research purposes. Many examples of OER currently exist, such as OpenStax, MERLOT, and OER Commons. Pilot projects promoting faculty development and adoption of OER at Oklahoma State University and the University of Oklahoma have yielded promising results and resulted in savings for students.*

**2. The State Regents should invest in and promote statewide professional development for faculty and staff to improve online instruction and student success.**

*The Council for Online Learning Excellence (COLE) is committed to empowering excellence in online and hybrid learning experiences through a framework that grows knowledge networks and advances collaborative initiatives that enhance student, faculty, and institutional success in Oklahoma. Currently, there are no funds dedicated to the activities of the COLE, which creates concerns for the long-term sustainability of these activities.*

**3. The State Regents should work with participating institutions to develop common online platforms and facilitate user groups for existing platforms. Adopting a common online platform should be a long-term goal.**

*Institutions use a variety of online learning management systems or platforms. To create seamless progress for students at multiple institutions, common platforms are useful. In addition, professional development provided to groups of institutions using the same platform would provide efficiencies and cost savings.*

**4. The State Regents should request funding from the Legislature to develop a systemwide delivery model for online education, with the goals of increasing access, value, quality, and growing a highly educated workforce and citizenry.**

*In 2012, the State Regents created an Online Education Task Force to review the delivery of online education throughout the state system to determine the extent to which online education is accessible, efficient and effective. The Task Force operates under the following goals:*

- *Increase accessibility of Oklahoma online courses, especially to Oklahoma residents not currently served by our institutions.*
- *Facilitate timely graduation and increase graduation rates by providing greater awareness to students, faculty, and academic advisers of online courses available at all colleges and universities in the state system of higher education.*

- *Provide affordable, high-quality, Oklahoma-based alternatives to courses being marketed to Oklahoma residents and students by out-of-state institutions.*
- *Facilitate collaboration and cooperation among state system institutions that will provide improved programs of student and promote increased efficiencies.*

*Through the State Regents Online Education Task Force and the Council for Online Learning Excellence, the State Regents can provide the appropriate oversight and encouragement for the development of a more coordinated system of online education in Oklahoma.*

## System Structure

Subcommittee chair Dan Little, Little Law Firm, presented the subcommittee's recommendations, which focus on streamlining academics, student services, and administration through consolidation of institutional governing boards.

The Task Force voted to approve the subcommittee recommendations below at its meeting on December 6, 2017.

1. **The State Regents and Chancellor should encourage governing boards to explore more cooperation on academic programs and administration in order to better streamline initiatives across the system and to ensure best practices are scaled across multiple institutions.**
  - a. **It should be acknowledged that the recommendation to reduce the number of governing boards will not result in significant savings in and of itself. The potential for combining similar institutions under the same governing board presents the opportunity for more easily streamlining the administration, Human Resources (HR), payroll, finance, and Information Technology (IT) functions of these institutions, which is anticipated to result in cost savings and better, more efficient business processes.**

*Many state system colleges and universities have already implemented cost-savings initiatives, especially in the areas of IT and energy, but more action is required given the current fiscal environment. Public universities and multi-campus systems in particular have opportunities to achieve additional cost savings in administrative and support functions through the consolidation of functions, centralization of business and back-office functions, and purchasing in economies of scale that produce long-term savings and more efficient business processes.*

2. **The Legislature should create and fund a seed fund to provide financial incentives to encourage voluntary mergers of institutions. Institutional mergers should be undertaken with the following objectives: improve student success; maintain access; and maximize cost savings.**

*To enjoy the benefits of mergers, institutions will need to undertake considerable and thoughtful planning efforts, as well as develop significant communication strategies. Done well, mergers have proven to be highly beneficial to institutions and students, but they require a dedicated investment of time and resources. Institutions are much more likely to engage in this effort if it does not require reallocation of already scarce resources.*

3. **The State Regents and Chancellor should encourage and facilitate discussions on voluntary mergers or the implementation of partnerships between institutions.**

*There is evidence that some Oklahoma institutions are interested in voluntary mergers to save resources and better align academic programs. The Chancellor and State Regents are in a unique position to serve as a neutral facilitator and resource for such discussions. Voluntary mergers have a high probability of success because all parties enter the discussion understanding the benefits.*

4. **The State Regents and Chancellor should encourage and facilitate the development of service centers serving multiple institutions regionally.**

*Nationally, service centers addressing the needs of regionally located institutions are becoming increasingly common. They have proven to be an effective means of reducing administrative costs at institutions, which frees up resources for greater investment in student success.*

5. **Governing boards with authority for a single institution should be given a period until June 30, 2019, to enter into voluntary mergers/partnerships with the University of Oklahoma Board of Regents, the Oklahoma A&M Board of Regents, or the Regional University System of Oklahoma Board of Regents. After June 30, 2019, the State Regents will recommend that remaining institutions be governed by or merged with the University of Oklahoma Board of Regents, the Oklahoma A&M Board of Regents, or the Regional University System of Oklahoma Board of Regents, with the exception of any two-year community college that is a land-grant institution (Northern Oklahoma College) or receives local ad valorem funding (Oklahoma City Community College, Rose State College, and Tulsa Community College), which would retain their own respective governing boards. Two-year community colleges or governing boards with a single institution should be governed by or merged with the University of Oklahoma Board of Regents, the Oklahoma A&M Board of Regents, or the Regional University System of Oklahoma Board of Regents. Following the merger, regents and trustees currently serving on the governing boards for single institutions will be converted to advisory board positions with gubernatorial appointments.**

*For a state of its size, Oklahoma has a large number of independent higher education governing boards. By contrast, California has three and New York has two. Across the nation, states are in the process of consolidating governing boards to create more streamlined and effective systems of higher education, with Georgia, Wisconsin and Connecticut among the most recent.*

*Under the recommendation, governing boards with authority for a single institution have a period of 18 months to voluntarily enter into partnerships/mergers for governance with the OU Board of Regents, the Oklahoma A&M Board of Regents, or the RUSO Board of Regents. After the 18-month period allowed for the development of voluntary governance consolidation, the State Regents will make recommendations concerning consolidation of governance structures for remaining institutions. This recommendation aligns with*

*Governor Fallin's recently issued Executive Order, which directs the State Regents to develop a plan to be presented to the Governor and Legislature for the administrative consolidation of universities, colleges, centers, and branch campuses.*

*It is important to note that this recommendation concerns consolidation of governance structures, not consolidation or elimination of institutions. Elimination or closure of institutions was considered by the subcommittee, but it was decided that consolidation of governance structures would better allow continued access to public higher education opportunities for Oklahoma's students. Accordingly, the recommendation does not prevent institutions from retaining their own respective institutional identity, mission, admissions requirements, and tuition structures.*

**6. Encourage collaboration and formation of partnerships between large urban two-year institutions, such as Oklahoma City Community College, Rose State College and OSU-OKC.<sup>7</sup>**

*Urban two-year institutions share much in common, including demographics of student populations and programmatic offerings. They are natural partners in developing strategies that can best serve their populations of students and communities. A more formal mechanism for regular interaction and partnership would undoubtedly be of benefit to these institutions.*

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<sup>7</sup> Tulsa Community College is exempted due to its statutory responsibility to provide the lower division coursework for the Tulsa regional area.

## Fiscal Solutions, Efficiencies, Affordability and Technology

Subcommittee chair Bruce Benbrook, Chairman of Stock Exchange Bank, presented the subcommittee’s recommendations, which focus on administrative consolidation; establishing fiscal viability reviews for each institution, branch campus, and campus site; and coordinated purchasing of technology products and services across the state system.

The Task Force unanimously voted to approve the subcommittee recommendations below at its meeting on December 6, 2017.

1. **The State Regents and Chancellor should facilitate the establishment of multi-institutional partnerships to scale-up back office function consolidation in administrative function areas (for example: Information Technology (IT), human resources (HR), purchasing, finance and accounting, and academic learning management systems (LMS), etc.).**

*Institutions of higher education face a number of academic challenges. The pressure to reduce costs, offer new modes of classroom instruction, simplify content delivery, and protect data requires board members to increase the amount of time given to the consideration of technology issues. Whether it’s one member institution providing services for another, services consolidated at the system office, or an institution responsible for the management and delivery of IT services available to all institution members—a strategic approach to back office functions will reduce IT redundancy for commonly used software and services, provide consistency in the services delivered across the system, and make specific expertise for services available to all system members.*

*As an example, the University of California and California State University recently announced the implementation of a shared procurement system. The two public university systems with 33 combined campuses believe that their new software platform, called CalUSource, will allow these campuses to streamline procurement, cut costs, generate more competitive bids, and improve overall contract management.*

2. **Any cost savings achieved through implementation of efficiencies should be reinvested in initiatives related to enrollment, retention, student success, faculty quality, etc. that result in improving degree completion outcomes and generating increased revenue.**

*An institution should directly integrate its cost reduction strategy with how savings are reinvested in order to achieve student success and sustainable growth. To avoid cost cutting becoming an end in itself, leadership needs to know from the outset what contributes to their institution’s growth, what does not, and where to reinvest savings.*

3. **The State Regents should require that every institution utilize a predictive analytics data program to aid in enrollment strategies and improve student retention and graduation rates. Information regarding the use of predictive analytics should be embedded in the institution’s annual academic plan that is submitted to the State Regents.**



- a. Institutions are strongly encouraged to participate in a contract for predictive analytics through the State Regents or initiate their own contract.**

*While work with “big data” is still in its infancy, colleges and universities are becoming more sophisticated in using data analytics both to help students succeed academically and to help the institution make better strategic decisions and improve its operations. Board members need to understand data analytics at a “big picture” level, focusing not so much on the numbers per se but on the strategic questions the data can help the institution answer. Whether the goal is to use big data to improve academics or administrative performance— or both—IT experts say colleges and universities need to move from merely collecting data that report past accomplishments to more sophisticated analysis that connects the dots in ways that suggest future action.*

- 4. The State Regents should implement a financial fiscal review and long-term (at least every five years) viability assessment of each institution to be conducted on a rotating basis with at least five institutions assessed every year.**
- a. As part of the financial review and viability assessment, institutions would be required to submit partnership plans identifying current and potential strategic partnerships with other institutions, governmental agencies, nonprofit organizations, private sector businesses, etc., that promote continued institutional viability.**

*To survive and thrive, colleges and universities must not only address the current financial environment but also plan for the future. Long-term viability assessments require institutions to not only look at their current financial status but also strategically assess their capability to address fundamental changes facing higher education in future years. Long-term viability assessments force institutions to examine their business models to ensure that they are sustainable and promote future growth. Several established metrics exist that offer essential baseline perspectives for institutions to review. For example, the Higher Learning Commission, the accrediting agency for higher education institutions in Oklahoma, assigns a financial ratio to each institution. Institutional specific characteristics will also serve to provide insight into an institution’s continued viability. Institutional assessments should consider the following metrics:*

- *Trends in enrollment, tuition rates, tuition discounting and financial aid, and net revenue from tuition.*
- *Institutional resource allocation, budgeting, spending, and cash flow.*
- *Endowment assets, payouts, restrictions, and liquidity.*
- *Institutional debt and strategic use of debt.*
- *Goals and execution of fundraising strategies.*
- *Institutional credit rating.*
- *Facilities usage and physical plant deferred maintenance.*
- *Opportunities for new revenue streams and partnerships.*
- *Market factors, competitive advantages/disadvantages, and demographic trends.*

5. **Governing boards should undertake a review of their respective institutions to determine if branch campuses/campus sites function as cost centers, are self-sustaining, or contribute to the financial stability of the institution.**

*Ideally, OSRHE's colleges and universities should be moving beyond a focus on price and cost containment toward a broader, more holistic view, one that connects their missions with current market forces. Achieving clarity about its current and future business model would ultimately allow an institution to make confident decisions about resource allocation, effectively manage financial risk, and drive forward toward its strategic vision.*

6. **The State Regents should eliminate line-item allocation funding for special programs and branch campuses.**
  - a. **Consolidating institutional allocations would incentivize governing boards to consolidate purchasing contracts and improve back-office and administrative efficiencies and provide governing boards more flexibility in setting their institutional priorities.**

*Elimination of line-item allocations provides governing boards the ability to set institutional priorities and the fiscal flexibility to meet institutional goals.*

7. **The Oklahoma State Regents for Higher Education and the Oklahoma Department of Career and Technology Education should establish a working group to inventory existing partnerships between higher education and CareerTech and to study the development of new strategic partnerships, including academic agreements, administration agreements, and the joint use of facilities.**

*The Oklahoma Department of Career and Technology Education provides leadership and resources and assures standards of excellence for a comprehensive statewide system of career and technology education. The system offers programs and services in 29 technology center districts operating on 58 campuses, 395 comprehensive school districts, 16 Skills Centers campuses that include three juvenile facilities and 31 Adult Basic Education service providers. Each technology center works closely with advisers from local industry to ensure that students learn the skills needed to be valued members of the workforce.*

8. **The State Regents' Council on Information Technology will lead an initiative to coordinate the purchase of common computer-related applications and technology across the higher education system. Leveraging the purchasing power of several institutions allows OSRHE to procure IT materials and services at a lower cost, providing for an increased level of efficiencies, cost savings and an overall improved academic experience. In addition, increased buying power will allow smaller institutions to invest in technologies they may have been previously unable to afford, ensuring all students,**

**faculty and staff across our higher education system have access to the same technologies.**

*There continues to be concern that individual departments, agencies and institutions, through both single-agency and multi-agency contracts, may be duplicating each other's contracting efforts and creating redundant contracting capacity. There may exist many agency-wide contracts (also called enterprise-wide contracts), which are intended to leverage the buying power or administrative efficiencies within a particular institution. Unjustified duplication must be avoided, as it actually diminishes overall buying power. In addition, it increases both the workload for our acquisition teams and procurement costs for vendors that are then passed on to our students in the form of higher costs.*

9. **State system colleges and universities should support the State Regents and Chancellor in striving to maintain OneNet under the State Regents to ensure that all higher education institutions and other OneNet clients benefit from the cost savings provided through OneNet contracts and services.**
  - a. **OneNet should explore revenue enhancements and/or other strategies designed to further improve economic development, job creation, and quality of life, with a particular emphasis on benefitting rural communities.**

*OneNet is Oklahoma's comprehensive digital communications initiative of the state system of higher education. OneNet operates the state's most advanced technology network designed to provide the infrastructure to support high-speed broadband services with an equitable rate structure. Through leading-edge technology and a dedicated team, it currently provides high-speed internet services and other networking solutions to meet the mission-critical needs of a variety of Oklahoma entities, including colleges and universities; K-12 and career technology schools; public libraries; local, tribal, state and federal governments; court systems; rural health care delivery systems; nonprofit organizations; and programs engaged in research.*

*OneNet also operates the Oklahoma Community Anchor Network, which provides high-speed connectivity to rural communities in 35 Oklahoma counties. OneNet's goal has been to expand high-speed broadband services to Oklahoma's rural communities and drive down costs for these services. OneNet remains committed to ensuring that all of Oklahoma's students can participate in today's digital learning initiatives, so they are prepared for work and educational opportunities in our digital world.*

## Operational Execution (Implementation Phase)

This phase helps support and go beyond the recommendations, as those involved may develop sound strategies and tactics, only to stall on implementation of these efforts. The State Regents understand the importance of building consensus on situational assessments and securing input from stakeholders. This process allows the institutions to create effective strategies as well as to be better positioned for successful implementation.

Next steps will involve the implementation of the accepted recommendations, including the development of a road map with clear actions and responsibilities.

Suggested outputs include:

- Benchmarking of set milestones, review of tactics, and evaluation of progress.
- Monthly implementation support meetings to keep tactical steps on track with key constituent groups.
- Keeping tactical steps on track with key constituent groups.
- Supporting internal constituency and communication.
- Provide temporary leadership where necessary to assist with implementation of key strategic growth initiatives (depth of resources and leadership is critical in both execution and ongoing strategy).

## Summary

There are many challenges facing higher education across America. Colleges and universities are being forced to address their business models as they attempt to match revenues with expenditures while simultaneously addressing lower net revenue per student, rising labor costs, changing consumer behaviors, and a shift in student demographics. Institutions across the country are acting to reduce costs as they attempt to match revenues with expenditures.

The competitive environment continues to intensify with large, well-funded institutions positioning to gain market share with more sophisticated student acquisition strategies and expanded programming. There is also continued downward pricing pressure, especially for out-of-state students. Average discounting from private institutions are placing net tuition prices in line with many in-state tuition prices.

The challenges facing the Oklahoma state system of higher education are similar in nature to the challenges facing many institutions across the country. Each institution has reduced costs, but revenue erosion may continue as future enrollments may place pressures on financial performance.

The State Regents must play a critical role in developing strategy and addressing issues from a high-level perspective that only a coordinating board can provide. This includes driving strategy for expansion, goals, cost reductions, and strategic issues that addresses the overall needs of the marketplace.

To generate sustainable revenue, Oklahoma's colleges and universities need to take advantage of the macro trends shaping higher education, which include growth in graduate programs, adult degree completion, and transfer students. While there are trends that negatively impact institutions, including changing demographics and lower net revenue per student, it is important for Oklahoma's institutions to align to the strong and positive trends.

A systemwide approach to reducing costs is important. However, prior to making major decisions on cost reductions, a review of potential risks to revenue impact should be completed. Specifically, areas of student acquisition, speed, and student service have a critical impact on student matriculation.

While there are challenges ahead for all colleges and universities, the Oklahoma state system of higher education is taking a proactive approach to focus on new business models for the future. There will need to be continued commitment from the senior administration and governing boards of each institution and a willingness to consider the greater good for the state of Oklahoma and the state system of higher education. Challenges related to balancing revenue and expenses will remain with all organizations, but entrepreneurship and creativity will play an important role in building a sustainable future for the State Regents and Oklahoma's colleges and universities.

## Appendix A: Task Force Members

### *State Regents (ex-officio, non-voting members)*

- State Regent John Massey
- State Regent Ron White
- State Regent Jay Helm
- State Regent Jeff Hickman
- State Regent Ann Holloway
- State Regent Andy Lester
- State Regent Jody Parker
- State Regent Toney Stricklin
- State Regent Mike Turpen
- Chancellor Glen D. Johnson

### *Citizens*

- Dr. Ann Ackerman, Oklahoma City
- Regent Phil B. Albert, Claremore
- Governor Bill Anoatubby, Ada
- Regent Calvin J. Anthony, Stillwater
- Chief Bill John Baker, Tahlequah
- Chief Gary Batton, Durant
- Bruce T. Benbrook, Woodward
- Regent Bill W. Burgess, Lawton
- John Carey, Durant
- Regent Lake Carpenter, Leedey
- Michael A. Cawley, Ardmore
- Regent Samuel Combs III, Tulsa
- Leonard Court, Oklahoma City
- Regent Rick Davis, Guthrie
- Lee R. Denney, Cushing
- Regent Jeffrey T. Dunn, Tulsa
- John Ford, Bartlesville
- Robert Gardner, Tulsa
- Steve Jordan, Ardmore
- Karen Keith, Tulsa
- Edward F. Keller, Tulsa
- Lieutenant General Lee K. Levy II, Commander, Air Force Sustainment Center, Air Force Materiel Command, Tinker Air Force Base
- Dan Little, Madill
- Bert H. Mackie, Enid
- Dr. Thomas K. McKeon, Tulsa
- Catherine O'Connor, Oklahoma City
- Fred Morgan, Oklahoma City

- Dr. Terry Mosley, Lone Wolf
- Dennis Neill, Tulsa
- Michael S. Neal, Tulsa
- Tyler Norvell, Oklahoma City
- Dr. Marion Paden, Oklahoma City
- Regent Gary D. Parker, Muskogee
- Ken Parker, Norman
- Carl R. Renfro, Ponca City
- Dee Replogle, Oklahoma City
- Robert J. Ross, Oklahoma City
- Regent Richard Ruhl, Kingfisher
- Claudia San Pedro, Oklahoma City
- Dr. Dennis Shockley, Oklahoma City
- Steven W. Taylor, McAlester
- Sean Trauschke, Oklahoma City
- Avilla Williams, Edmond
- Roy H. Williams, Oklahoma City

### *State System Colleges/Universities*

- President Don Betz, University of Central Oklahoma
- President Randy Beutler, Southwestern Oklahoma State University
- President David L. Boren, University of Oklahoma
- President Sean Burrage, Southeastern Oklahoma State University
- President Cheryl Evans, Northern Oklahoma College
- President Tim Faltyn, Oklahoma Panhandle State University
- President Leigh B. Goodson, Tulsa Community College
- President V. Burns Hargis, Oklahoma State University
- President John M. McArthur, Cameron University
- Dr. Jason Sanders, University of Oklahoma Health Sciences Center
- Dr. Kayse Shrum, Oklahoma State University Center for Health Sciences
- President Jerry L. Steward, Oklahoma City Community College

### *Designees*

- Natalie Shirley, Secretary of Education and Workforce Development (Designee for Governor Mary Fallin)
- Representative Jadine Nollan, Oklahoma House of Representatives (Designee for Speaker Charles McCall)
- Jeff Greenlee, President, NBC Oklahoma (Designee for Senate President Pro Tempore Mike Schulz)



### **Ann Ackerman**

In February 2016, Ann Ackerman became the fourth president and CEO of the Oklahoma Business Roundtable, Oklahoma's primary economic development support organization. The Roundtable provides critical private funds in support of the economic development efforts of the governor, lieutenant governor, Oklahoma Department of Commerce and other partners.

Growing up in Oklahoma, Ackerman received a Bachelor of Science in mathematics from Oklahoma State University and earned a Master of Science and doctorate from the University of Oklahoma. Making her home in Oklahoma City, she began her career as an engineer but quickly changed to education and spent 25 years in the higher education system. Her positions included professor of mathematics, department chair of mathematics, dean of science and mathematics, and vice president for economic and community development. After leaving academia, she served as the CEO for Leadership Oklahoma, a position that she held for almost 10 years prior to her current role at the Oklahoma Business Roundtable.

Balancing a career with community involvement, Ackerman currently serves as director on the board of the Oklahoma Health Center Foundation, trustee for the Oklahoma School of Science and Mathematics Foundation, adviser to Leadership Oklahoma City, member of the University of Central Oklahoma's Council of Advisors, member of the Children's Hospital Foundation Board of Advocates and board member of the Annie Oakley Society, benefiting the Oklahoma Western Heritage Museum. She is a member of Rotary Club 29, where she is a Paul Harris Fellow, incoming secretary and past director. She has also served as chair of the American Red Cross of Central Oklahoma, chair of the Governor's Youth Council, president of the Oklahoma Association of Community Colleges, member of the Governor's Council of Science and Technology, and board member for over 50 other civic and nonprofit organizations.

In October 2016, Ackerman was inducted into the Oklahoma Higher Education Hall of Fame. Other accomplishments include selection as an American Council on Education fellow and recipient of Leadership Oklahoma City's Paragon Award for Service, the Journal Record's Woman of the Year Circle of Excellence, Junior Hospitality's Woman in the News and Oklahoma City Community College's Employee Award for Excellence. In 2012, 2013 and 2014, she was named one of the 50 Most Powerful Women in Oklahoma by Friday and in 2014 was one of the Journal Record's Most Admired CEO's.

Believing that the best way to reduce stress is physical activity, Ackerman enjoys exercising and hiking. She also likes to travel with her husband, Wayne Stone.



**Regent Phil B. Albert**

Phil B. Albert is president of Pelco Structural LLC in Claremore, Oklahoma. He serves as a regent for the University of Oklahoma, is the chairman of the Tulsa Regional Chamber, serves on the Oklahoma Academy board, and is a vice-chair for the Oklahoma Hall of Fame board of directors.



### **Governor Bill Anoatubby**

Bill Anoatubby began work for the Chickasaw Nation in 1975 as its health services director. A year later, he was asked to direct its finance department. In October 1978, he was promoted to the position of special assistant to the governor and controller. In 1979, he was elected as the tribe's first lieutenant governor. He was elected to his first term as governor in 1987. In his first term, he established goals of economic development and self-sufficiency for the Chickasaw Nation and its people. Today, the Chickasaw Nation is well on the way to achieving those goals. In 1987, the tribe had about 250 employees. Today, the Chickasaw Nation employs nearly 14,000 people. The financial condition of the tribe has been improved tremendously. Funding for tribal operations has grown exponentially. Tribal assets have

grown two- hundredfold. Anoatubby is committed to meeting the needs of Chickasaw people through programs and services.

From 1972 to 1974, Anoatubby worked for the American Plating Company, managing the office operations of the firm. For the next year, he worked for the Little Giant Corporation, performing accounting, systems and budgetary control, cost monitoring, financial analysis, and electronic data processing for the company.

In July 1975, Anoatubby began working for the Chickasaw Nation at its headquarters (then located in Sulphur, Oklahoma) as director of tribal health services. In that job, he planned, organized and managed all tribal health programs, personnel and government contract funds. The tribe provided services to the Indian people in a 13-county area of south central Oklahoma.

A year later, Anoatubby was transferred to the tribal finance department to plan, organize and direct the accounting department. He performed accounting functions for financial transactions relating to federal and non-federal programs and tribal businesses. He developed and improved accounting systems for the tribal programs and businesses and performed a myriad of other functions, including preparing financial statements and reports, doing budget analysis and revisions, and filing all financial reports and tax returns.

In October 1978, Anoatubby was promoted to the position of special assistant to the governor and controller. In this job, he supervised department directors and was in charge of program management and reporting, including personnel.

In late 1979, Anoatubby was elected the first lieutenant governor of the Chickasaw Nation by popular vote of the tribe's citizens. Prior to the completion of his first term in office, he was re-elected to another four-year term, taking office in October 1983.

Anoatubby became the 30th governor of the Chickasaw Nation when he was elected to the position in 1987. He has since been re-elected to serve each term and began his eighth term in office in 2015.

The governor manages nearly 14,000 employees, more than 200 government programs and numerous tribal businesses. Under Anoatubby's financial leadership, the Chickasaw Nation became one of the first tribal governments in the United States to be certified as an A-102 tribe, with superior ratings for management and fiscal controls.

Anoatubby and his wife, Janice, have two sons, Brian and Chris, and five grandchildren, Brendan, Eryn, Chloe, Sydney and Preslea.

**Regent Calvin J. Anthony**

Calvin J. Anthony is a pharmacist/businessman in Stillwater and has farming operations in Woods and Payne counties. He was appointed by Gov. Brad Henry in 2006 and reappointed by Gov. Mary Fallin in 2013 to serve as a member of the Board of Regents for the Oklahoma Agricultural and Mechanical Colleges. His term expires in 2022.

Anthony attended Oklahoma State University from 1963-65 and received a Bachelor of Science degree in pharmacy from the University of Oklahoma College of Pharmacy in 1968.



### **Chief Bill John Baker**

Bill John Baker is the principal chief of the Cherokee Nation, the largest sovereign tribal government in the United States. Born and raised in Cherokee County, he has devoted much of his life in service to the Cherokee people.

Baker spent 12 years as a member of the Cherokee Nation Tribal Council and was elected principal chief in October 2011 and re-elected in July 2015. As a member of the Tribal Council, he worked tirelessly to improve education, health care and job creation throughout the Cherokee Nation.

Baker believes in integrity, accountability and honesty. Those are the things he brings to the office of principal chief. During his tenure as chief, he has made a commitment to homes, health and hope for the Cherokee people. Under his leadership, new home construction resumed for the first time in a decade, and now, more than 500 new homes have been built for Cherokee Nation citizens. He also advocated for a \$100 million allocation from Cherokee Nation Businesses' (CNB) casino profits, which was directly invested to expand the tribe's health care system.

In 2017, the Cherokee Nation broke ground on a new, 470,000-square-foot health care facility in the tribe's capital city of Tahlequah, Oklahoma. The Cherokee Nation has also expanded and built new health centers across the 14-county tribal jurisdiction, which means no Cherokee has to drive more than 30 miles for quality health care.

Over the past six years, more academic scholarships have been awarded than ever before in the history of the tribe, and every eligible applicant who applied was awarded a Cherokee Nation academic scholarship last year. As principal chief, Baker authored an executive order to raise the tribe's minimum wage and established the tribe's maternity leave program for expectant mothers.

Baker secured a historic hunting and fishing compact with the state of Oklahoma, and he negotiated an expanded car tag compact for Cherokee Nation citizens statewide. The sale of Cherokee Nation car tags provides more than \$5 million annually for public education in northeast Oklahoma.

With about 350,000 tribal citizens and more than 11,000 employees, the Cherokee Nation and CNB remain among the largest employers in northeastern Oklahoma and have an annual economic impact in Oklahoma of more than \$1.5 billion. Today, more Cherokees work for the tribe and its businesses than at any time in history.

Baker is a graduate of Tahlequah High School and Northeastern State University, where he earned degrees in political science and history. He has also been a small business owner for more than 40 years. He resides in Tahlequah with his wife, Sherry (Robertson) Baker. They have been blessed with six children and are the proud grandparents of 13 grandchildren and one great-grandson.



### Chief Gary Batton

Gary Batton was born Dec. 15, 1966, in Wichita, Kansas. He graduated from Clayton High School in Clayton, Oklahoma, in 1985. He began working for the Choctaw Nation at the age of 20 while attending Southeastern Oklahoma State University. Upon graduating with a bachelor's degree in business management in 1989, he accepted the position of deputy director of the Choctaw Nation Housing Authority. In 1997, he was selected as the executive director of health. After a decade of working to expand and improve the Choctaw Nation Health Services, he was appointed to the position of assistant chief in May 2007.

Upon Chief Gregory Pyle's retirement on April 28, 2014, Batton became the 47<sup>th</sup> chief of the Choctaw Nation of Oklahoma, the third largest Indian tribe in the United States. He set a clear direction in his inaugural address, indicating a specific vision for his administration, with his primary purpose being to create a better future for the Choctaw people. In the July 2015 general election, he retained his position as chief by an overwhelming vote of the Choctaw people.

With 30 years' experience in reform, business development, infrastructure enhancements, and social and economic programs, Batton's goals continue to be improving of the lives of tribal members, creating economic and employment opportunities, and implementing tribal reform, resulting in greater transparency and accountability. He spends countless hours in the communities with tribal members.

His mission is to create a better future for the Choctaw people. He works to protect, revitalize and pass down the culture; provide opportunities for education, employment, improved health care and financial stability; and ultimately do what is best for Choctaws, all while remaining focused on Faith, Family and Culture.

Within Batton's first year of office, more than 1,000 jobs were added in southeastern Oklahoma. By his third year in office, the tribe had opened a significant expansion to an existing health clinic, built a new large state-of-the-art clinic, and added new wellness centers, community centers, food distribution centers and independent living communities for Choctaw elders along with adding several new economic development and service programs.

Batton has welcomed President Barack Obama and Secretary of Interior Sally Jewell to the Choctaw Nation for visits and partnered with the Chickasaw Nation to win significant lawsuits against the federal government regarding water and timber resources.

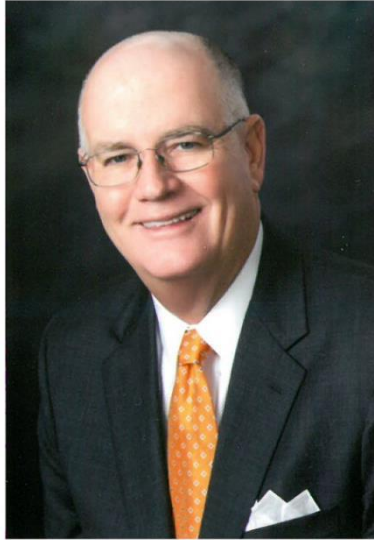
Batton's excitement, enthusiasm and energy are visible in his vision for the Choctaw people. He continuously looks for ways to develop, improve and expand services for the best benefit of

tribal members and to ensure that the legacy of the Choctaw people is preserved for generations to come.

Batton has represented the Choctaw Nation on numerous boards and committees and currently serves on the Children's Hospital Foundation board of advocates, the Southeastern Oklahoma State University Foundation board, the Texoma Medical Center board of directors, the First United Bank board and the Oklahoma Hall of Fame board. He has been recognized as one of Oklahoma's Most Admired CEOs, as Outstanding Alumni at Southeastern Oklahoma State University and as an Oklahoma Creativity Ambassador.

Batton and his wife, Angie, make their home in Clayton. They have two children, Stacy and David, and two grandchildren.



**Bruce T. Benbrook**

Bruce T. Benbrook is a graduate of Woodward High School and Oklahoma State University, where he received his Bachelor of Science degree in finance, served as student body president and was named the Outstanding Male Graduate.

Benbrook has served as chairman and president of the Stock Exchange Bank in Woodward, Oklahoma, since 1981 and as chairman of First Oklahoma Life and Casualty Insurance Company since 2006. In Woodward, he has served as president of the Chamber of Commerce, the Industrial Foundation, the Woodward Education Foundation, the Lions Club and United Fund. He was named Woodward's Citizen of the Year in 1991.

On a statewide level, Benbrook has served as president of the Oklahoma Bankers Association, president of the Oklahoma

Foundation for Excellence, national president of the OSU Alumni Association, chairman of the OSU Board of Regents, chairman of Leadership Oklahoma and for two terms as state highway commissioner. He currently serves as chairman of Oklahoma Tomorrow, treasurer of the Oklahoma Hall of Fame, and on the board of the Oklahoma Medical Research Foundation. He is a graduate of Leadership Oklahoma Class XIII and the recipient of the Golden Bull Award.

Benbrook has received the Distinguished Alumni Award from OSU and the Distinguished Leadership Award from Leadership Oklahoma; was named one of the Top 100 Graduates of the OSU Spears School of Business; received the American Red Cross "Community Hero Award," the Most Admired CEOs Award from the Journal Record, the Barbara Lynch Community Partner Award from the State School Board Association and the Friend of Education Award from the Woodward Education Association.

Benbrook is married to Sheryl, an attorney, and they have two children, Rachel, a graduate of OSU and Leeds University, and Julia, a senior at OSU.



### **President Don Betz**

University of Central Oklahoma President Don Betz has enjoyed a distinguished career in higher education and international relations that spans more than 46 years, beginning in 1971 as an assistant professor of political science at Northeastern State University in Tahlequah, Oklahoma.

Over the past decades, he has held several positions at NSU, served as provost at Palmer College in Iowa, provost at UCO, chancellor of the University of Wisconsin at River Falls, president at NSU, and now, UCO's president since 2011.

Between 1982 and 2003, Betz worked for and with the United Nations on the question of Palestine and other Middle East issues.

Betz currently is a member of the International Association of University Presidents (IAUP) executive committee and chair of its North American Council. He is among the founding members of AASCU's American Democracy Project and was selected to participate in the 2011 Fulbright Seminar for

Presidents in the Middle East. In 1991, he received the Oklahoma Medal of Excellence in University Teaching. In 2013, he was inducted into the Oklahoma Higher Education Hall of Fame. He has served as chair and member of multiple organizations in Oklahoma.

Betz holds a Bachelor of Arts in political science and philosophy from the University of San Francisco and a Master of Arts and a Doctor of Philosophy in international studies from the Korbel School of International Studies at the University of Denver.



### **President Randy Beutler**

Southwestern Oklahoma State University graduate Randy Beutler was named the 17th president of SWOSU in Weatherford and Sayre on Feb. 1, 2010. He had served as vice president for public policy and student leadership before the appointment.

Beutler was raised on a ranch near Elk City and graduated from Canute High School in 1979. He then went on to earn a Bachelor of Arts in education degree from SWOSU in 1983, graduating cum laude with a social science major/minor. He completed a Master of Education degree at SWOSU in 2003 and a Juris Doctor degree from Taft Law School in Santa Ana, California, in 2011.

Beutler taught social science at Washita Heights Public Schools and Weatherford High School after graduating from

SWOSU. He was named Weatherford Public Schools "Teacher of the Year" in both 1987 and 1990. Many of his students participated in the National History Day competition each year under his tutelage, and several won national honors for their historical research.

In 1988, Beutler was one of 15 history instructors selected to receive a William Robertson Coe Fellowship to Stanford University. While there, he attended classes under the renowned historian, Dr. David Kennedy. The next year, Beutler was one of 50 teachers across the nation to be selected as a participant in the National Institute for High School History Teachers at Princeton University.

In 1992, Beutler was elected to the Oklahoma House of Representatives for District 60. He was re-elected three times without opposition and served until 2000. During his tenure, he represented the counties of Roger Mills, Beckham, Greer and Harmon. He rose to the position of majority whip of the House and served on the leadership teams of both Speaker Glen Johnson and Speaker Loyd Benson.

While in elected office, Beutler authored legislation that funded senior nutrition sites, eliminated anti-government groups from filing false liens and legal process, reduced the expense for cities and schools to issue revenue bonds, rebuilt Quartz Mountain Lodge and Conference Center, and purchased land that was the site of the Washita Massacre near Cheyenne for transfer to the National Park Service.

In 2003, Beutler was selected by newly elected Gov. Brad Henry as his legislative liaison to the Oklahoma House of Representatives. In this capacity, Beutler worked closely with members of the Legislature and helped with passage of the Oklahoma state lottery, the Tribal Gaming Act and the creation of the Insure Oklahoma program. He was promoted to director of legislative

relations in 2005 and became a senior staff member of the Henry administration. In addition to his duties with Henry, Beutler has served as an adjunct professor of history at SWOSU since 2002.

In 2006, SWOSU President John Hays hired Beutler to assist with external affairs, legislative matters, grant assistance and development of external funds. In this role, he was instrumental in creating the successful President's Leadership Class program at SWOSU and securing additional state and federal funds for the institution.

Beutler is a co-owner of a ranching partnership, Beutler-Redd Ranches Limited, which operates in the Elk City area. An avid historian, he has published several articles related to Oklahoma and western history.

Beutler currently serves on the Weatherford Area Economic Development Foundation Board, the Quartz Mountain Arts and Conference Center board of directors and Oklahoma higher education Chancellor Glen Johnson's Legislative Advisory Network. He is a member of the Weatherford Kiwanis Club and has been active in the Elk City Kiwanis Club. He has served on the Oklahoma Academy of State Goals board of directors and the Elk City Old Town Museum board of directors.



### **President David L. Boren**

David L. Boren, who has served Oklahoma as governor and U.S. senator, became the 13<sup>th</sup> president of the University of Oklahoma in November 1994. He is the first person in state history to have served in all three positions.

Boren is widely respected for his academic credentials, his longtime support of education and his distinguished political career as a reformer of the American political system. A graduate of Yale University in 1963, he majored in American history, graduated in the top 1 percent of his class and was elected Phi Beta Kappa. He was selected as a Rhodes Scholar and earned a master's degree in politics, philosophy and economics from Oxford University, England, in 1965.

In 1968, Boren received a law degree from the University of Oklahoma College of Law, where he was on the Law Review, elected to the Order of the Coif and won the Bledsoe Prize as the outstanding graduate by a vote of the faculty.

As Oklahoma's governor from 1974-78, Boren promoted key educational initiatives that have had an enduring impact on Oklahoma. Established during his tenure were the Oklahoma Arts Institute, the Scholar-Leadership Enrichment Program and the Oklahoma Physicians Manpower Training Program, which provides scholarships for medical students and medical personnel who commit to practice in underserved rural areas. Also, the first state funding for gifted and talented classes was provided in 1976, and, from 1976-78, Oklahoma ranked first among all states in the percentage increases of funding for higher education.

One of Boren's most far-reaching projects in promoting quality education at all levels is the Oklahoma Foundation for Excellence, which he founded in 1985. The foundation recognizes outstanding public school students and teachers and helps establish private local foundations to help give academic endowment grants to local public schools. As a senator, he was the author of the National Security Education Act in 1992, which provides scholarships for study abroad and for learning additional languages, as well as legislation to restore the tax deductibility of gifts of appreciated property to universities in 1993.

Boren, also a former state legislator, spent nearly three decades in elective politics before becoming the president of OU. He was the youngest governor in the nation when he served from 1974-78. Known as a reformer, he campaigned with a broom as his symbol. During his term, he instituted many progressive programs, including conflict-of-interest rules, campaign-financing disclosure, stronger open meeting laws for public bodies, more competitive bidding on state government contracts, and reform of the state's prison system, including expanded education programs for first-time offenders and the largest expansion of the work-release program in state history.

During his time in the U.S. Senate from 1979-94, Boren served on the Senate Finance and Agriculture committees and was the longest-serving chairman of the Senate Select Committee on Intelligence.

From his days as a state legislator and governor of Oklahoma to Washington, Boren carried a commitment to reform, leading numerous efforts to make government work better for American citizens. As chairman of the Senate Intelligence Committee, he strengthened oversight of secret government programs and reformed the procedures for presidential notice of such programs to Congress.

For more than 10 years, he led the fight for congressional campaign finance reform and for legislation discouraging administration and congressional staff from cashing in on government experience and contacts by becoming lobbyists. In addition, he introduced legislation seeking to limit gifts and travel subsidies that government workers, including members of Congress, can receive from lobbyists. He also chaired the special 1992-93 Joint Committee on the Organization of Congress, which produced proposals to make Congress more efficient and responsive by streamlining congressional bureaucracy, reducing staff sizes and reforming procedures to end legislative gridlock.

Boren left the U.S. Senate in 1994 with an approval rating of 91 percent after being reelected with 83 percent of the vote in 1990, the highest percentage in the nation in a U.S. Senate contest in that election year.

Boren served from 1988-97 as a member of the Yale University board of trustees. His university experience also includes four years on the faculty of Oklahoma Baptist University, where he was chairman of the Department of Political Science and chairman of the Division of Social Sciences. In 1993, the American Association of University Professors presented him with the Henry Yost Award as Education Advocate of the Year.

In April 2004, Boren received the Mory's Cup from the Mory's Association at Yale. In making the presentation to him, it was noted that he was the first Yale graduate in the university's history extending over three centuries to have served as a governor, U.S. senator and president of a major university.

Under Boren's leadership, OU has developed and emerged as a "pacesetter university in American public higher education," with 20 major new programs initiated since his inauguration. They include establishment of the Honors College, the Charles M. Russell Center for the Study of Art of the American West, a new expository writing program for freshmen modeled on the program at Harvard, an interdisciplinary religious studies program, the Artist-in-Residence Program, the International Programs Center, and the Faculty-in-Residence Program, putting faculty family apartments in student residence halls. The Retired Professors Program has been started, bringing 50 retired full professors back to the university to teach freshmen.

The number of new facilities started or completed on the campus during the Boren years has matched the explosion in new programs. Since 1994, almost \$1 billion in construction projects have been completed or are underway on OU's three campuses. Among the largest of the recent projects are the

\$18.7 million renovation and expansion of historic Holmberg Hall, home of music and dance programs; the \$67 million National Weather Center; the \$19 million addition to the Michael F. Price College of Business; the \$17 million Gaylord Hall for journalism and mass communication; the \$27 million Stephenson Research and Technology Center; and the \$83.5 million stadium project. The Health Sciences Center has a new Student Union and the new \$24 million Stanton L. Young Biomedical Research Center.

Presidential Travel Scholarships, students from 111 countries on campus, more reciprocal international exchange agreements than any other university and the new International Programs Center are all making OU more international. The new Honors College helps to assure that no students need to leave Oklahoma to find an educational experience to match their potential.

In 1995, Boren launched the "Reach for Excellence" fundraising campaign with a five-year goal of \$200 million, which was twice as large as any fundraising drive in Oklahoma history. The drive exceeded \$500 million, raising OU into the top 15 public universities in the United States in private endowment per capita. Since 1994, endowed professorships have more than quadrupled, and the OU donor base has grown from 18,000 to more than 107,000 friends and alumni. During the first 10 years of Boren's tenure, over \$1 billion in private gifts were donated to the university.

Above all, the Boren years have been marked by an emphasis on putting students first. There is not a university president in the country that is more committed to students as his No. 1 priority. He teaches a freshman-level course in political science each semester and is one of the few presidents of major universities to teach.

Boren is married to Molly Shi Boren, a former judge and English teacher. She is president emeritus of the Oklahoma Arts Institute, which provides education programs in nine arts disciplines for high school students from across the state who are gifted in the arts. She has two degrees from OU, a master's degree in English and a Juris Doctor from the OU College of Law.

A native of Seminole, Boren has two children, Carrie Christine Boren, an Episcopal minister, and David Daniel Boren, a former member of the U.S. Congress from Oklahoma. Devoting much of his life to public service, Boren drew from the example of his parents, the late Congressman Lyle H. Boren and Christine Boren.





### **Regent Bill W. Burgess Jr.**

Bill W. Burgess Jr. is chairman of the board of Vortex and the owner/publisher of the Lawton Constitution, which is the third- largest newspaper published in the state of Oklahoma. The Lawton Constitution was established in 1901. He is also the senior partner of Burgess & Hightower Law Firm.

Burgess is the son of Sgt. Bill W. Burgess Sr. and Betty Burgess. Burgess Jr. graduated from Cameron University with a Bachelor of Arts degree. He received his juris doctorate from the University of Oklahoma School of Law and has been designated as an AV attorney.

As chairman and principal owner of Tchrizon, Burgess developed it into the largest Oklahoma software engineering company.

Tchrizon has developed software for today's technologically advanced warfare specializing in smart weapon systems for the U.S. Department of Defense. In its history, Tchrizon software engineers have developed smart weapons systems, which provide commanders with command and control, fire direction, target acquisition, forward observation, meteorological, and communications software needed to succeed in modern battlefield situations. Tchrizon designed and built software to control the Army's premier land attack guided missiles. Enemy prisoners of war cited the now famous "steel rain" as the most feared weapon in the coalition's arsenal. Tchrizon also developed counter fire radar software ("fire finder system") which senses the trajectory of enemy artillery, rapidly computing the location and digitally calculating a firing solution.

Burgess has been inducted into the Oklahoma Hall of Fame, which is the highest honor an Oklahoman can receive. He serves as a regent for OU. He is the civilian aide to the secretary of the Army. He has served as chairman of the Oklahoma State Chamber and the Oklahoma Business Roundtable Inc. He served as a regent with the Oklahoma State Regents for Higher Education for 18 years. The State Regents are the coordinating board for Oklahoma colleges and universities and are responsible for allocating institution funding. Burgess is the youngest state regent to be appointed in the state's history. He has been inducted into the Oklahoma Higher Education Hall of Fame and the OU College of Law Hall of Fame. He has served as chairman of Leadership Oklahoma and was named its 25th Anniversary Distinguished Graduate. He is the vice-chairman of the Oklahoma Hall of Fame. He served as chairman of the Citizens' Commission on the Future of Oklahoma Higher Education. He was chosen as one of the Oklahoma Department of Commerce's Oklahoma Stars for the "I Believe in Oklahoma" campaign. He has been awarded the Corporate Entrepreneur of the Year by the U.S. Association for Business and Entrepreneurship. He also served as chairman of the campaign for passage of State Questions 680 and 681, the "Two for Technology" campaign, for higher education technology transfer. He



serves as a trustee for the Communities Foundation of Oklahoma and the Oklahoma Medical Research Foundation.

Burgess has served as ambassador for the U.S. Army Reserve. He has served as president of the Association of the U.S. Army for Fort Sill, Oklahoma. He has been inducted by the U.S. Army into the Ancient Order of Saint Barbara. He has served as president of the Boy Scouts of America – Oklahoma Council and is an Eagle Scout. He is a recipient of the Silver Beaver, Vigil Order of the Arrow, and God and Country Boy Scouts awards.

The governor and Legislature of the state of Oklahoma honored Burgess by designating Interstate 44 through Lawton the Bill W. Burgess Jr. Highway. Cameron University has named their business center the Bill W. Burgess Jr. Business Center.

Burgess has been named the Outstanding Philanthropist for Oklahoma by the Association of Fundraising Professionals, with this award being given to those with a proven record of generosity who, through financial support, have demonstrated outstanding civic and charitable responsibility.



### **President Sean Burrage**

Sean Burrage was named president of Southeastern Oklahoma State University on May 15, 2014, by the Regional University System of Oklahoma board of regents. He began his duties on July 1, 2014.

A Durant native, Burrage completed his second term as an Oklahoma state senator in May 2014. He did not seek a third term in office.

While an attorney by profession, the legal field, public service and higher education have all played important roles in Burrage's life. He earned a Juris Doctor degree from the University of Oklahoma College of Law in 1993. In addition, he holds a bachelor's degree in accounting from OU. He is a product of the Antlers Public Schools.

Burrage was elected to the Oklahoma State Senate in 2006, representing District 2 (Mayes and Rogers counties). In November 2011, he was elected Democratic floor leader after serving as assistant Democratic leader for the 52nd Oklahoma Legislature.

Burrage received numerous awards and honors while serving in the Legislature, including being named "Best Newcomer Legislator of the Year" by the Higher Education Council and "2013 Legislator of the Year" by the Oklahoma Association for Justice.

Burrage served as legislative director to then-U.S. Sen. David Boren in Washington, D.C., and later as special assistant and director of state and federal relations to Boren at the University of Oklahoma.

Burrage has served as a board member of the University Hospitals Authority and Trust at the OU Medical Center. Active in his community, he served on the board of directors for Tri-County CASA and as president of "Share the Spirit," a local charity that has assisted numerous families. He was named Tri-County CASA Attorney of the Year in 2001 in recognition of his pro bono representation of minor children in the juvenile court system.

In 2011, Burrage was a member of the Joint Committee on Indian Tribal-State Relations. He has also served as a delegate to the American Council of Young Political Leaders and also designated as a member of the 2008 Class of Aspen-Rodel Fellowships in Public Leadership.

In addition to his standing committee assignments, Burrage was appointed as minority co-vice chairman of the Senate Redistricting Committee. He was also chosen to be a member of the Select Committee on Pensions.

Burrage was appointed to the Governor’s Education Advisory Committee in 2015 and the Oklahoma State Regents for Higher Education Task Force on the Future of Higher Education in 2017. He also serves on the Oklahoma Ordinance Works Authority.

Burrage serves as vice chairman of the Legislative Affairs Committee of the Council of Presidents (Oklahoma). He is also vice chairman of Imagine Durant, member of the Durant Industrial Authority Board and member of the Durant Economic Development Council.

Burrage is a member of The Choctaw Nation of Oklahoma. He and his wife, Carole, have two sons, Truman and Carter.

**John Carey**

John Carey has been with First United Bank & Trust for 24 years as an investment advisor. He served in the Oklahoma House of Representatives from 2002-10.

Carey graduated from Southeastern Oklahoma State University (SE) in May 1992.

Carey and his wife, Pam, have three children: Guy (16), Anna (14) and Emma (12). Guy is currently a high school junior and also enrolled at SE.



### **Regent Lake Carpenter**

Lake Carpenter was the valedictorian of the Butler High School Class of 1995 and graduated Magna Cum Laude from Southwestern Oklahoma State University with a Bachelor of Arts in social science and an endorsement in physical education in 1999. He currently serves as a member of the Regional University System of Oklahoma Board of Regents. He is senior vice president at Bank of Western Oklahoma and serves as minister of music at the First Baptist Church of Leedey.

Carpenter serves on the board of directors and is the president-elect of the Western Oklahoma Bankers Association. He has been a member of the Elk City Rotary Club, serving as president, receiving the Paul Harris Fellow

Award and participating in the Elk City Meals on Wheels program since 2000. He is currently serving on the national board of directors for Cure JM. He is involved in the Elk City Chamber of Commerce, serving on the Ambassador Committee and the Oklahoma National Junior Heifer Show Committee and as a past board member.

Carpenter's passion for education and learning has led him to be involved in a number of organizations that affect the youth of today and their futures. He is a founding board member for the Leedey Public School Mentor Program and an active mentor. He has also been on the Miss Elk City and Miss Queen of the West Pageant board since 2001 and has been a certified Miss Oklahoma judge since 2010. He has had the opportunity to see many contestants use the pageant system to continue to grow, pay for their educations and become very successful. He volunteers with the Special Olympics and has worked as an AWANA volunteer since 2011.

Charitable work is a passion of the Carpenter family. They have been involved in Jump Rope for Heart, American Cancer Society's "Relay for Life," and are dedicated to CureJM, a research organization searching for a cure for juvenile myositis. Carpenter and his girls love to sing and entertain, and they use their talent at a variety of events for local charities, theatres and civic organizations.

**Michael A. Cawley**

Michael A. Cawley was reared in the Oklahoma Panhandle community of Hooker. He received undergraduate degrees in economics and English literature and a law degree from the University of Oklahoma. After completing a commitment to the U.S. Army, Mike and his wife, Betty Jane, moved to Ardmore, where he began practicing law. After an almost 20- year legal career, he became the president, CEO and trustee of The Samuel Roberts Noble Foundation Inc. He retired from the Noble Foundation in April 2012. He and his wife have two children and seven grandchildren.

Cawley is a director of Noble Energy Inc. (NBL: NYSE) and Noble Corporation (NE: NYSE) and also serves on the boards of the Merrick Foundation, the Dean A. McGee Eye Institute, the Dean A. McGee Eye Institute Foundation, the Oklahoma Golf Hall of Fame, the Oklahoma Medical Research Foundation and the State Fair of Oklahoma. Additionally, he has assisted his alma mater, OU, as chairman of the board of trustees of the OU Foundation, chairman of the OU Associates Council, chair of the fundraising efforts associated with the completion of the Jimmy Austin OU Golf Course and the Charlie Coe Teaching Center, and member of the search committee that resulted in the hiring of Joe Castiglione as the university's athletic director.



### **Regent Samuel Combs III**

Samuel Combs III is CEO and managing partner of COMSTAR Advisors, a consulting and private investment firm specializing in business development, consumer services, compliance and regulatory strategies primarily for energy and related companies. COMSTAR's diverse investment activities include banking, energy, manufacturing, health care and real estate.

Prior to COMSTAR, Combs served as president of ONEOK Distribution Companies, the natural gas distribution segment of Fortune 500 diversified energy company ONEOK Inc. ONEOK Distribution Companies was the predecessor business to publicly traded spin-off ONE Gas Inc. and among the nation's largest natural gas utility operators serving customers in Kansas, Oklahoma and Texas. Over 25 years, Combs advanced through various engineering, operating and executive roles, including vice president, Western Region-Oklahoma, and president of the Oklahoma Natural Gas division. Prior to ONEOK, he held management positions of increasing responsibility at AT&T and Southwestern Bell.

Combs is a director of First Fidelity Bank and on the board of regents for Tulsa Community College. He is a member of the Oklahoma Independent Petroleum Association and former board member of the Southern Gas Association. He is also a member of the Executive Leadership Council, a Washington D.C.-based organization of Fortune 500 executives, and Sigma Pi Phi professional fraternity and is past president of Leadership Oklahoma. He has served as a volunteer and in leadership roles for numerous not-for-profits and is a board member of the Oklahoma Center for Nonprofits and the John Hope Center for Reconciliation.

Combs received a Bachelor of Science in industrial engineering from Oklahoma State University and has been honored as an OSU Distinguished Alumni. He is president of the OSU Black Alumni Society, an OSU Foundation governor, a past chairman of the national OSU Alumni Association Board and Life Member. Also, he is a graduate of the Ross School of Business Executive Program at the University of Michigan and has completed studies at Harvard and Columbia universities. He and wife Rita have three adult children.



### Leonard Court

Leonard Court is a graduate of Oklahoma State University (B.A., 1969) and Harvard Law School (J.D., 1972). He joined Crowe and Dunlevy in 1972.

Court is listed in Who's Who in the World, Who's Who in America, Who's Who in American Law, the Guide to Leading U.S. Labor and Employment Lawyers, The Best Lawyers in America (Labor and Employment Law) and Who's Who in American Education.

Court has served as a member of the U.S. Chamber of Commerce Labor Relations Committee since 1997. He has served as chairman of the Wage, Hour and Leave Subcommittee since 1999. He was inducted as a fellow of the American College of Labor and Employment Lawyers in 1997. He served on the selection review panel for the Tenth Circuit.

Court was named the "Oklahoma City Best Lawyers Labor and Employment Lawyer of the Year" for 2010, the first year that Best Lawyers made such a designation for Oklahoma City. He received similar recognition for 2012, 2013 and 2014. He has received the highest ranking by Chambers, USA America's Leading Business Lawyers, every year since it was first published in 2006. He was listed in Oklahoma Super Lawyers in 2006 through the present. He was selected as one of the top 50 lawyers in Oklahoma from 2007 to present by this publication.

Court was inducted into the OSU Alumni Association Hall of Fame in 2006, the university's highest honor. He was president of the OSU Alumni Association in 1995-96 and has served on its board since 1992. He received that organization's Distinguished Alumni Award in 1998.

Court serves on the Steering Committee for the Employment and Labor Law Forum. He served as the employer vice-chair of the Task Force on Sponsorships, Donations and Grants of the ABA Section of Labor and Employment Law in 2009.

Court has served as chairman of the board of elders and member of Memorial Christian Church, Oklahoma City, and president of the board for 2013-15; co-chairman of the sustaining fundraising drive and member of the board of management for Oklahoma City Downtown YMCA; participant in Leadership Oklahoma City; executive committee member of the Oklahoma City Ronald McDonald House; co-chairman of the annual teleparty fundraising drive and member of the board of directors for the American Heart Association, Oklahoma City; and member of the OSU Foundation Board of Governors.

Court served as an adjunct professor of labor law at the University of Oklahoma School of Law and Oklahoma City University School of Law.

Court speaks at seminars throughout the nation for organizations such as the American Bar Association, LEI/BNA and the Council for Education in Management.



Court was named the 2014 H.R. Professional of the Year by the Oklahoma City Human Resources Society and received the 2015 Excellence in Human Resources Award from the Oklahoma Human Resources State Council and the 2016 Community Services Award from the Oklahoma County Bar Association.

Court has testified before the U.S. House of Representatives Committee on Education and the Workforce Subcommittee on Workplace Protection twice – in 2001 about bonuses under FLSA and in 2015 about rules and regulations implementing federal wage and hour standards.

**Regent Rick Davis**

Rick Davis is managing general partner of Davis Farms, a family- owned farming operation with wheat, beef and dairy production in Logan County, Oklahoma. He also is managing general partner of Dimmitt Hay, a hay production and retail hay supply company based in Guthrie, Oklahoma.

After graduating from Oklahoma State University in 1983 with a degree in agricultural economics, Davis married his wife, Pam, and returned to the family farm in Guthrie. To this day, he is still a partner on the farm with his two brothers. They have a 5,000- acre diversified farming

operation that consists of wheat, a stocker program, a commercial beef cow-calf herd, a dairy and a hay operation.

In 2011, Gov. Mary Fallin appointed Davis to serve as a member of the Oklahoma A&M Board of Regents. He served as board chairman in 2014-15. This board has the supervision, management and control over five higher education academic institutions and their constituent agencies, including Oklahoma State University. Fallin reappointed Davis to another eight-year term on the board in 2016.

Davis is also a former state FFA president and a member of the Oklahoma FFA Officer Hall of Fame. He has been an active volunteer and past chairman of Guthrie Rotary Club and First Capital United Way and spent six years serving on the Guthrie school board, including two terms as board president. He has also served as a county director for Oklahoma Farm Bureau since 1988 and is a lifetime member of Harmony Community Church.

Davis and his wife have two adult, married children and one grandson.

**Lee R. Denney**

Lee R. Denney was born and raised in Cushing, Oklahoma. She attended Oklahoma State University and received a Bachelor of Science in agricultural economics and a Doctor of Veterinary Medicine from the OSU College of Veterinary Medicine. She practiced in a mixed animal practice for 35 years, mainly working on companion animals.

Denney ran and was elected to the Oklahoma House of Representatives in 2004 and served for 12 years. She served as the speaker pro tempore and chairman of the Appropriations and Budget Committee for Education. She served for nine years on the Cushing City Commission, serving as vice-mayor and mayor.

Denney currently is teaching in the veterinary technology program at OSU-OKC and was honored by the Oklahoma Veterinary Medical Association as 2017 Veterinarian of the Year.

**Regent Jeffrey T. Dunn**

Jeffrey T. Dunn graduated from Jenks High School in 1985, Baylor University in 1989 (B.B.A. in economics and finance, cum laude) and the University of Illinois College of Law in 1992 (Juris Doctor). Regent Dunn currently serves on the Regional University System of Oklahoma Board of Regents. He is a member of Golden Key National Honor Society, Omicron Delta Epsilon (economics honorary society) and Beta Gamma Sigma (honor society for business schools). Prior to entering law practice, he was an LBJ congressional intern for U.S. Senator James M. Inhofe in Washington D.C. Dunn practiced law from 1992 to October 2001. He was the founding partner of Dunn & Daffern P.A. law firm in Tulsa, Oklahoma, and established the firm's business and

real estate law practice.

In October 2001, Dunn joined his family's business, Mill Creek Lumber & Supply Company. It is his honor and privilege to lead the best people in the building materials industry as Mill Creek's president and CEO. Mill Creek is a regional building materials supplier and employs approximately 550 people.

Dunn is very active with the Tulsa Regional Chamber of Commerce and has served in numerous capacities. He and his family have also been supporters of numerous other organizations, including the American Heart Association, Reading Partners, Partners in Education, Impact Tulsa and KIPP Schools. He and his wife, Mendi Dunn, live in Tulsa and have two wonderful children, Langley and Barrett Dunn.



### **President Cheryl Evans**

Dr. Cheryl Evans became the president of Northern Oklahoma College in 2011. NOC is a public community college with locations in Tonkawa, Stillwater and Enid serving nearly 5,000 students. NOC has been recognized by the Aspen Institute as being in the top 15 percent of community colleges in the country three different times in the last five years.

Prior to her position at NOC, Evans served 17 years at Northwestern Oklahoma State University. For 10 years she taught media courses and chaired the mass communication department on the Alva campus. For the next seven years, she led the university's Enid campus. While at NWOSU, she served as self-study chair for the institution's 2004 accreditation visit from the Higher

Learning Commission.

Evans was raised in Cherokee, Oklahoma, and completed her Bachelor of Arts in mass communications at NWOSU. She finished her Master of Arts in communication at Wichita State University and her Doctor of Education at Oklahoma State University. She has served in leadership roles in area community chambers of commerce.

Evans was named the 2015 Pillar of the Plains honoree by the Enid News and Eagle. Her honors include Leadership Oklahoma Class XXI, past LOK board member and past program chair for Youth Leadership Oklahoma. She is a graduate of Leadership Tonkawa, Leadership Ponca City and Leadership Greater Enid. She completed Harvard University's Middle Management Program and Oklahoma's Educators' Leadership Academy. She has been recognized as Journal Record's Woman of the Year "50 Making a Difference." She was selected as a member the charter class of the ACE Institute for New Presidents in 2012.

Evans is past chair of both the Oklahoma State Regents for Higher Education Council of Presidents and the Council of Oklahoma Community College Presidents.



### **President Tim Faltyn**

Dr. Tim Faltyn is the 15th president of Oklahoma Panhandle State University. With over 20 years in the Oklahoma A&M System, he has served in every academic leadership role from full professor to president at both the community college and university levels. Known for his passion and energy, his accomplishments as a president include achieving all-time highs in fundraising, multimillion dollar campus renovations and, national recognitions for record-setting enrollment increases and graduate production.

A first-generation college student, Faltyn's educational pedigree includes degrees from Central New Mexico Community College, the University of Central Oklahoma and Oklahoma State University, as well as postdoctoral training at Harvard University. A teacher by trade, he is a

Carnegie U.S. Professor of the Year award recipient as well as an accomplished author and speaker.

Representing the fourth generation of a ranching family, Faltyn and his wife, Kelly, and two sons, Max and Rex, live in Goodwell, Oklahoma, where they pursue their passion for horses and the outdoors.

**John Ford**

John Ford received his business degree from The University of Tulsa in 1968 and retired from ConocoPhillips in 2003 after completing a 34-year career. After retirement, he was elected to the Oklahoma State Senate in November 2004 and re-elected without opposition in 2008 and 2012. Due to Oklahoma term limits, he could not run for re-election in 2016. During his 12 years in the Oklahoma Senate, he served as the chairman of the Senate Education Committee from 2008 until his retirement. In addition, he served in Senate leadership in the positions of majority caucus chair and assistant majority floor leader.

Outside of the Oklahoma Senate, Ford served on the Legislative Advisory Council for the Southern Regional Education Board and was appointed as a vice-chair of the Education Committee for the National Conference of State Legislatures. He was also the recipient of the Oklahoma State Regents for Higher Education's Distinguished Service Award in 2014 and 2016. The Oklahoma State Chamber awarded him its Guardian of Free Enterprise award for 2015, and he was also selected to receive the 2015 Legislative Award by the Oklahoma State School Boards Association.

Ford and his wife, Mary, have been married for 47 years, have two children and four grandchildren and live in Bartlesville, Oklahoma.

**Robert Gardner**

Robert Gardner is director of mergers and acquisitions for the MidAmerica Region of HUB International, a \$1.5 billion global risk management firm. Prior to the acquisition of his firm by HUB in 2012, he was CEO of CFR, a commercial insurance and risk management company based in Tulsa, Oklahoma.

Before joining CFR in 1990, Gardner was senior counsel for Frates Enterprises, a major regional real estate and investments firm headquartered in Tulsa. He holds a BBA in finance from the University of Oklahoma and a Juris Doctor from The University of Tulsa.

Gardner was an elected member of the Tulsa City Council from 1994- 98, serving as its chair in 1996-97. He also served as moderator for a series of Tulsa City Council/mayor retreats beginning in 2009.

Gardner was appointed director of river development for the city of Tulsa in 2013 by then-Mayor Dewey Bartlett and served as the mayor's representative on the Arkansas River Infrastructure Task Force. His involvement and leadership led to the successful passage of the Vision Tulsa initiative in 2016, which will result in substantial improvements to the Arkansas River corridor. He also chaired the River Development Overlay Task Force, whose recommendations were adopted unanimously by the mayor and City Council in 2016. He has taught a graduate-level course in contemporary management theories at Oklahoma State University-Tulsa. He has served as chairman of the board of the American Heart Association and co-chaired the 2005 Citizens for Tulsa bond campaign. He has also served as chairman of the Tulsa Chapter of the Young Presidents Organization.

Gardner and his wife, Judith Blackwell, a Tulsa physician, have two sons, Hogan and Brody, and are involved in numerous charitable activities through their Gardwell Family Foundation.



**President Leigh B. Goodson**

Leigh B. Goodson was named the fourth president and CEO of Tulsa Community College in May 2014.

A Tulsa native, Goodson has worked in higher education most of her professional career. She previously served in numerous roles at Oklahoma State University.

Goodson has strong ties to education, having served previously as a university faculty member, university administrator and school board member for Tulsa Public Schools. She is passionate about student success.

Goodson serves on the board of directors for the YMCA of Greater Tulsa and the Oklahoma Innovation Institute. She is a graduate of Leadership Oklahoma Class 23 and Leadership Tulsa Class 35. She serves as chair of the

Education Task Force for the Tulsa Regional Chamber One Voice initiative as well as on its board of directors. She has a special interest in creating a pipeline for students in STEM (science, technology, engineering and math).

Goodson is an Aspen Presidential Fellow, and under her leadership, TCC was selected as one of 30 institutions nationwide to participate in the AACC Pathways Project.

Goodson earned a Doctor of Philosophy in education research and evaluation from OSU, a Master of Science in organizational communication from Fort Hays State University in Hays, Kansas, and a Bachelor of Arts in political science from OSU.

Goodson, her husband, Mark, and two children live in Tulsa.



### Jeff Greenlee

Jeff Greenlee graduated with a Bachelor of Science in agricultural economics from Oklahoma State University in 1984. In June 2000, he graduated with distinction in leadership from the Southwestern Graduate School of Banking at Southern Methodist University in Dallas, Texas, where he served as vice president of his class, completing his thesis titled “A Bank’s Role in Community Development.”

Greenlee currently serves as the community president of NBC Bank in Altus, Oklahoma, where he has worked since 1994.

Prior to that time, he worked for First Southwest Bank in Hobart, Oklahoma, for 10 years. He completed an internship in 1982 with First National Bank in Holdenville, Oklahoma.

Greenlee is the past chairman of the American Bankers Association Agricultural and Rural Bankers Committee, where he testified before the House Agriculture Subcommittee on Conservation, Credit, Energy and Research about credit conditions in 2007. He was instrumental in developing an alliance between the Federal Agricultural Mortgage Corporation and the American Bankers Association to help rural bankers better serve their agricultural customers with farm mortgage products. He is the past chairman of the Oklahoma Bankers Association Agriculture Committee as well as a past member of the Oklahoma Bankers Association Government Relations Council. He is a member of Leadership Oklahoma, Class 26. In 2015, he was selected by Gov. Mary Fallin to serve as the KEN’s Champion (Key Economic Network) for southwest Oklahoma with the Oklahoma Works initiative. He is past chairman of the Oklahoma Arts Institute and the state of Oklahoma appointed trustee for the Oklahoma Arts and Conference Center at Quartz Mountain. He currently serves as a board member for Rural Enterprises Incorporated (REI), a statewide organization to promote business development through SBA and other funding services as well as business training and assistance programs. He has served as chairman of the board of the Altus Chamber of Commerce, where he has also served as vice president of economic development and chairman of the Altus Ambassadors. In addition, he has served as president of the Altus Kiwanis Club and past member of the Oklahoma Bankers Association Young Executives Advisory Board. He has served as the district finance chairman for the Boy Scouts of America as well as community co-chair of the Altus Air Force Base Restoration Advisory Board. In 2002, he was selected to attend the National Security Forum of the Air War College, and in 2013, he was selected as the Friend of Altus recipient by the Altus Air Force Base, a biannual recognition of the top civilian partners with the base. He continues to be involved in various civic and charitable groups, including the Military Affairs Committee, 54th and 56th Air Refueling Squadron Honorary Commander, serves as president of the Altus Public

School Foundation, and received the honorary alumni award by the Jackson County 4-H club. He and his family are members of the First Baptist Church in Altus.

Greenlee grew up in Holdenville on a peanut, cattle and wheat farm. He is the father of three boys: Adam, 28, an advertising major currently working for W-4 Advertising in Santa Monica, California, and twins Alex and Todd, 25, both film majors currently working in the film industry in Los Angeles. His wife, Lisa, is the vice president of academic affairs at Western Oklahoma State College in Altus, Oklahoma.

His special interests include distance running (completing 11 marathons, including the Boston Marathon in 2012 and 2014) and raising cattle and wheat on his farming operation near Hobart, Oklahoma.

**President V. Burns Hargis**

V. Burns Hargis took office as the 18th president of Oklahoma State University on March 10, 2008.

Hargis is guiding OSU during a time of unprecedented momentum and growth. OSU is experiencing record enrollment, record construction and record fundraising, spurred by Hargis' visionary \$1 billion Branding Success campaign.

A creative and dynamic leader, Hargis has a bold vision of creating a premier land-grant university that prepares ethical leaders who will make a positive, meaningful and enduring difference in our world.

Hargis, who holds degrees in accounting from OSU and in law from the University of Oklahoma, is the second OSU graduate to lead the university as president. Before being named OSU president, he had a long and distinguished legal and business career, with active civic and philanthropic leadership across many fronts.

Hargis is familiar to many Oklahomans through the political perspective and wit he provided on the award-winning television program "Flashpoint." Prior to coming to OSU, he was vice chairman of Bank of Oklahoma N.A. He was the first chair of the Oklahoma Creativity Project. He received the state's highest honor when he was inducted into the Oklahoma Hall of Fame in 2009.

Hargis and his wife, Ann, have two married children and three grandchildren.



### **Regent Jay Helm**

Jay Helm, from Tulsa, was appointed as an Oklahoma State Regent by Governor Mary Fallin in May 2013, serving a nine year term ending in 2022. The Oklahoma State Regents for Higher Education is the constitutional coordinating board for the Oklahoma colleges and universities responsible for allocating state funds, setting admission standards and academic policies.

Regent Helm is President and CEO of American Residential Group, Ltd., a firm involved in the management and development of multifamily residential properties. Prior to forming American Residential Group, he served for 15 years as the Managing Partner for Lincoln Property Company in the Arkansas Region.

A native of Missouri, Helm graduated from Tulsa Edison High School and Oklahoma State University with a Bachelor of Business Administration degree.

He currently serves on the Board of the Oklahoma State Regents for Higher Education, the University Center at Tulsa Board of Directors, the Board of Trustees for OSU Medical Center, the Board of Directors for F & M Bank and Trust Company and the Tulsa Regional Chamber of Commerce Board and Executive Committee. He also served on the Board of Trustees for OSU-Tulsa from 1999 to May 2013 and on the OSU & A&M Colleges Board of Regents from 2001 to May 2013. Jay is active in a number of civic projects, including the Tulsa Area United Way.

Jay and his wife, Fyenelle, have been married 34 years and have one daughter, Christian. They are members of First United Methodist Church.

**Regent Jeff Hickman**

Fairview resident and former House Speaker Jeff Hickman was appointed by Gov. Mary Fallin to serve a nine-year term as a State Regent in May 2017.

Hickman was elected to the House of Representatives in 2004. He served as Speaker of the Oklahoma House of Representatives for three legislative terms, from 2014-16, but was unable to seek re-election due to legislative term limits.

Prior to his election as Speaker, Hickman served as Speaker Pro Tempore and chairman of the Revenue and Taxation Appropriations & Budget Subcommittee, Public Safety Appropriations & Budget Subcommittee, and Insurance and Retirement Committee. Before his election to the Legislature, he served as vice president of Omni Media Group in Woodward. Hickman spent seven years working in higher education at the University of Oklahoma, where he served as university press secretary, public affairs special projects coordinator and as an assistant to the president and to the athletic director.

Regent Hickman holds a bachelor's degree with distinction from OU. Since leaving the Legislature, Hickman has served as chief communications and compliance officer for the Great Salt Plains Health Center, with four sites in Alfalfa, Garfield, Grant and Blaine counties serving the surrounding region. He has been involved with his family's farming operation in Alfalfa and Woods counties since childhood, and is now the fifth generation in his family to own and farm land near Dacoma and Cherokee in northwest Oklahoma.



### **Regent Ann Holloway**

Ann Holloway from Ardmore, Oklahoma, and was appointed as an Oklahoma State Regent by Governor Mary Fallin in May, 2013, to fill an unexpired term and reappointed to a nine year term in 2015. The Oklahoma State Regents for Higher Education is the constitutional coordinating board for the Oklahoma colleges and universities responsible for allocating state funds, setting admission standards and academic policies.

Regent Holloway was previously appointed in 2000 by Governor Frank Keating to a nine-year term for The Regional University System of Oklahoma. Governor Keating also appointed Regent Holloway to the Professional

Responsibility Tribunal for the Oklahoma Bar Association. Regent Holloway was appointed to various Boards and Commissions by Governor Henry Bellmon.

Regent Holloway has been active in many civic and community organizations including Ardmore Chamber of Commerce, March of Dimes, United Way, Ardmore Little Theater, OK Jaycee Auxiliary (Past President and lifetime member) and Committee for Small Business Owners, Oklahoma Department of Commerce. Regent Holloway has held, for over 40 years, various positions with the Oklahoma Republican Party.

Previous honors include Outstanding Young Women of Oklahoma and Who's Who of Outstanding Women in America.

Regent Holloway received an Associate of Science degree from Murray State College and a Bachelor of Science degree from Southeastern Oklahoma State University.

Regent Holloway lives in Ardmore, Oklahoma where she was involved in oil field equipment manufacturing for 25 years. She is currently Managing Member of EAH, LLC that has investments in Oil and Gas and Real Estate and President of Holloway, Incorporated, Playa del Carmen, MX.

Regent Holloway is married to Fred Minter. She is the mother of 3 daughters and 5 grandchildren.





### **Dr. Glen D. Johnson**

Dr. Glen D. Johnson is the chief executive officer for the Oklahoma State System of Higher Education. Johnson leads a state system comprised of 25 state colleges and universities, 10 constituent agencies, two university centers, and independent colleges and universities coordinated with the state system. He reports to a constitutional board whose nine members are appointed by the governor and confirmed by the Senate.

Johnson provides leadership on matters relating to standards for Oklahoma higher education, courses and programs of study, budget allocations for institutions, fees and tuition, and strategic planning. He is responsible for an annual higher education budget in excess of \$1.9 billion as well as the state endowment fund, with a market value over \$664.2 million. He is responsible for OneNet, which is Oklahoma's most advanced technology network designed to provide the infrastructure to support high-speed broadband services, as well as the Oklahoma College Assistance Program, which has guaranteed more than one million student loans exceeding \$2.5 billion in insured debt.

Johnson directs 20 statewide scholarship programs as well as other programs, including the State Regents' Summer Academies in Math and Science program and the statewide GEAR UP efforts.

### **Background**

Johnson became eighth chancellor of the Oklahoma State System in January 2007 after a national search. Before assuming the role of chancellor, Johnson served as the 16th president of Southeastern Oklahoma State University in Durant for 10 years.

During his tenure as president at Southeastern Oklahoma State University, Johnson implemented an \$85 million capital campaign to build a new student union, residence hall, arena and convocation center, biological sciences building, SBDC center and campus security, and a new large classroom building.

Johnson served as director of public policy and adjunct professor of law at the University of Oklahoma College of Law. Prior to his work at OU, Johnson served in the Oklahoma House of Representatives from 1982 to 1996 and was speaker of the House from 1990 to 1996. At the time of his election as speaker, he was the youngest-sitting speaker in the United States.

Johnson has been recognized both statewide and nationally as a strong, untiring advocate for funding for education, both secondary and higher education, in Oklahoma. His powerful political career was a model of success in leadership, as evidenced by the variety of his many major accomplishments not only for his own District 24 (Hughes, Okfuskee and Okmulgee counties), but also in major initiatives, funding and improvements for the entire state of Oklahoma as



speaker of the House and chair of important legislative committees. He was also the principal House author of the landmark Quality Jobs Bill.

During his term in the House, Johnson was instrumental in the passage of HB 1017, Oklahoma's landmark education reform legislation, and served as chair of the Appropriations and Budget Committee and the Appropriations Subcommittee on Education. He authored Senate Bill 180 in 1988 that created the Endowed Chairs Program and spearheaded the opportunity to use \$14 million from the proceeds of the higher education bond issue for OneNet. In 1992 he was principal House author of HB 2428, the \$350 million higher education bond issue.

### **Academic Credentials and Honors**

Johnson is an honors graduate of the University of Oklahoma, with an undergraduate degree in political science and a juris doctorate degree from the OU College of Law. He is a member of Phi Beta Kappa and currently serves on the Alpha Tau Omega Fraternity National Foundation board of directors.

Johnson holds memberships in numerous professional, state and national organizations and has been the recipient of many awards and honors during his career. In 2012 he was elected to the Southern Regional Education Board (SREB) and currently serves as vice chairman. In 2014, Johnson was appointed to the Association of Governing Boards of Universities and Colleges (AGB) Council of Presidents. In 2014, he was elected to serve on the State Higher Education Executive Officers (SHEEO) Executive Committee.

He is also a founding member of the Oklahoma Foundation for Excellence in 1986. He is a member of the Oklahoma Hall of Fame's Executive Board of Directors and was inducted into the Oklahoma Hall of Fame in November of 2006. He was inducted into the Oklahoma Higher Education Hall of Fame in 2016. He is a member of the Oklahoma State Fair Board of Directors. He received an Honorary Doctorate of Humane Letters from Oklahoma City University in 2009 and has been named as a Life Fellow of The Fellows of the American Bar Foundation.

### **Personal**

Johnson is the son of former U.S. Congressman Glen D. Johnson Sr. and Imogene Johnson and was born in Oklahoma City. He attended grade school in Washington, D.C. and graduated from Muskogee High School in 1972. Johnson and his wife, Melinda, a teacher at Edmond Memorial High School, live in Oklahoma City.



### Steven Jordan

Steven Craig Jordan was born in Ardmore, Oklahoma, on April 2, 1956, to Winfred and Jean Jordan. Winnie Jordan worked at and started the Jordan-Snodgrass Agency beginning in 1956. Steve was raised in Ardmore and graduated from Ardmore High School in 1974 and enrolled at the University of Oklahoma. He maintained employment while attending college by working for a restaurant in Oklahoma City, and getting his real estate license and working for Century 21 in Norman, Oklahoma. He graduated from OU in December 1978, receiving his Bachelor of Business Administration degree.

After graduation, Jordan moved to Dallas to start his professional career. He joined Commercial Union Insurance Company in Dallas in November of 1979 as an underwriter trainee. He worked in the commercial property underwriting division before being transferred to Boston to work in their casualty underwriting department. He stayed at the home office for six months until he was placed as a commercial casualty underwriter in San Antonio. He underwrote commercial risks in the south Texas area until being promoted to commercial lines marketing representative in 1982. In 1983 he received the certified insurance counselor (CIC) designation and later that year received his NASD securities license.

In 1984 Jordan met and married Cynthia Caldarello in San Antonio and moved back to Ardmore to join his father in the insurance agency business. They have three sons, Dillon, Luke and Tucker. He purchased Jordan-Snodgrass from his father in 1987 and later purchased what is now the Jordan-Hoefer Agency in Durant, Oklahoma, in 1992. Other acquisitions included the Commercial Insurance Agency in Ardmore in 1993. Jordan has also developed several small real estate projects, which include [jordancamp.com](http://jordancamp.com), Breckenridge, Colorado; [jordanranch.com](http://jordanranch.com), Ardmore; and Park Place, Durant.

Jordan's experience and background is in designing commercial insurance programs for businesses. As an insurance broker, his insurance company underwriting background is especially helpful in coverage specifics, marketing and management. As far as business or commercial lines insurance is concerned, the Jordan Insurance Group has substantial market share throughout southern Oklahoma and is considered one of the most established and professional agencies in Oklahoma. As Jordan states, "Our agencies' business philosophy is to develop a strong customer franchise built on expertise in target markets and outstanding relationship-based service. Our professional expertise, coupled with our quality products, keeps our reputation solid and our customers loyal. The customer, after all, is our only asset. At our insurance offices, we take our jobs very seriously."



### **Karen Keith**

Karen Keith was elected Tulsa County commissioner for District 2 in November 2008 and began her second four-year term in 2013. Her top priorities for Tulsa County are focused on establishing a new Family Justice Center, working with a broad coalition to secure funding and completion of the Gilcrease Expressway, advocating for federal and local funds to repair the Sand Springs Levee, and working to find efficiencies among governments in Tulsa County. She has worked diligently with the help of the Kaiser Beautification Foundation, United Way, Guts Church members and numerous volunteers to clean up and improve unincorporated neighborhoods in west and southwest Tulsa.

Active in civic affairs, Keith spends hundreds of hours each year working to benefit the community and state through several organizations. She served as the 100th president and was on the board of the Rotary Club of Tulsa and is a Paul Harris Fellow. She also serves on the Oklahoma Historical Society board of directors. She is a member of Leadership Oklahoma Class XX, the Oklahoma Academy, and the chambers of commerce in Tulsa, Jenks, Sand Springs and southwest Tulsa. She has been involved in the Brookside Business Association for many years and was instrumental in creating Tulsa's Halloween parade, "BooHaHa."

Keith grew up in Muskogee. She was active in 4-H and graduated from Muskogee High School in 1972. She put herself through college with scholarships and a variety of jobs. A 1976 graduate of Oklahoma State University, her degree is in radio, TV news and public affairs. She worked 26 years in broadcasting with 21 years at KJRH as an anchor, reporter and an executive producer and host of "Oklahoma Living." She is proudest of her work on documentaries that took her to Vietnam, Israel, Germany, Russia and Mexico.

In 2002, Keith became the Tulsa mayor's director of community relations and vision implementation. Serving as part of the team focused on Vision 2025, she helped form the Vision 2025 Oversight Committee. She also worked on the Arena and Convention Center Design Committee and the Vision 2025 Downtown Housing Fund Committee.

Following her service at City Hall, Keith worked for the Tulsa Metro Chamber of Commerce as the director of partnership development for the Tulsa Convention and Visitors Bureau.

Keith and her husband, Patrick Malloy, a Tulsa attorney, are fortunate to share their lives with Gulnara Taragachova, a foreign exchange student from Baku, Azerbaijan. Taragachova attended one year of high school in Tulsa followed by classes at Tulsa Community College and graduation from OSU-Tulsa with a degree in international business. Taragachova now lives in Baku with her daughter, Samaya, and works for McDermott International Inc.

**Ed Keller**

Ed Keller is currently chairman of Summit Bank. He previously served as the chairman of JP Morgan Chase in Oklahoma, Bank One, and Bank IV in Oklahoma and is currently an advisory director of Commerce Bank in Tulsa.

Keller is involved in a number of community and business organizations. He is a director of the Tulsa Metropolitan Chamber of Commerce, a trustee of Oklahoma State University-Tulsa and a director of Mutual of Omaha Holding Co.

Some of Keller's previous activities include chairing the Metropolitan Tulsa Chamber of Commerce, the Tulsa Boys Home, the Tulsa/Rogers County Port Authority and the Oklahoma Bankers Association. He has been actively involved as a director and/or fundraiser for such organizations as Tulsa Community College, the Salvation Army, United Way and the Oklahoma City Memorial Institute for the Prevention of Terrorism, a director of the Southwestern Graduate School of Banking at SMU, and a director of the Saint Francis Health System.

A native Oklahoman, Keller graduated from OSU. He received the OSU Alumni Association's distinguished Alumnus Award and has been inducted into the OSU Hall of Fame. He previously served on the Board of Regents for the Oklahoma Agricultural and Mechanical Colleges and as its chairman.

Keller and his wife, Marilyn, have four grown children and seven grandchildren.



### **Regent Andy Lester**

Andrew W. "Andy" Lester, from Edmond, Oklahoma, was appointed as an Oklahoma State Regent by Governor Mary Fallin in 2016, serving a nine year term ending in May 2025. The Oklahoma State Regents for Higher Education is the constitutional coordinating board for the Oklahoma colleges and universities responsible for allocating state funds, setting admission standards and academic policies. Regent Lester is a partner in the Edmond office of the law firm Spencer Fane LLP. His areas of emphasis include constitutional, employment, local government, civil rights and business litigation. He has taught at the Oklahoma City University College of Law as an adjunct professor since 1988.

He was appointed by Governor Brad Henry in 2007 and reappointed by Governor Brad Henry in 2010 as a member of the Board of Regents for the Oklahoma Agricultural and Mechanical Colleges, and also served as a Trustee of Eureka College in Central Illinois.

Regent Lester earned his law degree and a master's degree in foreign service from Georgetown University in 1981. He graduated from Duke University in 1977 with a bachelor's degree in history.

Regent Lester is a deacon at First Baptist Church of Oklahoma City and has served on the board of advisors for the Salvation Army's Oklahoma City command since 2002. He is also part of the Oklahoma Advisory Committee for the U.S. Commission on Civil Rights.

Regent Lester and his wife, Barbara, live in Edmond, and have a daughter, Susan.

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### **Lt. Gen. Lee K. Levy II**

Lt. Gen. Lee K. Levy II is the Commander, Air Force Sustainment Center, Air Force Materiel Command, headquartered at Tinker Air Force Base, Oklahoma. As the AFSC Commander, he leads nearly 43,000 Total Force Airmen to deliver combat effects for the immediate and long-term requirements of component and combatant commanders in every area of responsibility. Serving as the Logistics Numbered Air Force, AFSC is the supporting command for the readiness of Logistics and Sustainment activities around the world. The Center comprises three Air Logistics Complexes, three Air Base Wings, two Supply Chain Wings, and 23 CONUS and OCONUS geographically separated operating locations. The AFSC has \$16 billion in execution authority and \$26 billion in assets providing logistics operations, supply chain management, supply chain

operations, depot maintenance and modifications, as well as sustainment for the nuclear enterprise, joint and interagency operations and foreign military sales partners.

General Levy was born in New Orleans, Louisiana. He entered the Air Force in 1985 as a Louisiana State University graduate. General Levy has had numerous operational, command, and staff assignments leading logistics, civil engineering, operational contracting and nuclear operations. Prior to his current position, he was Vice Director for Logistics, the Joint Staff, Washington, D.C.

### **EDUCATION**

- 1985 Bachelor of Science degree in business administration, Louisiana State University, Baton Rouge
- 1988 Squadron Officer School, Maxwell AFB, Ala.
- 1990 Graduate certificate in systems management, University of Southern California, Los Angeles
- 1994 Master of Science degree in international relations, Troy State University, Troy, Ala.
- 1998 Air Command and Staff College, Maxwell AFB, Ala.
- 2001 Air War College, by correspondence
- 2004 Master of Arts degree in national security and strategic studies, Naval War College, Newport, R.I.
- 2007 Joint and Combined Warfare School, Joint Forces Staff College, Norfolk, Va.
- 2008 Air Force Enterprise Leadership Seminar, University of North Carolina, Chapel Hill
- 2008 Senior Executive Fellows Program, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.
- 2010 Air Force Enterprise Leadership Seminar, Darden School of Business, University of Virginia, Charlottesville
- 2011 Senior Joint Information Operations Applications Course, Maxwell AFB, Ala.



- 2012 Senior Executives in National and International Security Program, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.

## ASSIGNMENTS

1. August 1985 – December 1985, Student, Munitions Maintenance Officer Course, Lowry AFB, Colo.
2. December 1985 – September 1987, Officer in Charge, Munitions Services Branch, 7th Munitions Maintenance Squadron, Carswell AFB, Texas
3. September 1987 – December 1988, Maintenance Supervisor, Weapons Storage Area, 7th Munitions Maintenance Squadron, Carswell AFB, Texas
4. December 1988 – August 1990, Officer in Charge, Munitions Services, and emergency actions officer, 7362nd Munitions Support Squadron, Volkel Air Base, Netherlands
5. August 1990 – December 1991, Officer in Charge, Munitions Maintenance, and emergency actions officer, 7362nd Munitions Support Squadron, Volkel AB, Netherlands
6. January 1992 – July 1993, Commander, Munitions Flight, 48th Equipment Maintenance Squadron, Royal Air Force Lakenheath, England
7. July 1993 – March 1994, Executive Officer, 48th Fighter Wing, RAF Lakenheath, England
8. March 1994 – May 1995, Commander, Sortie Generation Flight, 492nd Fighter Squadron, RAF Lakenheath, England
9. May 1995 – August 1997, Logistics Evaluation Manager, Headquarters Air Force Operational Test and Evaluation Center, Kirtland AFB, N.M.
10. August 1997 – June 1998, Student, Air Command and Staff College, Maxwell AFB, Ala.
11. July 1998 – July 2000, Commander, 9th Munitions Squadron, Beale AFB, Calif.
12. August 2000 – May 2002, Strategy Planner, Deputy Director for Strategy and Policy, Strategic Plans and Policy Directorate (J5), Joint Staff, Washington, D.C.
13. May 2002 – July 2003, Executive Officer, Deputy Chief of Staff for Installations and Logistics, Headquarters U.S. Air Force, Washington, D.C.
14. July 2003 – July 2004, Student, U.S. Naval War College, Newport, R.I.
15. July 2004 – August 2005, Chief, Depot Maintenance Transformation Division, 76th Maintenance Wing, Oklahoma City Air Logistics Center, Tinker AFB, Okla.
16. August 2005 – January 2006, Commander, 654th Combat Logistics Support Squadron, Oklahoma City ALC, Tinker AFB, Okla.
17. January 2006 – April 2007, Commander, 76th Aircraft Maintenance Group, Oklahoma City ALC, Tinker AFB, Okla.
18. April 2007 – May 2009, Deputy Director of Logistics, Headquarters Air Force Materiel Command, Wright- Patterson AFB, Ohio
19. May 2009 – June 2011, Commander, 402nd Maintenance Wing, Warner Robins ALC, Robins AFB, Ga.



20. June 2011 – September 2013, Director of Logistics, Headquarters Air Mobility Command, Scott AFB, Ill.
21. September 2013 – June 2015, Vice Director for Logistics (J4), Joint Staff, Washington, D.C.
22. June 2015 – present, Commander, Air Force Sustainment Center, Tinker AFB, Okla.

#### **SUMMARY OF JOINT ASSIGNMENTS**

1. August 2000 – May 2002, Strategy Planner, Deputy Director for Strategy and Policy, Strategic Plans and Policy Directorate (J5), Joint Staff, Washington, D.C., as a lieutenant colonel
2. June 2011 – September 2013, Director of Logistics, Task Force 294, U.S. Strategic Command, Scott AFB, Illinois, as a brigadier general
3. January 2013 – August 2013, Director, CENTCOM Deployment and Distribution Operations Center, Southwest Asia, as a brigadier general
4. September 2013 – June 2015, Vice Director for Logistics (J4), Joint Staff, Washington, D.C., as a major general

#### **MAJOR AWARDS AND DECORATIONS**

- Distinguished Service Medal
- Defense Superior Service Medal
- Legion of Merit
- Defense Meritorious Service Medal with oak leaf cluster
- Meritorious Service Medal with four oak leaf clusters
- Air Force Commendation Medal with oak leaf cluster
- Joint Service Achievement Medal
- Air Force Achievement Medal
- Nuclear Deterrence Operations Service Medal with oak leaf cluster

#### **OTHER ACHIEVEMENTS**

- 1999 Lt. Gen. Leo Marquez Award for Field Grade Munitions/Missile Manager of the Year

#### **EFFECTIVE DATES OF PROMOTION**

- Second Lieutenant July 5, 1985
- First Lieutenant July 5, 1987
- Captain July 5, 1989
- Major May 1, 1997
- Lieutenant Colonel Nov. 1, 2001
- Colonel March 1, 2006
- Brigadier General Dec. 4, 2009
- Major General Aug. 2, 2013
- Lieutenant General June 5, 2015

**Dan Little**

Dan Little returned to Madill in 1969 to practice law with his father, Reuel Little, and his wife, Prudence Little. His county seat law practice has included the usual anything and everything and in later years has included more and more litigation in state and federal courts. Dan earned his bachelors degree from Harvard University and his law degree from the University of Oklahoma.

Dan is a longtime member of the Oklahoma and American Bar Associations, the Oklahoma and American Trial Lawyers Associations and a lifetime member of the Oklahoma Bar Foundation. He also served as a member of the University of Oklahoma Board of Regents.

**Bert H. Mackie**

Bert H. Mackie is president, chief operating officer and vice chairman of the board for Security National Bank and serves as trustee and asset manager for the Harold Hamm Family Trust. He is also a trustee of the Oklahoma Foundation for Excellence, served as director of ONEOK and was one of nine members of the presidential-appointed board of governors for the U.S. Postal Service.

Mackie served as an Oklahoma State Regent for Higher Education from 1977-89 and as an advisory director for Oklahoma City University, and he is a past member of the board of directors for the United Way of Enid and past president of the Enid Chamber of Commerce. He was named United Way Citizen of the Year in 2011 and is a recipient of the Enid Lifetime Achievement Award and the Pillar of the Plains Award, among numerous other honors.



### **Regent John Massey**

John Massey, from Durant, Oklahoma, was appointed as an Oklahoma State Regent by Governor David Walters in May 1992, serving a nine year term. In May of 2001, he was reappointed by Governor Frank Keating for a second nine-year term. In May 2010, he was reappointed by Governor Brad Henry for a third nine-year term ending in May 2019. This reappointment makes him the first three-term State Regent in 27 years.

Regent Massey is a banker and serves as chairman of the board of First United Bank and Trust, headquartered in Durant, Oklahoma. He is also chairman of Durant Enterprises, Inc. and serves on the board of directors of the

Oklahoma Foundation for Excellence.

Regent Massey earned a Bachelor of Science degree from Southeastern Oklahoma State University in Durant, Oklahoma and served one term as Student Body President at Southeastern. Regent Massey is the only student in history of Southeastern to receive the Outstanding Student Award for three consecutive years. In 1984, he received the Distinguished Alumnus Award from Southeastern Oklahoma State University.

Regent Massey was elected State Representative in 1960 while a senior in college and served two terms. In 1964, he was elected to the State Senate where he also served two terms. Regent Massey served in the U.S. Army from 1954 to 1957 and was a member of the National Guard from 1953-1954 and 1957 to 1961. During his service, he was nominated by his fellow soldiers at both Fort Carson in Colorado Springs, Colorado and Camp Walters in Mineral Wells, Texas with the distinction of Soldier of the Year.

Regent Massey is active in several civic and professional organizations and has served on the State Ethics Commission, the Oklahoma Historical Society Board, the Board of the Bank of Oklahoma, and the Oklahoma Securities Commission. He was awarded the Lifetime Achievement Award by the Durant Kiwanis Club and, in 2001, the Outstanding Alumni Award by Sigma Tau Gamma Fraternity. He was inducted into the Oklahoma Hall of Fame in 2002 and the Oklahoma Higher Education Hall of Fame in 2004. In 2009, Regent Massey was inducted into the Oklahoma City Community College Hall of Fame and received the prestigious Leadership Oklahoma Lifetime Achievement Award in February 2010.

He and his wife, Donna, live in Durant.

**President John McArthur**

Dr. John McArthur is president of Cameron University in Lawton-Fort Sill, Oklahoma, with a branch in Duncan, Oklahoma. Cameron University is a public, master's degree-granting institution with over 4,000 students under the governance of the Board of Regents of the University of Oklahoma.

At the state level, McArthur is a member of the Council of Presidents for the Oklahoma State Regents for Higher Education. He is also serving a two-year term on the board of directors for the State Chamber of Oklahoma. He has been appointed as the regional university representative on the Oklahoma Experimental Program to Stimulate Competitive Research (EPSCoR) Advisory Committee. This

committee is responsible for the promotion of cooperative research efforts among public and private universities in Oklahoma, private sector involvement in university research and technology transfer, and human resource development in science and engineering. He is a member of the Oklahoma NASA EPSCoR Program Technical Advisory Committee.

McArthur served as a faculty member in physics, computer science and mathematics at Southeastern Oklahoma State University and Colorado State University – Pueblo before joining Cameron University as dean of the School of Science and Technology in 2004. In 2006, he was promoted to vice president for academic affairs. He became the 17<sup>th</sup> president of Cameron University on July 1, 2013.

McArthur received a baccalaureate degree in mathematical sciences from Rice University and earned master's and doctoral degrees in mathematics from the University of Colorado Boulder.



### **Thomas McKeon**

Thomas McKeon served for 10 years as the third president and chief executive officer of Tulsa Community College. He joined TCC as an instructor in 1980 and served in a number of administrative roles, including dean of instruction, campus provost and chief operating officer.

As president, McKeon's focus on communitywide access and academic excellence for students resulted in significant administrative and process improvements at TCC. He led the creation of the nationally recognized Tulsa Achieves program that has resulted in the admission of more than 12,000 students in nine years without the cost of tuition and fees.

After his retirement from the college in 2014, McKeon served for three years as the founding executive director of City Year Tulsa, a national AmeriCorps-affiliated program aimed at keeping students in high-need schools on track to graduate from high school.

Throughout his career, McKeon has served on a number of professional and civic boards, including president of Leadership Tulsa, chairman of the Oklahoma Academy, vice chairman of the Tulsa Regional Chamber and past chair of the Oklahoma Council of Presidents. In addition, he was a founding member of the Oklahoma State Regents for Higher Education steering committee for Complete College America and continues to consult with State Regents staff on college completion initiatives in Oklahoma.

In 2007, McKeon was named Tulsan of the Year by Tulsa People Magazine and was also inducted into the Oklahoma State University College of Education Hall of Fame. He is a recipient of the Paragon Award from Leadership Tulsa and in 2012 was named as one of five Oklahomans of the Year by Oklahoma Magazine. In 2015, he was inducted into the Oklahoma Higher Education Hall of Fame.

McKeon earned a Bachelor of Science degree from California Polytechnic State University as well as a Master of Science in 1983 and a doctorate in 1989, both from OSU.

**Fred Morgan**

Fred Morgan has served as the president and chief executive officer of the State Chamber of Oklahoma since 2010. Prior to joining the chamber, he served as general counsel and senior policy advisor to the first Republican-led Senate in state history. In 1994, he was elected to the Oklahoma House of Representatives, where he served until 2006, rising through the ranks to become minority leader and chairman of the Judiciary Committee. He was consistently recognized as one of the most pro-business legislators during his public service.

Morgan has served as president of the Oklahoma City Rotary Club and is a graduate of both Leadership Oklahoma City and Leadership

Oklahoma. He currently serves on the boards of the Oklahoma Business Roundtable, Oklahoma City National Memorial Foundation and i2E. He serves as vice chair of the Council of State Chambers and is also a member of the U.S. Chamber's Committee of 100 Chambers and the National Association of Manufacturers.

Morgan's private-sector experience includes managing a commercial law firm in Oklahoma City and serving as the president of a small retail business.



### **Dr. Terry L. Mosley**

Dr. Terry L. Mosley is the executive director for the Quartz Mountain Arts and Conference Center and Nature Park, located south of Lone Wolf, Oklahoma, nestled among the beauty of the ancient peaks of the Wichita Mountains. He assumed his current position in September 2002. As the executive director, he is responsible for all aspects of coordinating the business, operations, marketing and activities of the center.

Prior to his current position at Quartz Mountain, Mosley was the assistant superintendent at Southwest Technology Center in Altus, Oklahoma.

Mosley was born in Altus and graduated from Altus High School in 1977. Following graduation, he attended Western Oklahoma State College in Altus, earning an Associate in Arts degree in 1979.

In 1983, Mosley earned a bachelor's degree in business management from Southwestern Oklahoma State University in Weatherford. In 1992, he earned a master's degree in education from the university. He was awarded a presidential service award in 1994 for his work with the university's alumni association.

In July 2000, Mosley earned a doctorate of education from Oklahoma State University, Stillwater. His research focused on the study of leadership, and his dissertation was titled, "The Impact of the Educator's Leadership Academy on Selected Variables Among Oklahoma's Vocational Administrators."

Mosley currently holds an Oklahoma teaching certificate for general business and career and informational services. He is a certified secondary counselor and has an Oklahoma secondary principal's and superintendent's certificate. He is a certified Oklahoma Area Vocational-Technical School administrator.

Mosley is involved in numerous community activities, having served on the SWOSU Alumni Board of Directors and the WOSC alumni board. He is a past chairman of the board of the Altus Chamber of Commerce. He is a former Rotarian and is a past president of the Altus Rotary Club.

Mosley is married to the former Kim Ledbetter from Duke, Oklahoma. Kim is the director of case management at Jackson County Memorial Hospital. They have two sons, Mitchell and Brigham.





### **Michael S. Neal**

Michael S. Neal, CCE, CCD, HLM, IOM, is in his 11th year as president and CEO of the Tulsa Regional Chamber. The Association of Chamber of Commerce Executives named the then-Tulsa Metro Chamber as the Nation's Best Chamber for a record three consecutive years of eligibility, being named the National Chamber of the Year in 2010, 2008 and 2005.

Tulsa People named Neal the 2011 Tulsan of the Year for his limitless energy, can-do optimism and tireless efforts toward making Tulsa a better place. They called him Mr. Tulsa.

Southern Business and Development in 2011 recognized him as one of the Top 10 Economic Developers in the South. The

Southern Economic Development Council named him an Honorary Life Member in 2012. In 2010 he was named the Chamber Executive of the Year by the Oklahoma Chamber of Commerce Executives. The Louisiana Chamber of Commerce Executives named him Chamber Executive of the Year in 1998 and 2000.

Under Neal's leadership, the Tulsa Regional Chamber is the only chamber in America to earn three accreditations, including the U.S. Chamber of Commerce's highest recognition, five-star accreditation, the International Economic Development Council's prestigious Accredited Economic Development Organization distinction, and the Destination Marketing Association International's Destination Marketing Accreditation Program. In 2013, the chamber earned the Oklahoma Quality Foundation Quality Award for Commitment and in 2015 earned the Oklahoma Quality Foundation Award for Excellence based on Malcolm Baldrige criteria. In 2015, the chamber also received the American Society of Association Executives' Summit Award.

Neal leads the chamber's full-time professional staff of 75 in the areas of regional economic development, convention and visitor development, government affairs, education, workforce development, small business, sports, young professionals, downtown and river development, political action, and membership services, while managing a \$17.25 million budget. Through 2,400 member organizations, the chamber represents more than 180,000 regional employees and utilizes 3,500 volunteers to achieve its mission. He led the creation of the Tulsa Regional Chamber Coalition and its OneVoice Regional State and Federal legislative agendas.

Neal is heavily involved in the U.S. Chamber of Commerce and serves on its Chamber of Commerce Committee of 100, Accrediting Board of Directors, and Transportation Infrastructure and Logistics Committee. He is a graduate of the U.S. Chamber's Institute for Organization Management at Southern Methodist University and spent six years on the faculty at six different University Institute locations.

An active member of the Association of Chamber of Commerce Executives (ACCE), Neal has earned several professional designations, including the Certified Chamber Executive (CCE)

designation and Certified Community Developer (CCD). He received the prestigious Chairman's Award, the highest national award given by ACCE. He was a long-time member of the ACCE board of directors and is currently chairman of the ACCE Benefits Trust, a member of the Metro Cities Council, Economic and Community Development Committee, and past chairman of the CCE Certification Commission. He is a graduate of the Center for Creative Leadership and the Aspen Institute.

In addition, Neal currently serves on the boards of the International Economic Development Council, the Western Association of Chamber of Commerce Executives, the Southern Economic Development Council, the State Chamber of Oklahoma, the Oklahoma Business Roundtable, the Oklahoma Academy for State Goals (Salute Committee chairman and Town Hall co-chair), the Oklahoma Business and Education Coalition, VisitTulsa (Tulsa Convention and Visitors Bureau), the Tulsa Sports Commission, Tulsa's Future III, TulsaBizPac and OklahomaBizPac. He also was vice president of programs and golf tournament chairman of the Foundation for Tulsa Public Schools.

Neal was appointed by Oklahoma Gov. Mary Fallin to her Oklahoma Task Force on Economic Development and Oklahoma Criminal Justice Reform Task Force. He is a graduate and life member of Leadership Oklahoma and Leadership Louisiana, and serves as a member of the Governor's International Team, the Economic Development Council, Oklahoma Chamber of Commerce Executives, the Oklahoma Conference for Community and Justice, the American Highway Users Alliance, TRUST – Transportation Revenues Used Strictly for Transportation, the INCOG Transportation Advisory Council and Economic Development District Board, the Research Institute for Economic Development, and the Oklahoma Historical Society.

Neal was appointed by Tulsa Mayor Dewey F. Bartlett Jr. and the Tulsa City Council to the Arkansas River Infrastructure Task Force, charged with formalizing plans for river development involved with Vision 2025 Renewal and Vision Tulsa.

Neal serves on the advisory council for the Tulsa Young Professional's (TYPros), the Urban League of Metropolitan Tulsa and the Junior League of Tulsa. He is a member of the Rotary Club of Tulsa, The University of Tulsa Friends of Finance, the Golden Hurricane Club, the Center for Legislative Excellence, Southern Hills Country Club, Tulsa Country Club, Patriot Golf Club, the Summit Club, the Tulsa Press Club, First Presbyterian Church of Tulsa, the Folds of Honor Foundation, the University of Louisiana Monroe Alumni Association, the Athletic Scholarship Foundation and Letterman's Club, the Ole Miss Athletics Foundation, and the University of Kentucky Athletics Foundation. He is a former board member of Downtown Tulsa Unlimited and i2E. He was the founder of and charter graduate of Leadership Monroe/Ouachita Parish and graduate of Leadership Nashville and Leadership Music.

Neal and his wife, Jana, have two daughters – Cambridge, age 21, a senior at Ole Miss, and Caroline, age 18, a freshman at the University of Kentucky.



### Dennis Neill

Since January 2012, Dennis Neill has served as a senior program officer for the Charles and Lynn Schusterman Family Foundation, with a focus on the foundation's educational and Tulsa-based investments. From 1981-2012, he held various executive positions with Samson Investment Company, last as senior vice president – technology and administrative services. From 1977-81, he was an associate at the law firm of Conner and Winters. He graduated from Oklahoma State University with a Bachelor of Arts with honors in political science and received a law degree with honors from the University of Texas at Austin.

Currently, Neill serves on the boards of the Tulsa Regional Chamber, the Oklahoma Center for Community and Justice (2015 Annual Awards Dinner Honoree), KIPP: Tulsa College Preparatory, Reading Partners – Tulsa, and the Tulsa Community Foundation. He is on the executive committee of the STEM Funders Network, consisting of more than 25 national foundations and corporations collaborating in STEM education (Science, Technology, Engineering and Math) and workforce development. He has also been a board member and/or officer with several other nonprofits, including Youth Services of Tulsa, ACLU of Oklahoma, Oklahomans for Equality (co-founder and first president, Lifetime Achievement Award in 2007), Tulsa Human Rights Commission and the Tulsa Economic Development Corporation.

Neill grew up in Ponca City, Oklahoma, where he was very involved in Boy Scouts, earning his Eagle, God and Country, and Vigil membership in the Order of the Arrow. He and his partner, John Southard, have been together for 29 years.



### **Representative Jadine Nollan**

A lifelong resident of District 66, Jadine Cox Nollan attended Sand Springs schools and graduated from Oklahoma State University in 1981 with a Bachelor of Science degree. She met her husband, Phil Nollan, while attending OSU and they have been married for 35 years. They have three adult children, Kristin, Kasey and Kurt, who also attended Sand Springs schools and graduated from universities in Oklahoma.

Nollan serves on the House Common Education and A&B Education committees and is a former school board member of 11 years for Sand Springs. She is a strong advocate for our children, teachers and public schools and believes it's critically important that the state provide the appropriate funding and resources for their success. She has a 100 percent rating from Oklahomans for Life and the Oklahoma Institute for Child Advocacy.

Nollan is the chair of the House Higher Education and Career Tech Committee and serves on the Children, Youth and Family Services Committee. Her commitment to economic development in the district is reflected in her "A+" rating for small business by the National Federation of Independent Business (NFIB) and an "A" rating by the Research Institute for Economic Development (RIED).

Public safety and having the right to protect ourselves and our property continue to be a top priority for the district. Nollan has received an "A" rating from the NRA-PVF, the Oklahoma Second Amendment Association and the Oklahoma Farm Bureau Federation. She is an active supporter of our firemen, police officers and uniformed service members who are vital to keeping our communities safe and secure.



### **Tyler Norvell**

Tyler Norvell serves as the executive director of the Oklahoma Youth Expo, the “World’s Largest Junior Livestock Show.” In this role, he is responsible for overseeing the day-to-day operations and fundraising efforts for the annual event, which draws participants from all 77 counties throughout Oklahoma. Each year, the Oklahoma Youth Expo distributes more than \$1.5 million in awards and prizes to youth across the state.

Norvell also owns and operates Norvell Consulting LLC, which provides government relations and lobbying services for a host of clients. Before his role with the Oklahoma Youth Expo, he served as vice president of Public Policy for Oklahoma Farm Bureau where he managed the policy development and lobbying efforts for the state’s largest grassroots agricultural organization.

Norvell is a 2006 graduate of Oklahoma State University, where he obtained a bachelor’s degree in animal science. While at OSU, he was a member of the 2005 National Champion Livestock judging team and was also named “Outstanding Senior” for the OSU animal science department.

Norvell currently lives in Tuttle, Oklahoma, with his wife, Beth, and daughters, Madilyn and Saylor.

**Catherine O'Connor**

Catherine O'Connor is the president and CEO of the Alliance for Economic Development of Oklahoma City, a nonprofit corporation designed to coordinate public participation in economic development projects. In her role as president of the Alliance, she has been instrumental in furthering development downtown and promoting job creation. She was the point person on the team that worked with GE to locate its Global Energy Research Facility and the Boeing Aircraft Modernization and Sustainment Division in Oklahoma City.

She also is very committed to the redevelopment of distressed areas and led the efforts to create the Northeast Renaissance Urban Renewal Area and Tax Increment Finance District and the Core to Shore Tax Increment Finance District.

Prior to becoming president of the Alliance, O'Connor served as an assistant city manager with Oklahoma City, where she worked to develop the incentives to bring Bass Pro Shops, QuadGraphics and Dell Computers to the Oklahoma City area.

She led the city's team to structure the terms for the redevelopment of the historic Skirvin Hotel. In her role with the Alliance, she continues to have responsibility for management of the city's Tax Increment Finance program and the \$75 million Strategic Investment Program, a local economic development incentive fund.

O'Connor is active in a variety of community organizations and serves on the board of directors of the United Way of Central Oklahoma, Commercial Real Estate Women of Oklahoma City and Historic Preservation Inc. She was named the Journal Record's Oklahoma Woman of the Year in 2009 and has also received the Stanley Draper Award for Community Excellence from Downtown Oklahoma City Inc.



**Dr. Marion Paden**

Dr. Marion Paden served as vice president for student services at Oklahoma City Community College for more than 20 years before becoming president and CEO of Leadership Oklahoma in 2015, a statewide nonprofit committed to creating a network of Oklahomans focused on addressing the state's most important challenges and opportunities. A licensed professional counselor, her doctorate is in higher education.

Paden has served on the boards of numerous national and state organizations including the College Board, the American Red Cross, the Oklahoma City All Sports Association and the Junior League. A graduate of both Leadership Oklahoma and Leadership OKC, she is the only person to have served Leadership OKC as program co-chair for the adult, young adult and high school programs. It was under her leadership as president of the Rotary Club of Oklahoma City that it became the world's largest Rotary Club.

Recognition of Paden's many contributions include induction into the Oklahoma Women's Hall of Fame, Oklahoma City University's Dulaney-Browne Library Society, the Association of Women in Communications Byliners and the Journal Record's Circle of Excellence. In 2010, Oklahoma State Regent John Massey established an endowed scholarship in her name to recognize students who serve their communities while achieving their educational goals at OCCC.

Paden has traveled to all 50 states and to 33 countries on five continents, including India to work with polio eradication efforts. She enjoys the fellowship of family and friends and the company of people committed to making their lives matter. She shares her home with Michael, a rescued Lhasa Apso.





### **Regent Gary D. Parker**

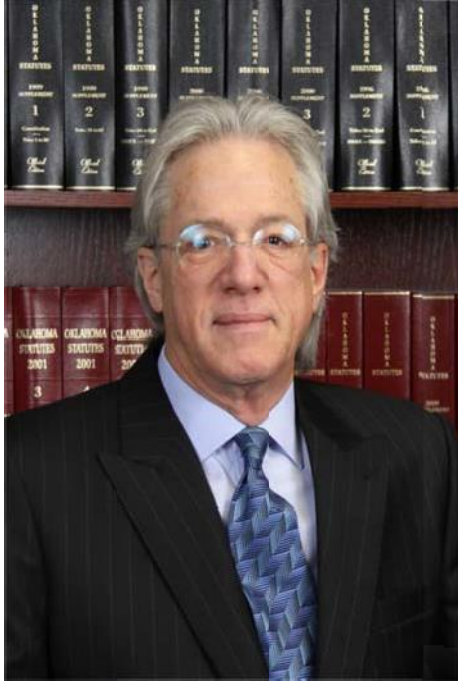
Gary D. Parker is a certified public accountant, president and shareholder of Moffitt, Parker and Company Inc. He has been in public accounting since 1968 and has been certified since 1975. He is a graduate of Northeastern State University with a double major of accounting and economics. He has been married to Carol Rader Parker for 50 years and has two children and three grandchildren. He has been active in professional organizations serving as a director, vice president and chairman of the ethics and legislative committees of the Oklahoma Society of

Certified Public Accountants. He has also served on the ethics and regional legislative committees of the American Institute of Certified Public Accountants.

Parker has served his community as a director of the Chamber of Commerce; chairman of the Capital Improvements Steering Committee of the city of Muskogee; trustee of the First Baptist Church; member of the Oklahoma Superconducting Super Collider Development Authority; one of the founding board members of Leadership Oklahoma; and member of the Judicial Retention Committee of the state of Oklahoma. He has served 14 years on the Muskogee Regional Medical Center Authority Board of Trustees, including five years as chairman.

Parker currently serves as a director or trustee of the following organizations:

- ONEOK Inc., a publicly traded diversified energy company with headquarters in Tulsa, Oklahoma (board member since 1991; member of the audit and the nominating and corporate governance committees).
- Firststar Financial Corp. and Firststar Bank N.A. (director and shareholder since formation in 2001; chairman of the bank audit committee; and chairman of First Financial Corp. shareholders executive committee).
- Northeastern State University Foundation Inc. (trustee since 1990).
- Regional University System of Oklahoma (regent and secretary).

**Regent Joseph L. Parker Jr.**

Joseph L. Parker Jr. was appointed to a nine-year term as a member of the Oklahoma State Regents for Higher Education in 2005 by Gov. Brad Henry and reappointed by Gov. Mary Fallin in 2014.

Parker is chairman of the board for Anchor Stone Co. in Tulsa, a company involved in the production of crushed limestone, sand and gravel and in heavy equipment brokerage. In addition, he serves on the board of directors for SunTx Capital Partners in Dallas, Texas and is currently president of Southern Hills Country Club.

Parker has also served on numerous civic boards in the Tulsa area, including Friends of the Fairgrounds Foundation, Holland Hall School, the Center for Legislative Excellence and the Metropolitan Tulsa Chamber of Commerce.

A 1969 graduate of the University of Nebraska, Parker earned his MBA from the University of Washington in 1971.

**Ken Parker**

Ken Parker is a first-generation college graduate, receiving a Bachelor of Science in math/computer science 1983 from Oklahoma Christian University and then a Master of Science in computer science the University of Colorado Boulder.

Parker developed software for 10 years at Martin Marietta Aerospace in Denver and three and a half years at JPMorgan in New York City. He left Wall Street and moved his family back home to Oklahoma in 1996. He has since helped co-found two technology companies, creating hundreds of jobs for Oklahoma graduates.

First, RiskMetrics Group was a Wall Street-based financial technology company launched in 1998 and sold in 2010 for \$1.5 billion. Second, NextThought is a Norman-based education technology company started in 2011 with the mantra, “Change the world, have fun, make money – in that order.” The NextThought platform connects people while they learn. The technology goal is to help education become more effective and accessible.

Parker serves on various boards at the University of Oklahoma and OC and is honored to be part of Leadership Oklahoma’s Class 30.

Parker and his wife of 33 years, Carole, live in a log home on a ranch in Noble, Oklahoma. They have three grown children, all married, currently living in Oregon and Oklahoma. Most important, they have two wonderful grandchildren.



### **Carl Renfro**

Carl Renfro was born in Oklahoma City, moved to and was raised in Kansas City, Missouri, then moved to Ponca City, Oklahoma, in 1968. He was chairman and CEO of Pioneer Bank & Trust from 1979-2006. He has a deep sense of affection for Oklahoma and all the people and has become a community and state leader promoting arts, education, economic development and the preservation of Oklahoma history.

Renfro graduated from the University of Missouri, Kansas City, in 1960 with a bachelor's degree in business administration.

Renfro was past chairman of the Oklahoma Bankers Association Senior Banking Management Committee and past president, chairman and director of the Kiwanis Club, Crime Stoppers, the Chamber of Commerce President's

Club, St. Joseph Medical Foundation, Ponca City Friends of Education, Ponca City Economic Foundation and a number of other organizations.

Renfro is chairman of the board of Cushing Valley Hope, where he and his wife, Carolyn, established a permanent endowment scholarship fund for patients with addictions. He also served on the board of directors of Harmony House, which serves citizens with addictions, for the past 20 years.

In 1993, Renfro co-founded the Standing Bear Native American Foundation and Standing Bear Native American Park. This park and foundation is overseen by a Native American committee consisting of leaders from six neighboring tribes: Kaw, Osage, Otoe-Missouri, Pawnee, Ponca and Tonkawa. Since 1993, he has raised in excess of \$7 million to establish a tribute to Chief Standing Bear, the first civil rights Native American leader. The park now encompasses 160 acres with 2.5 miles of walking trails, a 22-foot bronze statue of Chief Standing Bear, eight tribal Memorial Courts, a powwow arena, an 8,000- square-foot museum and education center, and a recently completed Founders Court and Osage By-way Tribute.

Renfro received the DAR Community Service Award, the Sertoma Service to Mankind Award, the Edward

Gaylord Oklahoma Heritage Award for Preservation of Oklahoma History, and the Governor's Art Award for Outstanding Service to the Arts (given by the Oklahoma Arts Commission).

Renfro played a major role in establishing the University Center at Ponca City, which now provides higher education courses from 12 Oklahoma colleges and universities throughout the state. He also established the University Center Foundation, to provide scholarships for needy

students, and he and his wife endowed the foundation with permanent scholarship funds. The Renfros also made a contribution to the Northern Oklahoma College Foundation to endow a lectureship series for education, history and the arts.

As past chairman of the Marland Mansion Estate and founding board member and chairman of the Marland Mansion Foundation, the Renfros endowed the foundation to support the restoration and preservation of this national historic landmark in Ponca City. The Renfros were honored by the Marland Mansion Foundation and the city of Ponca City by recognizing them on their newly created "Honor Wall."

Renfro served on the Oklahoma State Regents for Higher Education for 12 years and served as chairman in 2004.

In 2007, Renfro received the Distinguished Service Award from the Great Expectations Foundation for his past support of education, and he and his wife were honored by NOC, by naming its newest facility the Renfro Nursing and Communications Center.

In November 2008, Renfro was inducted into the Oklahoma Hall of Fame.

In 2012, the Renfros provided matching funds to completely renovate a facility as the new home of the Hospice of North Central Oklahoma (a not-for-profit organization), which provides free services for the terminally ill, and recently, Renfro provided funding for a major renovation for Valley Hope in Cushing, Oklahoma.

Renfro resides in Ponca City. He has three children and five grandchildren.

**Dee Replogle**

Dee Replogle is a lifelong resident of the state of Oklahoma and a graduate of Casady School (1961), Stanford University (B.A., 1965), the University of Oklahoma College of Law (1968) and New York University (LLM Tax, 1970).

Replogle served as a law clerk for Judge William J. Holloway Jr., U.S. 10th Circuit Court of Appeals and has been a member of the law firm of McAfee & Taft in Oklahoma City from 1971 to the present.

Replogle is a past trustee of Casady School, past regent of the University of Oklahoma, and a member of the board of directors of the Oklahoma Medical Research Foundation from 1976 to the present.



### **Dr. Robert J. Ross**

Dr. Robert J. Ross currently serves as president, CEO and member of the board of directors of Inasmuch Foundation and the Ethics and Excellence in Journalism Foundation. The organizations were founded by Edith Kinney Gaylord in 1982. Ross previously was employed as an attorney with the Oklahoma City law firm McAfee & Taft. He is a graduate of Bishop McGuinness Catholic High School and Washington and Lee University, where he received a Bachelor of Science in business administration. He received his Juris Doctor from the University of Oklahoma.

Ross is a member of the following boards of directors: Colorado College; Greater Oklahoma City Chamber of Commerce; Oklahoma City Museum of Art; Oklahoma City National Memorial; Oklahoma City University; Oklahoma

Public School Resource Center; Oklahoma State Fair; John W.

Rex Charter Elementary School; OU Gaylord College of Journalism Board of Visitors; OU College of Law Board of Visitors; OU Foundation; Roff Oil & Gas; Oklahoma State Board of Education; Teach for America-Oklahoma City; and Westminster School. He is a member of Young Presidents' Organization (YPO).

Ross was presented with the 2011 Plaza District Association's "Urban Pioneer Award" and the 2012 OKC Beautiful "Mayor's Award for Distinguished Service." In 2013, he was awarded the Oklahoma Center for Nonprofits' Visionary Impact Award. In 2015, he was the recipient of the United Way of Central Oklahoma's John Rex Community Builder Award.

Ross is married to Heather Ross and has a daughter, Lilly, and a son, Frank.





### **Regent Richard Ruhl**

Richard Ruhl is the general manager of Pioneer Telephone Cooperative Inc. With 40 years of experience in the telecommunications industry, he has held the position of general manager of Pioneer since 1995. As general manager, he directs the overall operations for one of the largest telecommunications cooperatives in the United States. Pioneer and its affiliate companies employ 575 people to serve over 150,000 subscribers/customers in 76 communities encompassing 47 Oklahoma counties in western and southern Oklahoma and 14 counties in southern Kansas, covering nearly 100,000 square miles. In the last decade, Ruhl has led the company's diverse and dramatic growth by positioning it to provide its customers a full suite of cutting-edge telecommunications products and services, including residential and business broadband services, fiber-to-the home/node, giga-bit services, 4G-LTE cellular, 4G-fixed broadband services, E-Rate distance learning, telemedicine, and special access services. By maximizing strong customer service, state-of-the-art technology and a solutions-based approach, he has achieved successful corporate growth and market share through the development of long-term client relationships. Over the years, he has witnessed extensive change, opportunities and growth for Pioneer and the telecommunications industry, as we move forward in a broadband world.

Ruhl received an Associate in Arts degree from Redlands Community College, a Bachelor of Liberal Studies from the University of Oklahoma and an MBA from Oklahoma Christian University. He also holds a Federal Communications Commission First Class General Radiotelephone Lifetime Operator License.

Ruhl's professional activities include USTelecom board of directors, 2005-07; member of the USTelecom Leadership Committee, 2007-present; member of the Cellular Telecommunications Industry Association (CTIA) board of directors; member of the Oklahoma Telephone Association board of directors, 2003- present; Oklahoma Telephone Association Hall of Fame, 2010; member of the Oklahoma State Chamber board of directors, 2003-present; member of the Redlands Community College Board of Regents, 2012- present; Redlands Community College Foundation board of directors, 1998-2012; member of the Oklahoma E-911 Governance Board; graduate of Leadership Oklahoma Class XIX; member of the Chisholm Trail Museum board of directors, 2010-present; and lifetime member of the American Radio Relay League.



**Claudia San Pedro**

Claudia San Pedro serves as executive vice president and chief financial officer for the Oklahoma City-based national headquarters of SONIC®, America's Drive-In®. She is responsible for SONIC's financial planning practices, as well as the brand's relationship with lending institutions, shareholders and the financial community. She also leads public relations and external communications for the company.

San Pedro joined Sonic in 2006 as treasurer. She has also served as vice president of investor relations since 2009. In that role, she directed financial planning, procurement and investment of funds for the organization and formulated investor relations strategy and oversaw communications with the investment community.

Prior to joining SONIC, San Pedro served as the director for the Oklahoma Office of State Finance. Appointed by Gov. Brad Henry in 2005, San Pedro was the first female and first Hispanic to serve as director of state finance for Oklahoma.

Before joining OSF and the Henry administration, San Pedro served as the assistant director of the Oklahoma State Senate fiscal staff and a staff budget analyst for the Senate appropriations subcommittees on education, human services and general government.

San Pedro is currently a volunteer board member of the Foundation for Oklahoma City Public Schools and Downtown OKC.

San Pedro holds an undergraduate degree from Smith College in Massachusetts and a master's degree in business administration from the University of Oklahoma.

Born in Mexico City, San Pedro resides in Oklahoma City with her family.

**Dr. Jason R. Sanders**

Jason R. Sanders, MD, MBA, serves as the senior vice president and provost of the University of Oklahoma Health Sciences Center, with overall responsibility for its seven colleges and clinical, educational and research programs. He also serves on the Governing Committee for the OU Medical System and the University Hospitals Authority and Trust board, to promote integration across the health care delivery system.

Sanders maintains a clinical practice in internal medicine with OU Physicians. He teaches medical students and residents at OU Medical Center, as well as courses in interprofessional practice, literature and medicine, and the business of medicine. He also is a member of the

Stephenson Cancer Center Leadership Council, the Dean McGee Eye Institute board, the Greater Oklahoma City Chamber board, and the Oklahoma Health Center Foundation board.

Sanders graduated with honors from OU with a Bachelor of Science in biochemistry in 2000. He was selected as a Rhodes Scholar to the prestigious Trinity College, Oxford University, and received a Master of Arts in English language and literature in 2003. He graduated from Harvard Medical School and Harvard Business School with distinction in 2008 and was Harvard University's first combined MD/MBA program graduate. He completed residency training in internal medicine at Massachusetts General Hospital and during that time worked with health system leaders on care redesign and population health initiatives. He also gained experience in the private sector as a consultant with McKinsey & Company, a leading international consulting firm, focusing his practice on major health care organizations, including hospitals, payers and pharmaceutical companies.

He lives with his wife, Tammy, and two sons in Oklahoma City.

**Natalie Shirley**

Natalie Shirley is President and CEO of the National Cowboy & Western Heritage Museum in Oklahoma City. Previously, she served concurrently as president of Oklahoma State University-Oklahoma City (OSU-OKC) and as Oklahoma secretary of education and workforce development. She became president of OSU-OKC in May 2011. She was the first female president in the OSU system. In January 2015, Mary Fallin appointed her as Oklahoma secretary of education and workforce development. From 2007-11, Shirley also served in Gov. Brad Henry's cabinet as Oklahoma's secretary of commerce and tourism. She has also served as president of Investment Company Institute Mutual (ICIM) Insurance Group in Washington, D.C. She graduated from OSU and earned a law degree from the University of Oklahoma. She and her husband, Russ Harrison, have six children and are members of St. Luke's Methodist Church.

**Dr. Dennis Shockley**

Dr. Dennis Shockley is the executive director of the Oklahoma Housing Finance Agency. He holds a doctorate in history from Kansas State University. He has completed the Program for Senior Executives in State and Local Government at the John F. Kennedy School of Government at Harvard University.

Shockley has taught at several colleges and universities and has numerous awards and publications. In 2008, he co-authored *How We Lived: A Pictorial History of the Places Oklahomans Have Called Home*, which was a 2009 Oklahoma Book Award finalist.

Shockley has served on numerous boards, including the Oklahoma County Metropolitan Library Commission and the Oklahoma State Chamber of Commerce.



### **Dr. Kayse Shrum**

Dr. Kayse Shrum is a native Oklahoman who earned her doctor of osteopathic medicine degree from the Oklahoma State University College of Osteopathic Medicine. She joined the medical school faculty at the OSU Center for Health Sciences in 2002 and served as chair of the Department of Pediatrics from 2004-11. In 2011, she was named provost of OSU-CHS and dean of the OSU College of Osteopathic Medicine. In 2013, she was promoted to her current position as president of OSU-CHS, becoming the youngest and first female president and dean of a medical school in the state of Oklahoma. She holds the George Kaiser Family Foundation chair in medical excellence and service and the Saint Francis Health

System endowed chair of pediatrics.

Under Shrum's leadership, OSU-CHS has experienced unprecedented growth. Student enrollment has more than doubled as new academic programs have been established to meet the workforce needs of Oklahoma. To fuel the growth of OSU-CHS, she has raised more than \$22 million in private support, including an \$8 million transformative gift from the A.R. and Marylouise Tandy Foundation to support the construction of a state-of-the-art clinical skills simulation building. During her tenure, she has made addressing the health care workforce shortage in rural Oklahoma a top priority for OSU-CHS. A fervent champion of rural health and primary care medicine, she led the strategic efforts to create a sustainable rural primary care physician pipeline program, which starts with rural high school outreach programs and culminates with rural-based residency training programs. She launched award-winning high school recruiting programs like Operation Orange and Blue Coat to White Coat, established the Rural Medical Track (a rural-focused medical curriculum) and expanded the number of residency training programs in Oklahoma by securing a \$3.8 million grant from the Oklahoma Tobacco Settlement Endowment Trust and a \$5.6 million grant from the Oklahoma Health Care Authority.

Shrum is active in a variety of professional and charitable organizations. She currently serves on the Oklahoma State Regents for Higher Education Task Force on the Future of Higher Education and holds leadership positions in osteopathic professional organizations, including vice president of the Oklahoma Osteopathic Association, chair of the American Osteopathic Board of Pediatrics, and committee positions on the American Association of Colleges of Osteopathic Medicine board of deans and the American Osteopathic Association house of delegates. She is also a board member of the Children's Hospital Foundation at Saint Francis, Blue Cross and Blue Shield of Oklahoma, BankSNB/Southwest Bancorp, PLICO, Oklahoma State University Medical Authority and Trust, and OSU Center for Health Systems Innovation. She has been recognized for her leadership and many contributions to improving health outcomes in Tulsa and Oklahoma. She was named a finalist for the Journal Record's 2015 Woman of Year award and was inducted into

the Connors State College Athletic Hall of Fame in 2013. She also received the Oklahoma Osteopathic Association's Outstanding and Distinguished Service Award in 2014 and the Tulsa Mayor's Commission on the Status of Women's Pinnacle Award for Health in 2012.



### **President Jerry Steward**

Dr. Jerry Steward is president of Oklahoma City Community College. He received a bachelor's degree from the University of Central Oklahoma and a law degree from the University of Oklahoma.

Steward is licensed to practice law before the Oklahoma Supreme Court and all other state courts in Oklahoma; the U.S. District Courts for the Western and Eastern Districts of Oklahoma; the U.S. Court of Appeals for the Tenth Circuit; and the U.S. Supreme Court.

Steward began his professional career as a public school teacher. After graduating from law school, he established his own law firm and was senior partner in the Steward

Law Firm for over 20 years.

Prior to becoming president, Steward served as executive vice president and general counsel and held other administrative positions at OCCC. He was also professor of political science, teaching courses in American federal government, introduction to international relations and introduction to constitutional law.

Steward is a former member of the Oklahoma House of Representatives, where he was chairman of the House Judiciary Committee.

Current civic activities include:

- Chairman, Board of Commissioners, Oklahoma City Housing Authority
- Board of Directors, Oklahoma Higher Education Heritage Society
- Board of Directors, Integris Southwest Medical Center
- Board of Directors, State Chamber of Oklahoma
- Board of Directors, Allied Arts Oklahoma City
- Chairman, Board of Directors, Moore Chamber of Commerce
- Chairman, Board of Trustees, Langston University-Oklahoma City and Langston University-Tulsa
- President, South Oklahoma City Chamber of Commerce
- President, Rotary Club of South Oklahoma City
- Member, Board of Directors, Greater Oklahoma City Hispanic Chamber of Commerce
- Member, Board of Directors, Latino Community Development Agency
- Member, Board of Directors, Oklahoma Centennial Commission
- Member, Board of Directors, Oklahoma Mental Health Council
- Member, Board of Directors, Citizens League of Central Oklahoma
- Member, Leadership Oklahoma, Class 20
- Member, Central Oklahoma Regional Leadership Institute

- Member, National Organization on the Legal Problems of Education
- Member, Oklahoma Bar Association

Steward was also selected as the citizen of the year by the South Oklahoma City Chamber of Commerce.





### **Regent Toney Stricklin**

Toney Stricklin, from Lawton, Oklahoma, was appointed as an Oklahoma State Regent by Governor Mary Fallin in 2011, serving a nine year term ending in May 2020. The Oklahoma State Regents for Higher Education is the constitutional coordinating board for the Oklahoma colleges and universities responsible for allocating state funds, setting admission standards, and academic policies.

Regent Stricklin served over 32 years as a commissioned officer in the United States Army and retired from active service as a Major General in August 2001. Over the course of his Army career, he served in a variety of command and staff positions throughout the United States, Germany,

Korea, and Vietnam. He served as Deputy Commanding General for Training and Assistant Commandant, United States Army Field Artillery Center and Fort Sill, Oklahoma; Director of Requirements, Office of Deputy Chief of Staff for Operations and Plans, Headquarters Department of the Army; and as Commanding General, United States Army Field Artillery Center and Fort Sill, Oklahoma.

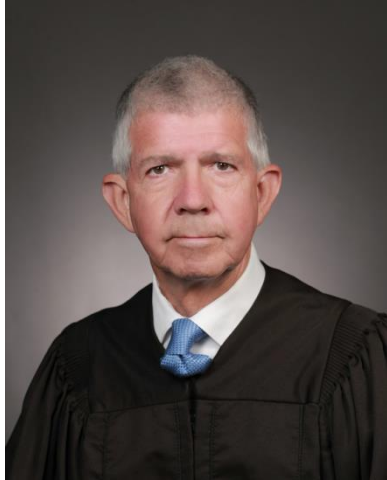
Regent Stricklin holds a Master of Arts Degree in International Relations from Newport College in Rhode Island and a Bachelor of Science Degree in Business Administration from Cameron University, Lawton, Oklahoma.

He is Chairman and principal owner of TDRS LLC a private consulting firm specializing in the Department of Defense business sector. He began this business in 2007. Regent Stricklin is also President of Heartland Defense Industries a defense related firm that is owned by TDRS LLC.

Regent Stricklin has served on the State Board for Career and Technology Education; as Chairman of the Information Technology Panel for the Oklahoma Economic Development Generating Enterprise initiative; and on the Oklahoma congressional delegation to testify before the regional BRAC commission regarding the relocation of the Air Defense Artillery School from Fort Bliss to Fort Sill. Additionally, he served on the Board of Directors for i2E formerly the Oklahoma Technology Commercialization Center; he was President of the Southwest Oklahoma Advanced Technology Association; he served as Vice Chairman of Military and Government Relations for the Lawton-Fort Sill Chamber of Commerce and Industry; he is Chairman of the Military Liaison Committee for The State Chamber of Oklahoma; he is the previous President of the Southwest Oklahoma Chapter of the Military Officer's Association of America; a member of the Association of the United States Army; and serves as Chairman of the Lawton Airport Authority.

In 2007, Regent Stricklin was appointed to serve a two-year term as Civilian Aide to the Secretary of the Army for Oklahoma.

He was a recipient of the Distinguished Service Award from Cameron University, and was awarded the Cameron University School of Business Distinguished Alumnus Award; he was inducted as an honorary member into Delta Mu Delta national business honor society and was selected as a Cameron University Distinguished Alumni. He is also a graduate of Leadership Oklahoma Class XVI. He is married to Jennifer Stricklin.



### **Justice Steven W. Taylor**

Justice Steven W. Taylor was born June 7, 1949, in Henryetta, Oklahoma. He graduated from McAlester Public Schools in 1967. He earned his Bachelor of Arts in political science from Oklahoma State University in 1971 and received a Juris Doctor degree from the University of Oklahoma College of Law in 1974.

Taylor joined the U.S. Marine Corps in 1970 and served on active duty from 1974-78. He was trained as an infantry platoon commander and later served as a prosecutor and chief defense counsel. In 1977, he became the youngest judge in the U.S. Armed Forces. He was promoted to the rank of major.

Following his active duty service in the Marines, Taylor practiced law in McAlester from 1978-84. In 1980, he was elected to the McAlester City Council, and in 1982, was elected mayor of McAlester, making him the youngest mayor in that city's history. He was named one of Three Outstanding Young Oklahomans for 1983.

In 1985, in recognition of Taylor's leadership in economic development, the city of McAlester named a multimillion dollar industrial park for him, where many industries now employ several hundred Oklahomans. In 1997, he was named Citizen of the Year in McAlester.

Taylor serves on the board of directors of the Oklahoma Medical Research Foundation, the Oklahoma City National Memorial and the Oklahoma Heritage Association. He is a member of the First United Methodist Church of McAlester and is a trustee of Oklahoma City University. His wife, Mary, is a retired public school teacher. They have one son, Wilson, who is manager of team operations for the Oklahoma City Thunder. Justice Taylor is the co-author of a book, "The University of Oklahoma College of Law: A Centennial History."

In 2002, Taylor was recognized by OSU as a Leadership Legacy, and in 2003, a Distinguished Alumnus. In 2007, he was inducted into the OSU Hall of Fame, and in 2009, the OU presented him with the Regents Alumni Award. He is the only person to have received the highest alumni recognition from both OSU and OU.

In March 1984, Gov. George Nigh appointed Taylor associate district judge for Pittsburg County. In 1991, he was the first associate district judge ever to be elected president of the Oklahoma Judicial Conference. In 1994, he was elected district judge of the 18th Judicial District. In 1997 and 2003, he was elected presiding judge of the 10-county East-Central Judicial Administrative District. In 2003, he was the recipient of the Oklahoma Bar Association's Award of Judicial Excellence, designating him as the outstanding Oklahoma judge of the year.

In his over 20 years as a trial judge, he presided over more than 500 jury trials, including the state trial of the Oklahoma City bombing case.

On Sept. 24, 2004, Gov. Brad Henry appointed Taylor to be a justice of the Supreme Court of Oklahoma. Taylor served as chief justice from 2011-13.

During the 2007 Oklahoma Centennial year, Oklahoma Magazine named Taylor as one of the 100 Who Shaped Us, a list of living and past Oklahomans who influenced the first 100 years of our state. In 2009, he was inducted into the Oklahoma Hall of Fame, the highest honor an Oklahoman can receive from the state.

After 33 years of judicial service, Taylor retired on Dec. 31, 2016.



### **Sean Trauschke**

Sean Trauschke serves as chairman, president and CEO for OGE Energy Corp. He joined OGE Energy as vice president and chief financial officer in April 2009 and was named president, Oklahoma Gas and Electric, in July 2013. He was named president, OGE Energy, on Aug. 29, 2014, and assumed the role of CEO on May 29, 2015, and chairman on Dec. 1, 2015.

Trauschke also serves on the board of directors for Enable GP LLC, the general partner of Enable Midstream Partners LP, in which OGE holds 26.3 percent limited partner interest and 50 percent general partner interest.

Trauschke graduated with a Bachelor of Science degree in mechanical engineering from the University of North Carolina at Charlotte and then earned an MBA from the University of South Carolina.

Throughout his professional career, Trauschke has been active in numerous civic and community organizations and currently serves on the boards of the State Chamber of Oklahoma, Heritage Hall, the Greater Oklahoma City Chamber, United Way of Central Oklahoma, Children's Hospital Foundation, Oklahoma State Fair, the Myriad Gardens Foundation, the Oklahoma City Boathouse Foundation and Downtown OKC.



### **Regent Michael C. Turpen**

Michael C. Turpen, from Oklahoma City, Oklahoma, was appointed as an Oklahoma State Regent by Governor Brad Henry in May 2009, serving a nine-year term ending in May 2018.

Regent Turpen was born in Tulsa, Oklahoma, educated in Tulsa Public Schools, and graduated from the University of Tulsa earning a Bachelor of Science degree in History and a Juris Doctor degree. In 1982 Regent. Turpen was elected Attorney General for the state of Oklahoma. He served as Muskogee County District Attorney from 1977 to 1982. Since 1987, Regent Turpen has been a partner in the law firm of Riggs, Abney, Neal, Turpen, Orbison & Lewis in Oklahoma

City, Oklahoma.

While no longer serving in public office, Regent Turpen remains politically active. He appears weekly on Oklahoma City NBC affiliate KFOR's award-winning public affairs show, "Flashpoint with Turpen & Humphreys." He had a long-running monthly column, "Turpen Time," for the OPEA monthly newspaper and was a featured columnist for Microsoft's internet magazine, Slate. Regent Turpen is a nationally sought after public speaker, having keynoted conferences of the National Association of Attorneys General, the Fourth Federal Judicial Circuit, and the National Family and Juvenile Judges' Association.

Regent Turpen has received numerous awards, honors and appointments. In 2010, he was inducted into the Oklahoma Hall of Fame. In 2008, he received the Oklahoma Arts Council Governor's Award for Community Service; Treasurers for Tomorrow Award from the Oklahoma Health Center Foundation; and the Urban Pioneer Award from the Plaza District Association. In 2007, Regent Turpen received the Oklahoma Bar Association's William Paul Distinguished Service Award; recognition from the Clinton Global Initiative for his work with Burns Hargis for Legal Aid of Oklahoma; the Outstanding Volunteer Fundraiser Award from the Association of Fundraising Professionals, Oklahoma Chapter; and the John F. Kennedy Award for Community Service, given by the Oklahoma City Knights of Columbus. In 2006, he received the John Kirkpatrick Award from Lyric Theatre for his leadership in chairing their successful \$10 million capital campaign. In 2004, the courtroom at the University of Tulsa College of Law was named the Price-Turpen Courtroom to honor Turpen's service to his alma mater. In 2004, he also received the National Association of Attorneys General Francis X. Bellotti Award for outstanding service to the association. In 2003 Regent Turpen served as Honorary Chairman of the Urban League of Oklahoma City. In 2002, he established the Melvin C. Hall Leadership Scholarship at Langston University. In 2000, he was named Outstanding Alumnus for the University of Tulsa.

He was appointed by President Bill Clinton to the President's Advisory Council on the Arts at the Kennedy Center in 1992. In 1986, he was the recipient of the National Foundation for the Improvement of Justice Award and was honored by the National Organization for Victim Assistance as one of Ten Outstanding National Leaders in the Field of Victim Rights over the past decade. Regent Turpen was listed in Esquire Magazine's 1985 Register: Men and Women Under Forty Who are Changing the Nation. In 1980, he was the winner of the Oklahoma Bar Association's Maurice Merrill Golden Quill Award for outstanding contributions to the Oklahoma Bar Journal. In 1979, Regent Turpen was named Outstanding Young Man by the Muskogee Jaycees and Outstanding Young Oklahoman by the Oklahoma Jaycees. In 1975, he was selected by the Oklahoma Bar Association as Oklahoma's Outstanding Young Lawyer.

Regent Turpen's interests are many and varied. He is President of the Lyric Theatre Board of Directors, and on the boards of The Oklahoma City Memorial and Museum, Oklahoma State Fair Board, and Allied Arts. He is a member of the Oklahoma Academy of State Goals, Rotary Club, Oklahoma Business Roundtable, and The Creativity Project. Regent Turpen has served as President and board member of the CARE Center, OKC. He is the founder of The Young Men's Poetry Club. Regent Turpen argued before the United States Supreme Court in 1985. He served as President of the Oklahoma District Attorneys Association, Vice President of the National Organization of Victim Assistance (NOVA), and Vice Chairman of Oklahoma's Crime Commission. Regent Turpen is a member of the American, Oklahoma, Tulsa County and Oklahoma County Bar Associations, as well as being a Founding Fellow of the Oklahoma Bar Foundation, and a faculty member of the National College of District Attorneys.

Regent Turpen and his wife, Susan, live in Oklahoma City and have three children, Sean, Patrick and Sarah. He is a member of Westminster Presbyterian Church in Oklahoma City where he is currently active as a teacher for the confirmation class and on the WPC Foundation Board of Directors.

**Regent Ronald H. White**

Ronald H. White, M.D., was appointed by Gov. Brad Henry to serve a nine-year term as a State Regent in May 2003.

Governor Mary Fallin reappointed White for a second 9- year term in May of 2012.

White received his bachelor's and medical degrees from the University of Oklahoma and interned at St. Anthony's Hospital in Oklahoma City. He completed a residency in internal medicine at St. Anthony's, followed by a fellowship in cardiology at OU.

White has been the president of Oklahoma Cardiovascular Associates. He serves as a member of the board of managers for Oklahoma Heart Hospital, and as a clinical assistant professor at the OU College of Medicine. He has also served as medical director for the Oklahoma Heart Center and medical staff president for INTEGRIS Baptist Medical Center.

White has been a member of the board of directors for Oklahoma Gas and Electric. He served as a member of the OU Board of Regents for 14 years and has also been a member of the board of commissions for the Oklahoma State Bureau of Investigations.

White served in the U.S. Navy, MC Internal Medicine, First Marine Division Field Hospital and internal medicine, U.S. Naval Hospital, Memphis, Tenn.





### **Avilla T. Williams**

Avilla T. Williams, an Edmond, Oklahoma, resident, is the president of INTEGRIS Health Edmond. INTEGRIS Health is the state's largest Oklahoma-owned health system, with hospitals, rehabilitation centers, physician clinics, mental health facilities, independent living centers and home health agencies throughout much of the state.

Williams has 36 years of nursing/clinical and administrative health care experience, with 30 of these years being in behavioral health and addiction medicine. As an experienced leader, she provided oversight to the development of a new acute care hospital and medical office building on a 44-acre site in the Edmond community. The \$94 million hospital project opened on Oct. 3, 2011. Edmond and surrounding communities now have access to a state-of-the-art, full-service community hospital. She leads a team of more than 400 physicians, nurses, clinicians and other health care professionals in the delivery of patient care and community service. INTEGRIS Health Edmond continues to grow in services and scope. In spring 2013, a \$2.25 million cardiovascular and interventional radiology suite opened to better serve cardiovascular patients. In summer 2015, a \$12.5 million, 45,000-square-foot medical office building was added to the campus. She is currently overseeing a \$68 million expansion of the hospital as well as design and development of INTEGRIS Arcadia Trails Center for Addiction Recovery.

Williams believes the success of any project is dependent upon establishing a team of people who communicate well and share the same vision and goals. Avilla's long-term goal for INTEGRIS Health Edmond is "to build a medical campus that meets the needs of our community." Her motto in designing the facilities is "where hospitality meets health."

Williams received a bachelor's degree in nursing from Hawaii Pacific University, Honolulu, Hawaii, and earned a master's degree from Southern Nazarene University in Bethany, Oklahoma. The Oklahoma Hospital Association awarded her the Spirit of Transformation Award in 2011. In 2016, she was recognized as one of the "50 Women Making a Difference" in Oklahoma by the Journal Record.

Williams is very active and serves on many health care, civic and community boards, such as the Governing Council of the American Hospital Section for Metropolitan Hospitals, the Oklahoma Hospital Association, the Edmond Chamber of Commerce advisory board, the Edmond Economic Development Authority board of trustees, the Langston University Urban Campuses board of trustees and the Oklahoma Tomorrow board. She was also co-chair for the American Heart Association's Go Red for Women in 2016.

Williams has been married to her husband, Steve, for 37 years. They have one daughter, Morgan.



### **Roy H. Williams**

Roy H. Williams became the president & CEO of the Greater Oklahoma City Chamber on Jan. 1, 2004, after having served as executive vice president of economic development since mid-2002.

Williams has held numerous executive leadership positions in chambers of commerce and economic development organizations in Texas, Arizona, Ohio and Oklahoma. Some of these include the Texas Governor's Office, the Texas Department of Commerce, the Greater Phoenix Economic Council (Arizona), the Greater Columbus Chamber of Commerce (Ohio) and the Oklahoma Department of Commerce. His experience in economic development has not just been limited to

domestic activities. He also directed international trade and investment offices in Japan, China, Hong Kong, Singapore, Indonesia, Korea, India, Belgium, Germany and Mexico.

Additionally, Williams was partner, co-founder, and president of The Economic Development Group Inc., an international economic development consulting firm with offices in Ohio and Arizona. In that capacity, he helped build economic development strategies and tools for cities, counties, regional partnerships, states, utility companies, universities, private companies and even foreign countries. As well, he performed corporate site location consultant work for companies and executive searches for economic development organizations.

Williams also has served on the faculty for several professional certification programs, including the U.S. Chamber's Institute for Organization Management and the International Economic Development Council's Economic Development Institute. He is an active participant in numerous domestic and international councils and associations, holding both memberships and appointed positions. Nationally, he serves on the board and executive committee of the American Chamber of Commerce Executives Association and on the board of the International Economic Development Council. Statewide and locally, he serves on numerous boards of directors, some of which include the Oklahoma Business Roundtable, the Oklahoma Bioscience Association (treasurer and executive committee), the State Chamber of Oklahoma, the Oklahoma State Fair, the Oklahoma Health Center Foundation, the Oklahoma Chamber of Commerce Executives (past president), the Oklahoma Industries Authority, Downtown YMCA, the Oklahoma Technology Development Corporation – i2E (chairman of the board), Downtown Oklahoma City Inc., United Way, Leadership Oklahoma City, Allied Arts, the Myriad Gardens Foundation, the Governor's Economic Development Team (2009 president) and several others.

Williams has a Bachelor of Business Administration degree from Texas Lutheran University and pursued his MBA at Sam Houston State University. As well, he is a graduate of the Institute for Organization Management at Southern Methodist University, successfully completed the

American Chamber of Commerce Executive Leadership Program at the Center for Creative Leadership in North Carolina, and is a graduate of the Governor's Center for Strategic Leadership for State Executives program at Duke University. In 2008, he was the recipient of the most prestigious award given by the American Chamber of Commerce Executives (ACCE) – the Chairman's Award – for his significant contributions to ACCE and the chamber profession. In July 2012, he was elected and served as chairman of the board of the ACCE association. Also in 2012, he was given the Hall of Fame Award by the Oklahoma Chamber of Commerce Executives.

## Appendix B: Glossary of Terminology

<p>21<sup>st</sup> Century Skills</p>	<p>A broad set of knowledge, skills, work habits, and character traits that are believed—by educators, school reformers, college professors, employers, and others—to be critically important to success in today’s world, particularly in collegiate programs and contemporary careers and workplaces. Generally speaking, 21<sup>st</sup> century skills can be applied in all academic subject areas, and in all educational, career, and civic settings throughout a student’s life.</p>
<p>Adult degree completion</p>	<p>Degree completion programs are meant for students who, for one reason or another, haven't completed their associate’s or bachelor's degree programs and wish to do so. Students must hold a minimum number of credits to apply to these programs. If a student leaves or drops out of school before completing a degree program, he or she can apply to a degree completion program, which will allow him or her to take required classes and earn a degree.</p>
<p>Apprenticeship</p>	<p>Innovative work-based learning and post-secondary earn-and-learn models that meet national standards for registration with the U.S. Department of Labor (or federally recognized State Apprenticeship Agencies) Office of Apprenticeship.</p>
<p>Articulation agreement</p>	<p>Articulation agreements document a pathway between two or more colleges or universities and their academic programs. Articulation agreements are also called transfer agreements, transfer guides, and transfer pathways by various audiences.</p>
<p>Back-office functions</p>	<p>The portion of an institution made up of administration and support personnel who are not client-facing. People who hold jobs in back office positions carry out functions such as HR, accounting, payroll, regulatory compliance, and IT services.</p>
<p>Branch campus</p>	<p>A campus of a college or university that is physically at a distance from the original university or college area. This branch campus may be located in a different city, state, or country, and is often smaller than the main campus of an institution. In Oklahoma, branch campuses must be authorized by the Legislature.</p>
<p>Competency based education (CBE)</p>	<p>A focus on student mastery of performance and learning outcomes through a set of pre-defined learning objectives. Traditionally, student achievement has been determined by using credit- or seat-hour parameters as a benchmark for postsecondary program completion, rather than proficiency within a set of learning objectives. With CBE, students are evaluated on what is learned in the time it takes to reach a learning goal, as opposed to learning being achieved through</p>

	completion of work within a finite timeframe or the environment in which learning occurs.
Concurrent enrollment	Students enrolled—concurrently—in two distinct academic programs or educational institutions. The term is most prevalently used in reference to high school students taking college courses while they are still enrolled in a secondary school (i.e., a <i>dual-enrollment student</i> ), or to the programs that allow high school students to take college-level courses (i.e., a <i>dual-enrollment program</i> ).
Coordinating board	The Oklahoma state system is coordinated by the Oklahoma State Regents for Higher Education, and each institution is governed by a board of regents. The State Regents prescribe academic standards of higher education, determine functions and courses of study at state colleges and universities, grant degrees, and approve each public college and university's allocations, operating budget and tuition and fees within the limits set by the Oklahoma Legislature.
Corequisite remediation	Replaces traditional prerequisite remedial education sequences with just-in-time support for students while they are enrolled in college-level gateway courses. Academic support is focused on the skills and competencies essential for success in the college-level course.
Cost center	Budgeting process, utilized to segregate and track financial activity (revenue, expenses, transfers, etc.) based on the type of operation at the institution.
Council for Online Learning Excellence	The Council for Online Learning Excellence (COLE) was created through the State Regents Online Education Task Force and is committed to empowering excellence in online and hybrid learning experiences through a framework that grows knowledge networks and advances collaborative initiatives that enhance student, faculty and institutional success in the state of Oklahoma. Its membership is open to faculty and staff across Oklahoma's higher education system.
Council on Information Technology	The Council on Information Technology (CoIT) considers technology and related issues affecting Oklahoma higher education, proposes technology and related policy and procedures and serves as the principal statewide advisory council rendering advice and counsel to the chancellor, other advisory groups and the entire state system in the review of current and recommended technology and related policy and procedures. The council also serves as a forum for IT officers to discuss matters of common interest, conducts studies and issues reports designed to strengthen the mission of Oklahoma higher education institutions.

<p>Council on Instruction</p>	<p>The Council on Instruction considers academic and related issues affecting Oklahoma higher education, proposes academic and related policy and procedures and serves as the principal statewide advisory council rendering advice and counsel to the chancellor, other advisory groups and the entire state system in the review of current and recommended academic and related policy and procedures. Membership consists of the chief academic officer of each of the 25 institutions in the state system, as designated by the president of the institution.</p>
<p>Council of Presidents</p>	<p>The president of each college and university in the state system is eligible for membership in the Council of Presidents. The purposes of this organization include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Promoting and encouraging harmonious and productive working relationships among state system institutions of various types and levels.</li> <li>• Providing a forum for the discussion of issues confronting Oklahoma higher education or any of its components.</li> <li>• Providing an opportunity for a coordinated approach to the identification and solution of common problems.</li> <li>• Fostering an economic, social and political climate favorable to the development and proper functioning of the state higher education system and its individual units.</li> <li>• Promoting public understanding of the significance of higher education to the quality of life in Oklahoma.</li> </ul>
<p>Council on Student Affairs</p>	<p>The Council on Student Affairs serves as a key advisory council to the chancellor, OSRHE staff and other state officials regarding issues and policies affecting the welfare and development of students enrolled in the Oklahoma higher education system. The council also serves as a forum for student affairs officers to discuss matters of common interest, conducts studies and issues reports designed to strengthen co-curricular programs and student support services at Oklahoma higher education institutions. Membership is comprised of principal student affairs officers from each institutional campus and higher education center (as appropriate) in the state system. In addition, a representative from the independent sector is invited to serve on the council's executive committee, and student affairs officers from private institutions are invited to attend and participate in council meetings and activities.</p>
<p>Course Equivalency Project</p>	<p>The Course Equivalency Project (CEP) is a postsecondary education resource service that provides course equivalency information to facilitate student transfer within the Oklahoma state system of higher</p>

	<p>education. Its database contains faculty-generated course equivalency information for thousands of courses offered at public and private institutions in Oklahoma.</p>
Critical course path guarantee	<p>Colleges and universities will guarantee that the courses needed for graduation will be available for those students who are following their semester by semester degree map.</p>
Critical occupations	<p>The top 100 Critical Occupations List is focused on Oklahoma’s job growth in the future and acknowledging the need for extended timeframes to achieve higher levels of education. The methodologies for selecting occupations for inclusion in the Top 100 Critical Occupation List are designed to emphasize the state’s desire to meet labor demands so that businesses and entrepreneurs can grow and prosper and Oklahoma citizens can maintain wealth-generating occupations. Factors included in the selection process demonstrate the values of job growth, wealth generation, and education, and are outlined below. Adjustments to the data may be made to address known industry-coding inconsistencies. The list is generated by the Oklahoma Office of Workforce Development.</p>
Data analytics (predictive analytics)	<p>Academic data analytics is basically defined as the process of evaluating and analyzing organizational data received from university systems for reporting and decision-making reasons. Broadly defined, data or predictive analytics is “an area of statistical analysis that deals with extracting information using various technologies to uncover relationships and patterns within large volumes of data that can be used to predict behavior and events.” When applied, predictive analytics can help institutions accurately predict student behaviors – notably in the areas of learning outcomes, recruitment, and retention.</p>
Degree maps	<p>Lists the necessary requirements to complete an academic degree program and is a tool used to track academic progress. Provides a recommended schedule of courses and highlights additional milestones required for completing a degree.</p>
Governing board	<p>While the State Regents have responsibility for determining the functions and courses of study of each institution, setting standards of education and allocating funds to carry out institutional functions, the governing boards assume responsibility for the operation of the institutions, including:</p> <ul style="list-style-type: none"> <li>• Determining management policy.</li> <li>• Employing personnel, fixing their salaries and assigning their duties.</li> <li>• Contracting for other services needed.</li> </ul>

	<ul style="list-style-type: none"> <li>• Having custody of records.</li> <li>• Acquiring and holding title to property.</li> </ul> <p>Among specific areas of administration control for which the governing board assumes responsibility in operating an institution are:</p> <ul style="list-style-type: none"> <li>• General academic policy and administration.</li> <li>• Student life.</li> <li>• Budget administration.</li> <li>• Planning and construction of buildings.</li> <li>• Purchasing.</li> <li>• Auxiliary activities budgeting and administration, including the issuance of revenue bonds and administration of self-liquidating properties.</li> </ul> <p>The governing board, through its chief executive officer, the president of the institution, makes recommendations to the coordinating board, the State Regents, regarding the institutions’ functions and programs of study, standards of education, and the budgetary needs of the institution for both general operations and for capital improvements.</p>
<p>Internship</p>	<p>An internship is an on-the-job learning experience, where students, new professionals or career changers learn the basics of a career-field while working full- or part-time. Interns generally perform entry-level tasks while taking part in skills development activities as part of the internship experience. Some internships are paid, while others provide college credit.</p>
<p>Learning Management System (LMS)</p>	<p>A software application for the administration, documentation, tracking, reporting and delivery of electronic educational technology (also called e-learning) courses or training programs.</p>
<p>Line-item allocation</p>	<p>A budget in which the individual financial statement items are grouped by cost centers or departments. It shows the comparison between the financial data for the past accounting or budgeting periods and estimated figures for the current or a future period.</p>
<p>Math pathways</p>	<p>Oklahoma was selected in 2015 to work with the University of Texas at Austin’s Charles A. Dana Center as part of the Mathematics Pathways to Completion Project, which is a unique opportunity to customize and strengthen the math learning experience for Oklahoma students and significantly improve math learning outcomes in our state. The focus of the project is to provide students with new math pathways that give</p>



	<p>them choices among several different courses or course sequences in which they learn rigorous mathematics relevant to their chosen field of study. The math pathways approach shifts the focus from individual courses toward identifying full pathways that provide a cohesive learning experience.</p>
Meta-majors	<p>Meta-majors consist of a group of academic classes and sequence structures that introduce students to a broad set of career options, while meeting the academic requirements across multiple areas of study. The courses allow students to explore a wide variety of career options, with the purpose of choosing a profession based on their interests, skills, and talents. In addition, Meta-majors help to promote STEM initiatives which emphasize courses in Science, Technology, Engineering, and Mathematics (STEM).</p>
Microcredentials	<p>Recognition achieved through demonstrating mastery of a defined skill or competency, including industry-recognized competencies.</p>
Military-connected students	<p>These students comprise a growing population in higher education and are those who enroll in postsecondary education with current or prior service with the military and their dependents. These students are also diverse in terms of demographic characteristics and service backgrounds, placing an important role on student affairs professionals and leaders to develop comprehensive, targeted, and meaningful support services to encompass the needs of these unique students.</p>
OneNet	<p>OneNet is the comprehensive digital communications initiative of the Oklahoma State Regents for Higher Education and is Oklahoma’s only statewide internet service provider. OneNet leverages local, national, public and private partnerships to provide world-class broadband connectivity to institutions that sustain communities and enrich lives, such as colleges, universities, libraries, hospitals, etc. OneNet’s mission is to advance technology across Oklahoma.</p>
Open Educational Resources	<p>Teaching, learning and research materials in any medium that reside in the public domain and have been released under an open license that permits access, use, repurposing, reuse and redistribution by others with no or limited restrictions or costs.</p>
Prior learning assessments	<p>The evaluation for college credit of the knowledge and skills one learns from life experiences (or from non-college instructional programs) including employment, travel, hobbies, civic activities and volunteer service.</p>

<p>Proactive advising</p>	<p>Proactive advising, also known as intrusive advising, involves advisers connecting with at-risk students before they begin to struggle and mandating advising for students who would not normally seek help on their own. Proactive advising programs represent the perfect conduit to relationship building, an essential element that helps students become successful.</p>
<p>Reverse transfer</p>	<p>Many students enroll at community colleges and transfer courses from the community college to a university toward a bachelor’s degree. Reversing this process and transferring courses from the university back to the community college is called reverse transfer. Students who transfer to a university before completing an associate degree and who have earned at least 15 credit hours from the community college may benefit from reverse transfer. The university courses that are transferred back to the community college may be used to fulfill degree requirements at both institutions. Therefore, students may earn the associate degree from the community college while attending the university.</p>
<p>Wealth-generating ecosystem</p>	<p>Oklahoma Works has identified five key statewide ecosystems – or economic systems – that represent the most prominent industries in Oklahoma in terms of wealth generation and growth potential. These ecosystems include Aerospace and Defense; Agriculture and Biosciences; Energy; Information and Finance; and Transportation and Distribution. In addition to the five statewide ecosystems, four complementary ecosystems have been identified – Healthcare; Education; Construction; and Manufacturing. Oklahoma higher education links academic programs directly to employment needs in the state’s wealth-generating ecosystems, including our top four areas of degree production: business, health occupations, engineering and education. Governor Mary Fallin’s Oklahoma Works initiative is designed to bridge the skills gap between our current workforce and workforce needs. By 2020, 67 percent of jobs in Oklahoma will require a college degree or additional postsecondary education and training, and 37 percent will require an associate degree, bachelor’s degree or higher.</p>

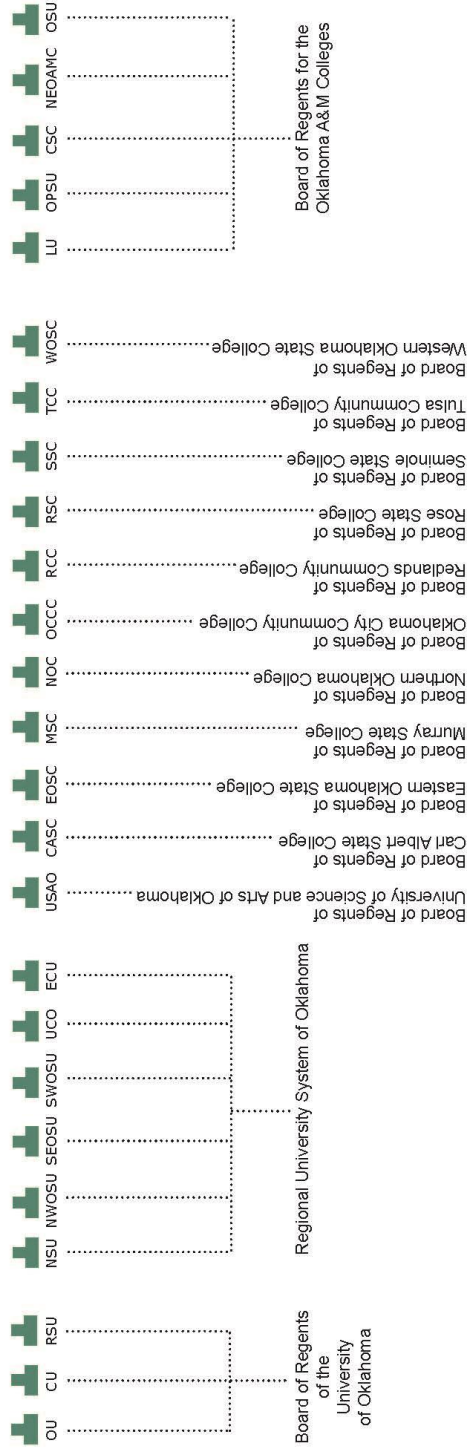
# Appendix C: Institutional Governing Boards

## THE OKLAHOMA STATE SYSTEM OF HIGHER EDUCATION

### OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION

#### Coordinating Board of Control

1. Determine functions and courses of study.
2. Prescribe standards of education.
3. Grant degrees and other forms of academic recognition.
4. Recommend to state Legislature budget allocation.
5. Allocate funds appropriated by state Legislature.
6. Tuition-setting authority.
7. Allocate revolving funds.
8. Determine student fees.
9. Administer student scholarships.
10. OneNet.
11. Oklahoma College Assistance Program.



#### Governing Boards

1. Determine management policy.
2. Employee personnel. Fix salaries and assign duties.
3. Contract for other services.
4. Custody of records.
5. Acquire and hold title to property.
6. Academic administration.
7. Student life.
8. Budget administration.
9. Purchasing.
10. Plan and construct buildings.
11. Auxiliary enterprises.
  - a. Issuance of bonds.
  - b. Administration of self-liquidating properties
12. General responsibility for government of the institutions.

## Appendix D: Presentations

For copies of presentations reviewed by the Task Force, please visit [www.okhigheredfuture.org](http://www.okhigheredfuture.org) or contact Kylie Smith at [ksmith@osrhe.edu](mailto:ksmith@osrhe.edu).

### College Degree Completion and Workforce Development Initiatives

- [Degree Completion Presentation – Dr. Tom McKeon and Tony Hutchison](#) (PDF, 2.4m)
- [Complete College America Game Changers](#) (PDF, 165k)
- [Complete College America Oklahoma Data](#) (PDF, 444k)
- [Oklahoma Works Presentation – Secretary of Education and Workforce Development Natalie Shirley](#) (PDF, 541k)
- [Handout – 100 Critical Occupations](#) (PDF, 204k)
- [National College Degree Completion Best Practices Presentation – Dr. Sally Mason](#) (PDF, 196k)
- Personalization through Technology Presentation – Nick Hathaway (PDF, 5,519k)
- [Using Predictive Analytics for Student Success at OCCC Presentation - Stu Harvey](#) (PDF, 2,739k)
- [Draft Recommendations for Discussion](#) (PDF, 60k)

### Academic Program Innovations and Online Education

- [Academic Presentation – Dr. Debbie Blanke](#) (PDF, 1.7m)
- [Academic Program Approval Policy](#) (PDF, 51k)
- [Innovation and Collaboration Among State System Institutions](#) (PDF, 166k)
- [Council on Instruction \(COI\) and Council on Information Technology \(CoIT\) Survey Results](#) (PDF, 341k)
- [Presentation – Ken Parker](#) (PDF, 764k)
- [Online Education Models Presentation – Dr. Brit Kirwan](#) (PDF, 120k)
- [Online Education Task Force Presentation – Dr. Bucky Dodd](#) (PDF, 1m)
- [COLE Annual Report](#) (PDF, 65k)
- [College Degree Completion Initiatives Presentation – Dr. Sally Mason](#) (PDF, 191k)
- [Future of Higher Education Trends – Dr. Bucky Dodd](#) (PDF, 101k)
- [Academic Innovation Marketplace Menu – Dr. Bucky Dodd](#) (PDF, 58k)
- [Student Transformative Learning Record Overview – Dr. Jeff King](#) (PDF, 756k)
- [Innovations to Address Workforce Needs Presentation – Dr. Brit Kirwan](#) (PDF, 101k)
- [Article – How College Students Should Prepare For Our Automated Future](#) (PDF, 14k)
- [Article – MicroMasters Degrees](#) (PDF, 32k)
- [Article – Personalized Learning](#) (PDF, 40k)

### System Structure

- [Overview of State System Presentation – Chancellor Glen D. Johnson](#) (PDF, 2.1m)
- [Oklahoma Higher Education Financial Structure 101 Presentation – Amanda Paliotta](#) (PDF, 626k)

- [Funding Formula Presentation – Amanda Paliotta](#) (PDF, *221k*)
- [Four-Year Service Area Map](#) (PDF, *271k*)
- [Two-Year Service Area Map](#) (PDF, *271k*)
- [Mergers and Consolidations Presentation – Dr. Brit Kirwan](#) (PDF, *173k*)
- [Article – Georgia's Mergers Offer Lessons, and Cautions, to Other States](#) (PDF, *282k*)
- [Article – Higher Ed Mergers Are Difficult, Likely to Grow in Popularity](#) (PDF, *111k*)
- [Article – Report Urges Overhaul of Troubled State System Universities](#) (PDF, *228k*)
- [Article – Review of Higher Ed System Long Overdue \(New Mexico\)](#) (PDF, *15k*)
- [Draft Guiding Principles](#) (PDF, *59k*)
- [Discussion on Recommendations](#) (PDF, *44k*)

### **Fiscal Solutions, Efficiencies, Affordability and Technology**

- [Oklahoma Higher Education Financial Structure 101 Presentation – Amanda Paliotta](#) (PDF, *626k*)
- [Funding Formula Presentation – Amanda Paliotta](#) (PDF, *306k*)
- [Institutional Fiscal Indicators Data Sheet](#) (PDF, *520k*)
- [Tuition-Setting Presentation – Amanda Paliotta](#) (PDF, *149k*)
- [Business Models Presentation – Ken Knueven](#) (PDF, *625k*)
- [Handout – Cost Inflation Index Comparison](#) (PDF, *264k*)
- [Handout – Performance and Ratio Summary Sheets](#) (PDF, *319k*)
- [Handout – National Faculty Salary Ranking](#) (PDF, *42k*)
- [Handout – SREB Faculty Salary Ranking](#) (PDF, *159k*)
- [Handout – FY 2016 Commonfund Endowment Survey](#) (PDF, *592k*)
- [OneNet Presentation – Von Royal](#) (PDF, *592k*)
- [College Affordability Presentation – Chancellor Glen D. Johnson](#) (PDF, *9.82m*)
- [Report – SREB Commission on College Affordability](#) (PDF, *1.23m*)
- [Report – SREB Affordability Promising State Policies and Practices](#) (PDF, *1.23m*)

## Appendix E: Subcommittee Minutes

### College Degree Completion and Workforce Development Initiatives Subcommittee Minutes

**OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION**  
Research Park, Oklahoma City

Minutes of the  
State Regents Task Force on the Future of Higher Education  
College Degree Completion and Workforce Development Initiatives Subcommittee

Thursday, June 15, 2017

1. **Call to Order.** Participating in the meeting were Dr. Ann Ackerman, Mr. Leonard Court, Ms. Lee Denney, Regent Jeff Dunn, Lieutenant General Lee Levy, Dr. Thomas McKeon, Mr. Fred Morgan, Dr. Brett Campbell (designee for Mike Neal), Chancellor Glen D. Johnson, Dr. Marion Paden, Regent Toney Stricklin and Regent Devery Youngblood. President Tim Faltyn participated via phone and Dr. Sally Mason and Mr. Ken Knueven with the Associate of Governing Boards (AGB) participated via videoconference.

Chair Thomas McKeon asked the subcommittee members to introduce themselves and he then reviewed the charge of the subcommittee and the questions for them to consider.

2. **Complete College America (CCA) Goal, Progress, and Game Changers.** Chair McKeon stated that over the last ten years there has been a tremendous focus on degree completion, specifically, time to completion, driven by several of the largest foundations in the nation. CCA has several initiatives that work to move the needle on degree completion such as:
  - a. Guided Pathways to Success –
    - Meta majors – students selecting large major groups such as liberal arts or social sciences then selecting specific majors later in their college career;
    - Academic maps – a map that shows students the best sequence of courses to graduate on time; and
    - Intrusive advising – a proactive model of advising.
  - b. Structured Schedules – using a predictive schedule to help students stay on track.
  - c. Corequisite Remediation – allowing students to remediate and earn regular course credits at the same time so they do not fall behind. Chair McKeon stated that 70 percent of students placed into remediation fail to enroll in a gateway course in two academic years and corequisite remediation helps a student gain credit at the same time as remediating to keep them from failing.
  - d. Full-Time is 15 – students taking 15 credit hours per semester allows them to graduate on time.
3. **Overview of Current CCA Initiatives.** Vice Chancellor Tony Hutchison gave a brief overview of the current CCA initiatives. He began by stating that CCA was founded by the Lumina, Bill and Melinda Gates, Ford, Carnegie and Kellogg Foundations and in the first four years of the CCA initiative, the number of degrees and certificates earned in Oklahoma has increased by 8,462, surpassing the state benchmark of 6,800.

Vice Chancellor Hutchison stated that a student's ACT composite average score has a direct correlation to their need for remediation. If a high school has an average composite ACT score of 24, only 21 percent of its college enrollees will require remediation. However, in 23 Tulsa area high schools for example, their average ACT score was 16 with 90 percent of its students requiring remediation. Additionally, the graduation rates for fall, first-time, full-time degree-

seeking freshman who took concurrent high school courses are significantly higher than non-concurrent students in every tier. From 2005-2015 the degrees earned by former concurrent enrollment high school students has increased 189 percent.

Vice Chancellor Hutchison gave brief examples of work taking place for each of the CCA focus areas:

- a. Focus on College Readiness – summer residential bridge programs and partnerships to help students get to college level readiness prior to starting their first semester of college, the OKCollegeStart.org portal and GEAR UP.
- b. Transform Remediation – accelerated remediation models, co-requisite models, banded test scores and math pathways.
- c. Strengthen Pathways to College Certificates and Degrees – the 15 to Finish Initiative, intrusive advising, early warning systems, and cooperative alliances.
- d. Adult Degree Completion – the Reach Higher Program and Operation Degree Completion.
- e. Reward Performance – a performance-based funding formula providing incentives to institutions that increase their degree completion rates, in addition to other performance factors.

Lieutenant General Levy asked if institutions provided life skills advising or training because there are so many people that come to him through the hiring process that have no life skills. Chair McKeon stated that many institutions provide courses on life skills in freshman orientation or at some other point during their academic career.

4. **Discussion with AGB Consultants on Challenges to and Best Practices for Increasing Degree Completion.** Dr. Sally Mason and Mr. Ken Knueven gave their thoughts on challenges and best practices for increasing degree completion. Dr. Mason stated that degree completion and adult degree completion are two separate issues and needed to be treated as such. She also echoed Lieutenant General Levy's comments stating that advising and life skills are very important and it is vital to understand what drives the lack of those skills. Dr. Mason also suggested the subcommittee review projects in other states similar to this one and warned Oklahoma not to put institutions in competition with one another for rewards.

Mr. Knueven stated that life skills are critical. His experience at Microsoft showed many new hires who still needed training and businesses are now looking more for people who have more soft skills.

Chair McKeon asked Dr. Mason what recommendation would provide the largest impact for Oklahoma and she stated that the growth of partnerships for purposes of innovating is what Oklahoma should focus on.

5. **Oklahoma's Current and Projected Workforce Needs.** Vice Chancellor Hutchison stated that by 2020, 67 percent of all jobs created in Oklahoma will require some college or a college degree or certificate. Additionally, 37 percent of all jobs will require an associate's degree or higher.
6. **Other Business.** Regent Dunn asked the subcommittee if they would be interested in having Ms. Jamie Metzger, United States Chamber of Commerce, speak to the subcommittee at some point and the subcommittee agreed.
7. **Adjournment.** With no other items to discuss, the meeting adjourned at 5:06 p.m.

**OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION**

Research Park, Oklahoma City

Minutes of the

State Regents Task Force on the Future of Higher Education  
College Degree Completion and Workforce Development Initiatives Subcommittee

Wednesday, August 8, 2017

1. **Call to Order.** Participating in the meeting were Chief Gary Batton, Regent Jeff Dunn, President Tim Faltyn, Chancellor Glen D. Johnson, Regent Andy Lester, Lieutenant General Lee Levy, Dr. Thomas McKeon, Mr. Fred Morgan, Dr. Brett Campbell (designee for Mike Neal), Secretary Natalie Shirley, Dr. Dennis Shockley, Regent Toney Stricklin, Regent Mike Turpen and Regent Devery Youngblood. Dr. Ann Ackerman, Mr. Leonard Court and Dr. William Kirwan participated via phone and Dr. Sally Mason and Mr. Ken Knueven with the Associate of Governing Boards (AGB) participated via videoconference.
  
2. **Review and Approval of Previous Meeting Minutes.** The minutes of the previous meeting were approved as presented.
  
3. **Oklahoma Works and Launch Oklahoma.** Secretary of Education and Workforce Development and President of Oklahoma State University – Oklahoma City Natalie Shirley gave a brief overview of Oklahoma Works and Launch Oklahoma. Secretary Shirley began by stating that there are significantly fewer entry level positions and by 2025 half of the jobs requiring a high school diploma will no longer exist due to increasing dependence on technology. Governor Mary Fallin implemented the Oklahoma Works and Launch Oklahoma programs designed to increase degree completion and wealth generation in the state, and one of the Oklahoma Works initiatives was creating the Critical Occupations List. This list focuses on occupations vital to the success of Oklahoma’s ecosystems, such as aerospace and defense, energy, agriculture and biosciences, construction, and healthcare, and is designed to help fill jobs that are crucial to Oklahoma’s growing economy. The Critical Occupations List details the positions needed in those ecosystems and how many job openings are posted in a year for that job. It becomes a roadmap for how the state fills those jobs.  
  
Secretary Shirley stated that only 27 percent of potential employees are traditional students at Oklahoma higher education institutions. The other 73 percent are adult students and that is the target population to fill these positions. Additionally, personal issues force many of them to withdraw from attending postsecondary education. Oklahoma Works surveyed a group of these students to determine what issues students experience during their education that may force them to drop out, and among the top reasons were crisis in their immediate family, bullying, substance abuse, suspension, and unplanned pregnancy. Secretary Shirley also stated that the survey asked students what would make it easier for them to return to their education. Responses included shorter degree programs, weekend, evening, or online/hybrid courses, and access to transportation.  
  
Secretary Shirley finished by stating that a majority of employers do not feel recent college graduates are well prepared for workplace success and perhaps using work-based learning, such as apprenticeships and internships, would further prepare students.
  
4. **Workforce and Economic Development Dashboard.** Vice Chancellor for Strategic Planning and Analysis and Workforce and Economic Development Tony Hutchison gave a brief overview of the Oklahoma Education Information System Dashboard. Vice Chancellor Hutchison stated that this database is linked to the Oklahoma Employment Security Commission data and can provide data on time-to-degree, amount of credits being taken, number of students at each institution and remediation. Assistant Vice Chancellor for Workforce and Economic



Development Connie Lake gave a brief demonstration of the dashboard and its capabilities.

5. **National College Degree Completion Best Practices.** Dr. Sally Mason, President Emerita of the University of Iowa and Senior Fellow with AGB, gave a presentation on degree completion best practices and began by stating there are innovative and useful ideas happening across the nation. For traditional students, those that are mostly 18-24 years old, student success means degree completion and there are several well-known strategies for enhancing student success such as living and learning communities, supplemental instruction, and advising. The recent use of data analytics has provided possible interventions for enhanced student success. Barriers that especially impact traditional students that are low income and first-generation include not knowing what resources are available, not knowing what credits will transfer when moving from one institution to another, and not having enough advisement. However, technology will be a major driver of student success going forward and can address these barriers with hybrid classrooms, enrollment and admissions strategies, self-service advising, and early intervention systems. One example of this technology implementation is a project called Integrated Planning and Advising for Students Success (iPASS). iPASS is a collaboration between EDUCAUSE and Achieving the Dream and is funded by the Gates and Helmsley Foundations providing \$225,000 to 29 institutions to focus on education planning and degree mapping, counseling and advising, and risk targeting and intervention. The early results from iPASS are positive with most institutions reporting an immediate positive effect in freshman retention rates. Colorado State University, South Texas College and the University of South Florida are excelling with the iPASS grant and implementing multiple technologies.

Dr. Mason stated that non-traditional students are mostly working adults who may have already received some college credit, must have flexibility in their educational programs, and must have an affordable education. The best degree completion initiatives for non-traditional students must have these options. Additionally, non-traditional students have many questions when enrolling, such as who they contact if they have they have questions, how much will it cost, and if their credit will transfer. It is vital that support services be implemented to assist with these issues. Dr. Mason also stated that adult students have a tremendous challenge in determining which programs are the best and likely do not have the knowledge base to make a well-informed decision. There are several websites such as BestColleges.com that will give a ranking of their best online colleges for working adults, and on the U.S. News and World Report Top 15 Online Bachelor's Programs, the University of Oklahoma is ranked third based on graduation rates, faculty credentials and support services.

One example of a very successful online college is Southern New Hampshire University (SNHU), a private non-profit university serving more than 60,000 students. SNHU has an 85 percent acceptance rate and competes head-to-head with the larger for-profit and non-profit institutions. Their tuition is relatively low and before offering online courses they were a very small private school with declining enrollment. SNHU started offering online courses with aggressive and pervasive marketing and advertising using data analytics to drive all aspects of the institution.

The University of Maryland University College (UMUC) is a more realistic example for Oklahoma. UMUC is a public non-profit institution serving more than 90,000 students with a 100 percent acceptance rate and its original mission was to meet the needs of active or returning military personnel who wanted a degree. They do not require placement tests for admission and they do not overly market or advertise, but they have strong campus and online offerings. Dr. William Kirwan, Chancellor Emeritus for the University System of Maryland and Senior Fellow with AGB, also stated that tuition at UMUC is less than \$300 per credit hour for both undergraduate and graduate programs and their sole focus is on working adults. The entire institution is focused on online education and serving working adults and that is the key to much of their success and is a model Oklahoma should explore.

Dr. Mason finished by stating that the needs for traditional and non-traditional students are very different, however, data analytics and technology play a big role in both. Online education will continue to grow, and for institutions to be “all in” to compete, they will have to have aggressive marketing, be client driven, have government and corporate partnerships, and have an appropriate focus.

6. **Discussion on Next Subcommittee Meeting.** Chairman McKeon stated that the next subcommittee meeting is potentially scheduled for September 8, 2017 from 10:00 a.m. to 1:00 p.m. with a working lunch. This meeting will most likely have a presentation on predictive analytics and a more focused discussion on prospective recommendations.
7. **Other Business.** No other business was brought before the subcommittee.
8. **Adjournment.** With no other items to discuss, the meeting adjourned at 5:33 p.m.

**OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION**  
Research Park, Oklahoma City

Minutes of the  
State Regents Task Force on the Future of Higher Education  
College Degree Completion and Workforce Development Initiatives Subcommittee

Friday, September 8, 2017

1. **Call to Order.** Participating in the meeting were Ms. Ann Ackerman, Chief Gary Batton by phone, Mr. Leonard Court, Ms. Lee Denney, President Tim Faltyn by videoconference, Chancellor Glen D. Johnson, Regent Andy Lester, Dr. Thomas McKeon, Mr. Fred Morgan, Dr. Dennis Shockley, Regent Devery Youngblood. Dr. William Kirwan, Mr. Ken Knueven, and Dr. Sally Mason with the Associate of Governing Boards (AGB) participated via videoconference.
2. **Review and Approval of Previous Meeting Minutes.** The minutes of the previous meeting were approved as presented.
3. **University of Oklahoma – One University Initiative.** Executive Vice President Nick Hathaway, The University of Oklahoma (OU), gave a brief presentation on campus innovations at OU. Mr. Hathaway began by stating that we are entering a transformational time where leading industries in online technology, such as, Amazon, the financial sector, Netflix, Target, etc. are using data to cater the experience individually to their customers. OU is working to cater the higher education experience for their students by understanding the student’s interest in a much more personalized and focused way. The ONE Digital Initiative streamlined old processes and moved them online, such as roommate matching, sending the information through more advanced data analytics for better matches. Additionally, instead of sending students the entire class list for a semester, OU has started sending them 3-4 courses that match their interests and background and their summer enrollment has increased dramatically because of that. Additionally, Mr. Hathaway stated that there were many scholarships going undistributed because students didn’t know about them so OU created the Scholarship Genius that determines a student’s award potential in 45 seconds after answering a few questions. OU also created the MoneyCoach program that helps each student with their financial plan; freshmen are required to take this program but it is offered to all students.
 

Mr. Hathaway finished by stating that technology and data help improve revenue, personalizes the student experience, provides learning resources in the classroom and identifies efficiencies and campus improvements.

Ms. Mason stated that technology is the wave of the future and personalized learning will change dramatically by using big data. She also stated that perhaps OU could take the lead and translate this initiative system-wide.

Dr. Kirwan stated that it will take resources to scale up this initiative state-wide and it might be helpful to create a consortium of institutions and work with a consultant to keep the cost down.
4. **Oklahoma City Community College – Blackboard Predict.** Mr. Stu Harvey, Executive Director of Planning and Research at Oklahoma City Community College (OCCC), gave a brief presentation on using predictive analytics at OCCC. Mr. Harvey began by stating that 40 percent of new students at OCCC do not return after one semester and 60 percent do not return after two semesters. This retention crisis led OCCC to explore solutions and they started with data analytics. They conducted a pilot project during fall 2016 using SPSS Modeler Software with 199 first time students that were predicted to have a less than 20 percent persistence rate and 200 students who were randomly selected as a control group. This software determined that the top model variable most impacting a student’s end of term GPA is their admissions status,

followed by concurrent status, STEM enrollment, developmental enrollment, and personal and parental income. Additionally, OCCC used case management intervention; meeting with students twice early in the semester for early advisement, degree familiarization, career exploration and to use degree planning software. Mr. Harvey stated that the results of the pilot project showed that these students had a slightly higher grade point average and persistence rate than the control group.

Mr. Harvey finished by stating that OCCC plans to extend this pilot to an additional 800 students and purchase Blackboard Predict to enhance their data analysis. Blackboard Predict will provide daily updates and analysis, it interfaces with learning management systems and retention alert systems and it will be fully implemented by March 2018.

5. **Discussion on Recommendations.** Chair McKeon reviewed the five draft recommendations:
- a. **Data Analytics.** The subcommittee discussed some of the key initiatives for data analytics: 1) work with K-12 to develop a robust, comprehensive data link for use in data analytics; 2) implement data analytics on a statewide scale; 3) support campus student success centers; 4) develop a consortia of institutions with like missions to identify ways to use data analytics to solve institutional problems; 5) use data analytics to streamline administrative processes; and 6) create a shared data and software system between institutions.
  - b. **Workforce Development.** The subcommittee discussed some of the key initiatives for workforce development: 1) develop a statewide strategy to align academic programs to projected workforce needs; 2) promote partnerships with business to offer internship and apprenticeship opportunities to students; 3) develop marketing strategies for OKCollegeStart.org; and 4) accelerate degree completion and time to approve new workforce-oriented programs needed by business.
  - c. **Degree Completion.** The subcommittee discussed some of the key initiatives for degree completion: 1) fully implement Guided Pathways statewide; 2) implement reverse transfer agreements between community colleges and four-year institutions; 3) continue to scale and strengthen co-requisite remedial education offerings at institutions; 4) make the Course Equivalency Project more accessible and user friendly; and 5) continue development of multiple math pathways.
  - d. **Concurrent Enrollment.** The subcommittee discussed some of the key initiatives for concurrent enrollment: 1) achieve full funding of the concurrent enrollment program by the Legislature; and 2) expand the concurrent enrollment waiver program to juniors.
  - e. **Financial Aid.** The subcommittee discussed some of the key initiatives for financial aid: 1) create a seed fund to provide emergency aid for students in need to prevent dropout; 2) examine the role of unmet financial need for students nearing the end of their college career; and 3) create a statewide financial planning tool.

Additionally, President Faltyn added Regional Centers of Excellence (RCE) to the list of draft recommendations. This initiative would develop a Regional Centers of Excellence model allowing each institution to focus on their best program, for example, if you live in northwest Oklahoma and want to be a teacher you attend Northwestern Oklahoma State University, while, if you want to be in agriculture you attend Oklahoma Panhandle State University. President Faltyn stated that this could resonate well with the private sector but one issue is who would decide who has a RCE and what they offer there.

6. **Discussion on Next Subcommittee Meeting.** Chairman McKeon stated that the next subcommittee meeting will be scheduled for late October.

7. **Other Business.** No other business was brought before the subcommittee.
8. **Adjournment.** With no other items to discuss, the meeting adjourned at 1:14 p.m.

## Academic Program Innovations and Online Education Subcommittee Minutes

### OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION Research Park, Oklahoma City

#### Minutes of the State Regents Task Force on the Future of Higher Education Academic Program Innovations and Online Education Subcommittee

Thursday, June 29, 2017

1. **Call to Order.** Participating in the meeting were Chief Bill John Baker, President Don Betz, Regent Jeff Hickman, Regent Ann Holloway, Mr. Steve Jordan, President John McArthur, Mr. Dennis Neill, Ms. Jadine Nollan, Regent Jody Parker, Mr. Ken Parker, Mr. Dee Replogle, Mr. Richard Ruhl and Regent Ron White. Dr. William Kirwan, Dr. Sally Mason and Mr. Ken Knueven with the Associate of Governing Boards participated via videoconference.

Chancellor Glen D. Johnson introduced the subcommittee co-chairs President Don Betz, University of Central Oklahoma, and Mr. Ken Parker, NextThought. President Betz welcomed the committee and thanked them for serving in this manner. Mr. Parker echoed President Betz' comments and stated that he is looking forward to the work of the committee and asked the members to be very active in these meetings.

All subcommittee members introduced themselves and gave a brief explanation of their purpose for participating on this subcommittee.

2. **Background and Expectations.** Mr. Ken Parker reviewed the charge of the subcommittee and the questions for them to consider.
3. **Background for Task Force Members.** Vice Chancellor Debbie Blanke gave a brief overview of the higher education academic structure.
  - a. **State Regents Academic Program Approval, Review, and Deletion Policies.** Any program offered at an institution is approved by the Oklahoma State Regent's for Higher Education (OSRHE) and they must go through a process that usually takes 3-4 months. They have to provide degree requirements, courses being offered, faculty qualifications, student demand, the purpose of the program, employer demand and funding for the program. There are several types of programs written in policy however most programs are traditional programs. Dual degree, joint degrees and consortial degrees are not as common but do exist at some institutions. Programs are also reviewed to ensure they meet productivity standards and they are also reviewed at least every five years. Vice Chancellor Blanke also reviewed program modifications, suspensions and deletions stating that institutions can change elements of their programs, suspend programs for a certain time period and delete programs if needed.
  - b. **State Regents Online Degree Program Approval Policy and Inventory.** Online programs also go through a similar approval process requiring a letter of intent, 100 percent of the major delivered electronically, advertised as available online, faculty training, infrastructure requirement, and they must explain how they meet those expectations.
  - c. **Academic/Degree Completion Plans.** Vice Chancellor Blanke stated that the OSRHE academic and degree completion plans have become a national model. Chancellor Johnson also stated that the academic and degree completion plans are now submitted together and it has been essential for OSRHE Complete College America (CCA) degree completion goals since information is together in one unit. Elements of the degree completion plans are readiness, transforming radiation, bridges to certificates and degrees and adult completion. Elements of the academic plans are academic priorities and

programs, technology, academic efficiencies, learning sites and headcount projections for three years.

- d. Current Collaborations and Articulation Agreements. Vice Chancellor Blanke distributed a list of collaboration happening between Oklahoma higher education institutions. Several unique and innovative partnerships have formed such as articulation agreements, sharing of executive staff, and contractual agreements with career technology centers.
- e. Current Statewide Initiatives.
  - i. Concurrent Enrollment. The concurrent enrollment policy was initially approved in 1977 but the waiver program was not established until 2005 by the Oklahoma legislature. This waiver allows seniors to earn tuition-free college credit while in high school. Most of these students take courses from regional and research universities totaling 51.2 percent of all concurrent students and in 2015-2016, 97 percent of concurrent students passed their course. Concurrent enrollment helps students graduate at a higher rate than non-concurrent enrollment students and it saves students and families time and money.
  - ii. Course Equivalency Project. This project was initiated in 1995 and it guarantees that a course taken at one institution can be transferred to another Oklahoma institution. There are over 8,000 courses in the Course Equivalency Project with 49 disciplines and ensures a seamless transfer for students. Faculty meet once a year to evaluate the matrix to make sure it is always updated.
  - iii. Co-Requisite at Scale. Co-Requisite to Scale is a CCA initiative that is designed to pair remedial work with the credit bearing so students don't get caught in a cycle of remedial work that doesn't advance them to credit-bearing work.
  - iv. 15-to-Finish. 15-to-Finish is also a CCA initiative that focuses on encouraging students to take 15 credits per semester to complete their degree on time, saving them money and decreasing their time to degree.
  - v. Math Success Group. Vice Chancellor Blanke stated that the Math Success Initiative works to improve math preparation of students entering college, reform math remediation to be more effective and strengthen math preparation for all majors. This group is working to move from College Algebra to multiple math pathways.
  - vi. Online Education Task Force. The goals of the Online Education Task Force are to increase accessibility of Oklahoma online courses, facilitate timely graduation and provide affordable high quality online courses. Consultants to the Online Education Task Force are NextThought and they are contracted to address professional development, affordable learning content and technology in hybrid and online courses. From the work of the task force, the Council for Online Learning (COLE) was established in 2012 comprised of faculty and staff from all Oklahoma public higher education institutions. COLE has developed a matrix for online course review and recently held the Oklahoma Learning Innovations Summit.
  - vii. Reach Higher. The Reach Higher program is an adult degree completion program for students who stopped out for a variety of reasons. This program is flexible to meet the needs of working adults and offers the Bachelor of Science in Organizational Leadership and the Associate in Arts or Associate in Science in Enterprise Development. This is a consortial degree offered at eight regional

institutions, twelve community colleges and two technical branches and over 4,000 students have graduated since the program's inception in 2007. Additionally, the OSRHE recently received a grant in the amount of \$777,300 from the Lumina Foundation and the State Higher Education Executive Officers (SHEEO) will focus on adults returning to college for degrees to fill critical occupations.

- viii. Council on Information Technology (CoIT) and Council on Instruction (COI) Review of Videoconferencing and LMS Software. Vice Chancellor Blanke stated that the COIT is collaborating with the COI to find out what type of online learning systems institutions are using and ask institutions using the same system to work together to improve their delivery methods.

4. **Areas of Discussion for Subcommittee.** Mr. Parker stated that after learning the OSRHE academic structure the ideas below could be discussed further and possibly be recommendations from the subcommittee at a future time.
  - a. **Use of Data Analytics.** Data and the personalization can result from it affect every aspect of our lives. Companies that sell us things monitor our data, know our behavior, our preferences and our inclinations. Higher education can use data analytics to improve its relevance, accessibility and effectiveness. Mr. Parker stated that is a river of student data that is untouched, untapped and unchecked and holds huge opportunities.
  - b. **Interinstitutional Collaborations and Joint Degree Programs.** Vice Chancellor Blanke stated that the Reach Higher Program is a great model of interinstitutional collaborations. The program started with nine institutions and now there are 22 and they really work with students so that they don't have to do anything but enjoy their degree experience. With the new SHEEO grant, the OSRHE will be able to connect this program with the workforce investment boards and look at critical occupations for more opportunities for joint degrees.
  - c. **Online Collaborations and Collaborative Messaging/Marketing.** Oklahoma's governance structure is unique and very few states are like Oklahoma higher education. It creates a unique opportunity for Oklahoma to encourage collaboration and to achieve a system collaboration where we can make education more accessible.
  - d. **Other.** Several members had questions regarding concurrent enrollment and how it can be better funded. President Betz stated that this will be a topic for the group in coming meetings.
5. **Other Business.** No other business was brought before the subcommittee.
6. **Adjournment.** With no other items to discuss, the meeting adjourned at 4:58 p.m.



**OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION**  
Research Park, Oklahoma City

Minutes of the  
State Regents Task Force on the Future of Higher Education  
Academic Program Innovations and Online Education Subcommittee

Friday, August 25, 2017

1. **Call to Order.** Participating in the meeting were President Don Betz, Regent Jeff Hickman, Regent Ann Holloway, President John McArthur, Ms. Jadine Nollan, Regent Jody Parker, Mr. Ken Parker, Mr. Dee Replogle and President Kayse Shrum. Dr. William Kirwan, Dr. Sally Mason and Mr. Ken Knueven with the Associate of Governing Boards participated via videoconference.

Chancellor Glen D. Johnson introduced subcommittee co-chairs President Don Betz, University of Central Oklahoma, and Mr. Ken Parker, NextThought. President Betz welcomed the committee and all subcommittee members introduced themselves.

2. **Review and Approval of Previous Meeting Minutes.** The minutes of the previous meeting were approved as presented.
3. **Overview of Online Education Delivery Models.** Dr. William Kirwan gave a brief overview of online education delivery models and began by stating that the growth of online education in the United States is increasing and outpacing the growth of on-campus enrollments. He also stated that 30 percent of all college students in the United States took at least one online course in 2015-2016 and in a recent survey two-thirds of chief academic officers said online education has to be a major component of their long range plans. Dr. Kirwan gave four recent examples of very successful national online education models:
  - a. Arizona State University Online (ASU). Dr. Kirwan stated that ASU's target audience is working adults and has developed a highly successful partnership with Starbucks to provide tuition reimbursement to their employees that attend ASU. Additionally, ASU's fall 2017 enrollment is projected to be 30,000 with only 25 percent being in-state students; however, their goal is to have 100,000 students by 2025. ASU Online generated \$325 million in revenue in FY2017 and they have significant revenue sharing within departments.
  - b. Penn State World Campus (PSWC). Dr. Kirwan stated that PSWC was launched in 1998 and is similar to ASU Online but it is smaller with a fall 2017 projected enrollment of 13,000 students and is very career focused. Additionally, they have significant revenue sharing within departments.
  - c. University of Maryland University College (UMUC). Dr. Kirwan stated that UMUC is the nation's largest public online university with its only focus being online students and working adults. Additionally, they have extensive operations overseas serving the United States military and their fall 2017 projected enrollment is approximately 60,000 students. UMUC generated approximately \$400 million in revenue last year and their faculty does not receive tenure but have rolling contracts.
  - d. The University of Wisconsin System (UWS). Dr. Kirwan stated that in 2014, UWS established a competency-based degree called UW Flex that is project based, not credit based, and is entirely online and self-paced. UW Flex has five career focused degree programs and their target audience is working adults many who already have some college credits.

Dr. Kirwan finished by detailing four possible options for Oklahoma in distance education:

- a. Provide seed funds on a competitive basis for institutions to scale their online programs and make them more workforce directed;
- b. Provide seed funds on a competitive basis for institutions to create a major workforce oriented distance education program based on the ASU and PSWC models;
- c. Create a free standing online institution modeled on UMUC although this would require a significant initial investment; and
- d. Charge the Oklahoma State Regents for Higher Education to develop a competency based degree program modeled on UW Flex in collaboration with Oklahoma institutions.

4. **State Regents Online Education Task Force.** Dr. Bucky Dodd, Executive Director for the Center for eLearning and Connected Environments at the University of Central Oklahoma gave a brief presentation on the work of the State Regents Online Education Task Force. Dr. Dodd started by stating that 52 percent of students in Oklahoma took an online course during the 2014-2015 academic year and juniors and seniors take more online courses than any other student. Additionally, those that took online courses had a slightly higher retention rate.

During the 2015-2016 academic year, the Online Education Task Force created the Council for Online Learning (COLE) and they have been researching technology, affordable content and professional development in higher education. COLE has 60 active members and represents 28 institutions and organizations. The four pillars of COLE are capacity through collaboration, mission empowerment, teaching and learning focus and thought leadership. The COLE has worked on several projects the last year including creating a professional development network for educators and hosting the first Learning Innovations Summit. The Summit was mostly online during the month of April and had six in-person sessions around the state as well as 13 online sessions. There were over 350 registrations from 30 institutions.

Dr. Dodd finished by stating that the COLE priorities for 2017-2018 include advance use and support of open educational resources, establishing user groups across the state, knowledge sharing between institutions and leadership development.

Following the conclusion of Dr. Dodd's presentation, Mr. Ken Parker gave a brief summary of how online education has evolved and began by stating that right now we are in new territory with online education with new opportunities but also new risks. There are rapid, deep changes occurring right now in higher education with new technology and new models of online education creating new players and demands. Mr. Parker gave three examples of change models: 1) Gartner Hype Cycle; 2) Disruptive Technology; and 3) S-Curve. He finished by stating that higher education is at the tipping point with digital education and it can be seen as a threat or an opportunity.

5. **Discussion on Next Subcommittee Meeting.** Chair Don Betz stated that the next subcommittee meeting is scheduled for September 28, 2017 at 10:00 a.m.
6. **Other Business.** No other business was brought before the subcommittee.
7. **Adjournment.** With no other items to discuss, the meeting adjourned at 3:58 p.m.

**OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION**  
Research Park, Oklahoma City

Minutes of the  
State Regents Task Force on the Future of Higher Education  
Academic Program Innovations and Online Education Subcommittee

Thursday, September 28, 2017

1. **Call to Order.** Participating in the meeting were President Don Betz, Mr. Steve Jordan, Ms. Karen Keith, Mr. Dennis Neill, Mr. Ken Parker, Mr. Dee Replogle, Regent Richard Ruhl and Regent Ron White. Dr. William Kirwan and Dr. Sally Mason with the Associate of Governing Boards participated via videoconference.

Chancellor Glen D. Johnson introduced subcommittee co-chairs President Don Betz, University of Central Oklahoma, and Mr. Ken Parker, NextThought. President Betz welcomed the committee and all subcommittee members introduced themselves.

2. **Review and Approval of Previous Meeting Minutes.** The minutes of the previous meeting were approved as presented.
3. **National Best Practices in College Degree Completion.** Dr. Sally Mason gave a presentation on degree completion best practices and began by stating there are innovative and useful ideas happening across the nation. For traditional students, those that are mostly 18-24 years old, student success means degree completion and there are several well-known strategies for enhancing student success, such as living and learning communities, supplemental instruction, and advising. The recent use of data analytics has provided possible interventions for enhanced student success. Barriers that especially impact traditional students that are low income and first-generation include not knowing what resources are available, not knowing what credits will transfer when moving from one institution to another, and not having enough advisement. However, technology will be a major driver of student success going forward and can address these barriers with hybrid classrooms, enrollment and admissions strategies, self-service advising, and early intervention systems. One example of this technology implementation is a project called Integrated Planning and Advising for Students Success (iPASS). iPASS is a collaboration between EDUCAUSE and Achieving the Dream and is funded by the Gates and Helmsley Foundations providing \$225,000 to 29 institutions to focus on education planning and degree mapping, counseling and advising, and risk targeting and intervention. The early results from iPASS are positive, with most institutions reporting an immediate positive effect in freshman retention rates. Colorado State University, South Texas College and the University of South Florida are excelling with the iPASS grant and implementing multiple technologies.

Dr. Mason stated that non-traditional students are mostly working adults who may have already received some college credit, must have flexibility in their educational programs, and must have an affordable education. The best degree completion initiatives for non-traditional students must have these options. Additionally, non-traditional students have many questions when enrolling, such as who they contact if they have they have questions, how much will it cost, and if their credit will transfer. It is vital that support services be implemented to assist with these issues. Dr. Mason also stated that adult students have a tremendous challenge in determining which programs are the best and likely do not have the knowledge base to make a well-informed decision. There are several websites such as BestColleges.com that will give a ranking of their best online colleges for working adults, and on the U.S. News and World Report Top 15 Online Bachelor's Programs, the University of Oklahoma is ranked third based on graduation rates, faculty credentials and support services.

One example of a very successful online college is Southern New Hampshire University (SNHU), a private non-profit university serving more than 60,000 students. SNHU has an 85 percent acceptance rate and competes head-to-head with the larger for-profit and non-profit institutions. Their tuition is relatively low and before offering online courses they were a very small private school with declining enrollment. SNHU started offering online courses with aggressive and pervasive marketing and advertising using data analytics to drive all aspects of the institution.

The University of Maryland University College (UMUC) is a great example for Oklahoma. UMUC is a public non-profit institution serving more than 90,000 students with a 100 percent acceptance rate and its original mission was to meet the needs of active or returning military personnel who wanted a degree. They do not require placement tests for admission and they do not overly market or advertise, but they have strong campus and online offerings.

Dr. Mason finished by stating that the needs for traditional and non-traditional students are very different, however, data analytics and technology play a big role in both. Online education will continue to grow, and for institutions to be “all in” to compete, they will have to have aggressive marketing, be client driven, have government and corporate partnerships, and have an appropriate focus.

4. **Institutional Example: University of Central Oklahoma.** Dr. Bucky Dodd, Executive Director of the Center for eLearning and Connected Environments and Dr. Jeff King, Executive Director of the Center for Excellence in Transformative Teaching and Learning at the University of Central Oklahoma (UCO), gave a presentation on UCO’s Student Transformative Learning Record (STLR) initiative.

Dr. Dodd began by giving a brief overview of emerging trends and ideas in higher education. He stated that there are several new innovative ideas including:

- a. **Specialized Schools.** These schools emphasize the role of experience in the learning process, simplicity, affordability and are very adaptive. Minerva, Quest University and eVersity are a few examples of specialized schools.
- b. **Personalized Academic Support and Services.** These trends involve the responsible use of data to personalize academic experiences.
- c. **Alternative Approaches to Credentialing.** Micro masters, Nano degrees and badging are new techniques enabling students to demonstrate their expertise and knowledge and earn credentials in a more flexible way.
- d. **Growing Innovation Capacity.** Many institutions are growing their capacity for innovation by dedicating personnel, facilities, and resources to identifying new academic offerings. The Sandbox Collaborative, the Stanford d.school and the IDEAS Institute are all examples of institutions growing their innovation capacity.

Dr. King stated that UCO has begun implementing an alternative approach to credentialing with the STLR program. STLR is a three-badge system designed to help students develop the skills needed to immediately contribute to the community upon graduation. Dr. King stated that Amazon is looking at locations to build a second headquarters and Oklahoma City was on the first list of locations due to its stable business climate. However, it didn’t make the cut because it does not have the labor force; STLR will address that challenge. STLR consists of six central tenants: discipline knowledge, global and cultural competencies, health and wellness, leadership, research, creative and scholarly activities, and service learning and civic engagement. UCO faculty are trained in how to build learning activities for STLR students and they are assessed for achievement as they progress through the different levels. STLR students are workplace-ready upon graduation with interpersonal skills, creativity, and problem-solving skills and they have a

Comprehensive Student Record that shows their skill achievement through the program. STLR students also have a higher retention and achievement rate than non-STLR students as well as a higher semester GPA.

Dr. King finished by stating that UCO has partnered with AT&T to provide hiring managers insights about STLR graduates' skill sets and fast track students into AT&T's Career Development Program. Additionally, Dr. King stated that institutions from all over the world have contacted him asking for assistance in implementing STLR, such as Murdoch University in Australia, Koya University in Iraq and several institutions in the United States.

**5. Guiding Principles for Subcommittee Recommendations.** Dr. Blanke reviewed the draft guiding principles for subcommittee recommendations.

- a. Increase opportunities to raise education attainment levels through innovative academic programs.
- b. Improve the quality of academic programs while optimizing curriculum patterns, degree requirements, and flexibility of delivery modes/terms.
- c. Limit duplication of academic programs while assuring equitable access to instruction around the state.
- d. Encourage academic program collaboration among institutions to benefit student access to programs while optimizing economies of scale and scope.
- e. Ensure access to programs to enhance regional economic development. The subcommittee discussed this recommendation and revised it to read: "Ensure access to academic programs to enhance local, state and regional economic and workforce development in coordination with local employers."
- f. Provide incentives for exploration of new/emerging models of traditional and online education. The subcommittee discussed this recommendation and revised it to read: "Encourage exploration of new/emerging models of traditional and online education."

After much discussion, the subcommittee added the following three recommendations:

- g. Encourage stronger partnerships between higher education and K-12 for long-term student success from secondary to post-secondary education utilizing multiple programs, such as, concurrent enrollment.
- h. Consider budget constraints and design sustainable operations within that framework.
- i. Leverage existing successful models and customize them to meet the needs of Oklahoma.

**6. Review of Innovative Academic Program Initiatives.** Dr. Kirwan gave a brief presentation on innovative academic program initiatives and began by giving an example of a statewide effort. The Maryland higher education agency partnered with the state workforce board to determine the areas of greatest workforce demand in Maryland, which were, Engineering, Nursing and K-12 teachers. They created statewide task forces of two and four-year faculty to develop two year degrees in each discipline. These degrees were guaranteed to transfer to a four-year public institution in the state without students losing credit.

Dr. Kirwan also stated that Micro Master's degrees help workers gain new skills and employers gain validation that skills have been attained. These degrees are a series of courses offered by a

university in a certain area and require less time than a traditional degree, but also meet the needs of working adults desiring to advance their skills and knowledge.

7. **Discussion on Next Subcommittee Meeting.** Chair Don Betz stated that the next subcommittee meeting will be scheduled in October.
8. **Other Business.** No other business was brought before the subcommittee.
9. **Adjournment.** With no other items to discuss, the meeting adjourned at 1:42 p.m.



## System Structure Subcommittee Minutes

### OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION Research Park, Oklahoma City

#### Minutes of the State Regents Task Force on the Future of Higher Education System Structure Subcommittee

Friday, June 30, 2017

1. **Call to Order.** Participating in the meeting were Regent Phil Albert, Regent Calvin Anthony, President Randy Beutler, Mr. Rick Davis, President Cheryl Evans, Mr. John Ford, Mr. Brent Gooden, President Leigh Goodson, Mr. Nick Hathaway, Mr. Ed Keller, Mr. Dan Little, Mr. Bert Mackie, Regent Carl Renfro, Justice Steven Taylor and Regent Ron White. Dr. William Kirwan, Dr. Sally Mason and Mr. Ken Knueven with the Associate of Governing Boards participated via videoconference.

Chancellor Glen D. Johnson introduced the subcommittee Chair Dan Little and each subcommittee members introduced themselves.

2. **Overview of Current State System Institutions.**

- a. **Governance Structure.** Chancellor Johnson reviewed the Oklahoma higher education governance structure. In 1890, the Oklahoma legislature passed legislation to create the University of Oklahoma, Oklahoma State University and the University of Central Oklahoma. During the 1920's there was tremendous presidential turnover and most institutions were not accredited. In 1926, it was recommended that a central coordinating board be established, but it wasn't until 1939, that Governor Leon C. Phillips named board members and the constitutional board was formed.

Currently, the State Regents is the coordinating board for the Oklahoma public higher education institutions and they have several functions including: 1) determine functions and courses of study; 2) prescribe standards of education; 3) granting of degrees; 4) recommending the budget allocation to the State Legislature; 5) allocate funds to institutions; and 6) have the tuition setting authority. Each institution has their own governing board that hires the president, determines management policy, handles personnel items, general academic policy and student life. The University Center at Ponca City and the University Center of Southern Oklahoma Board of Trustees act as the administrative agencies for the centers.

- b. **Types of Institutions and Functions.** Chancellor Johnson stated that there are 5 types of institutions in Oklahoma: research universities, regional universities, a public liberal art university, community colleges and university centers. He also detailed the functions of research and regional universities and community colleges.

Research universities are responsible for both lower-division and upper-division undergraduate study, graduate study leading to a master's and doctor's degree as well as basic and applied research.

Regional universities are responsible for lower-division and upper-division undergraduate study, graduate study leading to a first professional degree, graduate study below the doctor's level and institutional and applied research.

Community colleges are open admission and are responsible to provide general education to all students, provide one-and two-year programs, provide developmental education for



students who lack required high school academic requirements, and provide education for students who plan to transfer to a university.

- c. **Geographic Locations.** Chancellor Johnson stated that nationally, 30.1 percent of adults 25 and older have a bachelor's degree compared to 24.2 percent in Oklahoma. He also distributed a map showing the geographic locations of all institutions, technical branches and higher education sites. Regarding branch campuses, Chancellor Johnson stated that the legislature has added 15 branch campuses since 1987.
- d. **Subcommittee Resources.** Chancellor Johnson informed the subcommittee that there are several resources in their packet including institutional data sheets and fiscal impact sheets and a guide to the history, organization and operation of the State System.

**3. Higher Education Financial Structure 101.** Vice Chancellor Amanda Paliotta gave a brief overview of the higher education financial structure.

- a. **Funding Sources.** All institutional educational and general (E&G) budgets are funded from state appropriations, student fees, grants and contracts and all have two parts: 1) a primary budget for all campus operations funded mainly by appropriations and tuition; and 2) a sponsored budget for dedicated programs and expenditures funded mainly from federal, grant or private monies. Institutions also have capital improvement budgets that are separate from E&G budgets and reflect revenue and expenditures specific to capital debt service, master lease payments and other infrastructure improvements.

Vice Chancellor Paliotta reviewed the timeline of the E&G budget process by stating that the Oklahoma legislature approves the agency appropriation amount by the last Friday in May, and then at the May State Regents meeting, the State Regents allocate state appropriations to each institution. Institutions then submit their governing board approved E&G budget and they are approved at the June State Regents meeting.

- b. **Primary Expenditure Categories.** All higher education expenditures meet the National Association of College and University Business Officers guidelines and have two parts: 1) primary functional expenditures budgeted for academic enterprise, such as, instruction, research, and scholarships; and 2) institutional support, such as, legal services, space management, and personnel.
- c. **History of Funding/Expenditures.** Vice Chancellor Paliotta stated that the FY18 appropriations is now at the same level as FY 2000 but some institutional budgets are as low as FY1991 because their budgets include debt service. Additionally, only 52.3 percent of the E&G part 1 budget is comprised of tuition and fees, with 30.4 percent appropriations.
- d. **State Regents Performance Funding Formula.** Vice Chancellor Paliotta gave a brief history and overview of the performance funding formula. In March 2011, the Oklahoma State Regents for Higher Education requested that the Council of Presidents conduct a review of a funding formula that would replace the Standard Cost Funding Formula that had been in place since 1988. The Performance Funding Formula Task Force reviewed funding formula changes in other states such as Tennessee, Pennsylvania, Hawaii and Ohio and reviewed several funding formula studies by national educational organizations. They also conducted 20 funding formula scenarios and researched their fiscal impacts on institutions. The Task Force had several goals including: 1) achieve equity between institutions; 2) recognize the higher education needs, unique roles and missions of the state; 3) ensure the formula accurately represents institutional needs; and 4) be simple and transparent. In January 2012, the Council of Presidents adopted the new performance funding formula and in April 2012 it was approved by the State Regents.

The formula was utilized for the first time in the FY2013 and FY2014 allocations to higher education institutions but since then there has been no new allocations to be used through the performance funding formula.

Vice Chancellor Paliotta finished by stating that the Oklahoma performance funding formula has been recognized as a national model by the State Higher Education Executive Officers Association and the American Association of State Colleges and Universities.

4. **Assessing Institutional Fiscal Viability.** Vice Chancellor Paliotta stated that when assessing an institution's fiscal viability, their assets, liabilities, net position, financial ratios and revenue are all reviewed. Additionally, the Higher Learning Commission, the accrediting body for all Oklahoma public institutions also assess their fiscal viability and assigns an annual financial score for institutions based on their operating revenue, primary reserve and long term debt.
5. **Other Business.** No other business was brought before the subcommittee.
6. **Adjournment.** With no other items to discuss, the meeting adjourned at 3:19 p.m.

**OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION**  
Research Park, Oklahoma City

Minutes of the  
State Regents Task Force on the Future of Higher Education  
System Structure Subcommittee

Thursday, August 24, 2017

1. **Call to Order.** Participating in the meeting were Regent Phil Albert, Regent Calvin Anthony, President Randy Beutler, Mr. Lake Carpenter, Mr. Rick Davis, President Cheryl Evans, Mr. Brent Gooden, President Leigh Goodson, Mr. Ed Keller, Mr. Dan Little, Mr. Bert Mackie, Mr. Tyler Norvell, Regent Carl Renfro, Justice Steven Taylor and Regent Ron White. Dr. William Kirwan, Dr. William Kirwan, Dr. Sally Mason and Mr. Ken Knueven with the Association of Governing Boards participated via videoconference.

Chancellor Glen D. Johnson introduced the subcommittee Chair Dan Little and each subcommittee member introduced themselves.

2. **Review and Approval of Previous Meeting Minutes.** The minutes of the previous meeting were approved as presented.
3. **Current Oklahoma Institutional Service Areas.** Chancellor Johnson reviewed the Oklahoma State System service areas for two-year and four-year institutions and stated that this background information might be helpful in future discussions regarding mergers or consolidations.
4. **Overview of National Consolidation and Merger Efforts.** Dr. Kirwan reviewed recent national consolidation efforts in higher education. He began by stating that governance structures play an essential role in consolidations and mergers and when an institution is chartered by the state, the legislature has the final say, not the governing board. Dr. Kirwan gave four recent examples of higher education consolidations in the United States:
  - a. The University of Maine System (UMS). Dr. Kirwan stated that the UMS system has seven campuses led by a single governing board serving 35,000 students. The system began suffering budget shortfalls in 2004 and over the course of 12 years had three chancellors attempt various unsuccessful consolidation efforts. The system finally achieved meaningful consolidations, but these consolidations were driven primarily by fiscal stress, not student success, and have only recently begun to help mitigate their budget shortfall.
  - b. The University of Georgia System (UGS). Dr. Kirwan stated that UGS is the perfect example of a successful merger. The focus of their merger was to provide better service to students. Their efforts were endorsed by their board, and before they even started the mergers, they developed a set of principles to guide the process, which their board adopted. UGS staff conducted analyses of proposed mergers and announced the consolidation of institutions without ever engaging the public. They also sought accreditation for the merged institution within a one year time frame. Since 2012, UGS has completed nine mergers and reduced their system from 35 institutions to 26, resulting in a savings of \$26 million that has been reinvested back into academic programs and student success.
  - c. Pennsylvania State System of Higher Education (PSSHE). Dr. Kirwan stated that PSSHE is a system of 14 institutions serving 120,000 students and has faced repeated years of enrollment declines and budget cuts. PSSHE hired the National Center for Higher Education Management Systems (NCHEMS) as a consultant to review the possibility of

closures and mergers. Their report was just released in July 2017 and recommended against closing or merging any institution. Instead, NCHEMS recommended establishing consolidated regional administrative service centers to reduce administrative costs and for campuses to place more emphasis on local workforce development.

- d. **Texas A&M University System.** The Texas A&M System has 14 institutions and grew to its current size by incrementally adding existing campuses, with eight joining since 1989. Although recent plans to merge two campuses were opposed, they have outsourced their grounds and dining operations and plan to create a single IT operation.

Dr. Kirwan concluded by stating that except for UGS, mergers and consolidations in higher education are rare. UGS had legislative authority to merge institutions and they were wise to establish principles for the process. He also listed some possible options for Oklahoma:

- a. Create collaborative administrative centers serving multiple institutions to save money;
- b. Develop Oklahoma specific principles for consideration of mergers and consolidations;
- c. Create a competitive seed fund to encourage institutions to develop merger or consolidation plans with another interested institution; and
- d. Seek a legislative mandate to develop a comprehensive consolidation plan for Oklahoma.

5. **Discussion on Guiding Principles for Consolidations and Mergers.** Dr. Kirwan stated that Oklahoma should start by creating their own guiding principles and the UGS principles are a good starting place. President Cheryl Evans stated that the principles should also have a statement about the quality of education at Oklahoma higher education institutions. Ed Keller suggested that the guiding principles should include cost savings. It was the consensus of subcommittee members that cost savings should be reinvested into programs that promote student success. Chancellor Johnson stated that draft guidelines for Oklahoma will be distributed at the next meeting for discussion.
6. **Discussion on Next Subcommittee Meeting.** Chair Dan Little stated that the next subcommittee meeting is scheduled for September 21, 2017 at 10:00 a.m.
7. **Other Business.** No other business was brought before the subcommittee.
8. **Adjournment.** With no other items to discuss, the meeting adjourned at 3:15 p.m.



## Fiscal Solutions, Efficiencies, Affordability and Technology Subcommittee Minutes

### OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION

Research Park, Oklahoma City

Minutes of the

State Regents Task Force on the Future of Higher Education

Fiscal Solutions, Efficiencies, Affordability and Technology Subcommittee

Friday, June 16, 2017

1. **Call to Order.** Participating in the meeting were Governor Bill Anoatubby, Regent Ben Benbrook, Mr. John Carey, Mr. Michael Cawley, Mr. Robert Gardner, Mr. Jeff Greenlee, Regent Jay Helm, Chancellor Glen D. Johnson, Dr. Terry Mosley, Ms. Claudia San Pedro, Dr. Jason Sanders, President Jerry Steward and Regent Ron White. Dr. Sally Mason and Mr. Ken Knueven with the Associate of Governing Boards (AGB) participated via videoconference.

Chair Bruce Benbrook asked the subcommittee members to introduce themselves and he then reviewed the charge of the subcommittee and the questions for them to consider.

2. **Higher Education Financial Structure 101.** Vice Chancellor Amanda Paliotta gave a brief overview of the higher education financial structure.

- a. **Funding Sources.** All institutional E&G budgets are funded from state appropriations, student fees, grants and contracts and all have two parts: 1) a primary budget for all campus operations funded mainly by appropriations and tuition; and 2) a sponsored budget for dedicated programs and expenditures funded mainly from federal, grant or private monies. Institutions also have capital improvement budgets that are separate from E&G budgets and reflect revenue and expenditures specific to capital debt service, master lease payments and other infrastructure improvements.

Vice Chancellor Paliotta stated that the FY18 appropriations is now at the same level as FY 2000 but some institutional budgets are as low as FY1995 because their budgets include debt service. Additionally, only 52.3 percent of the E&G part 1 budget is comprised of tuition and fees, with 30.4 percent appropriations.

- b. **Primary Expenditure Categories.** All higher education expenditures meet the National Association of College and University Business Officers guidelines and have two parts: 1) primary functional expenditures budgeted for academic enterprise, such as, instruction, research, and scholarships; and 2) institutional support, such as, legal services, space management, and personnel.

3. **State Regents Performance Funding Formula.**

- a. **History and Description.** Vice Chancellor Paliotta gave a brief history and overview of the performance funding formula. In March 2011, the Oklahoma State Regents for Higher Education requested that the Council of Presidents conduct a review of a funding formula that would replace the Standard Cost Funding Formula that had been in place since 1988. The Performance Funding Formula Task Force reviewed funding formula changes in other states such as Tennessee, Pennsylvania, Hawaii and Ohio and reviewed several funding formula studies by national educational organizations. They also conducted 20 funding formula scenarios and researched their fiscal impacts on institutions. The Task Force had several goals including: 1) achieve equity between institutions; 2) recognize the higher education needs, unique roles and missions of the state; 3) ensure the formula accurately represents institutional needs; and 4) be simple and transparent. In January 2012, the Council of Presidents adopted the new performance funding formula and in April 2012 it was approved by the State Regents.

Vice Chancellor Paliotta finished by stating that the Oklahoma performance funding formula has been recognized as a national model by the State Higher Education Executive Officers Association and the American Association of State Colleges and Universities.

4. **Assessing Institutional Fiscal Viability.** Vice Chancellor Paliotta stated that when assessing an institution's fiscal viability, their assets, liabilities, net position, financial ratios and revenue are all reviewed. Additionally, the Higher Learning Commission, the accrediting body for all Oklahoma public institutions also assess their fiscal viability and assigns an annual financial score for institutions based on their operating revenue, primary reserve and long term debt.
5. **Other Business.**
6. **Adjournment.** With no other items to discuss, the meeting adjourned at 12:18 p.m.

Minutes of the  
State Regents Task Force on the Future of Higher Education  
Fiscal Solutions, Efficiencies, Affordability and Technology Subcommittee

Monday, August 28, 2017

1. **Call to Order.** Participating in the meeting were Governor Bill Anoatubby, Regent Ben Benbrook, Mr. John Carey, President Sean Burrage, Mr. Michael Cawley, Mr. Robert Gardner, Mr. Jeff Greenlee, President Burns Hargis, Regent Jay Helm, Chancellor Glen D. Johnson, Dr. Terry Mosley, Ms. Cathy O'Connor, Ms. Claudia San Pedro, President Jerry Steward, Ms. Avilla Williams and Regent Ron White. Mr. John Carey joined by phone and Dr. Sally Mason and Mr. Ken Kneeven with the Associate of Governing Boards (AGB) participated via videoconference.

Chair Bruce Benbrook asked the subcommittee members to introduce themselves.

2. **Review and Approval of Previous Meeting Minutes.** The minutes of the previous meeting were approved as presented.
3. **Overview of Tuition Setting Process.** Vice Chancellor Amanda Paliotta gave a brief overview of the higher education tuition and fee setting process. She began by stating that the tuition setting authority is in Oklahoma state statute and specifies the maximum limits for tuition and mandatory fees by tier. For research universities, their tuition must be less than the combined average of the resident tuition and fees of institutions that were members of the Big Twelve Conference when the statute was approved in 2004. For regional universities and two-year colleges, their tuition must be less than the combined average of like-type state supported institutions.

Vice Chancellor Paliotta detailed the tuition and fee approval process:

- a. Publicly post the legislative peer limits at the State Regents March meeting;
- b. Public hearing held by the State Regents at the April meeting to receive comments in compliance with policy and state statute;
- c. Tuition and fee approval guidelines posted at the May State Regents meeting;
- d. Institutions submit their tuition and mandatory fee requests by mid-June;
- e. Tuition review held by the State Regents at their June Committee-of-the-Whole meeting; and
- f. Final approval of tuition and fee requests at the June State Regents meeting.

She also discussed the Guaranteed Tuition Lock Program that allows students attending full-time to lock their tuition rate at their freshman enrollment. Their tuition will remain the same for their four years as long as they maintain full-time status during the fall and spring semesters. Vice Chancellor Paliotta finished by discussing academic service fees; these fees are special fees that are tied directly to a specific program.

4. **Oklahoma A&M Board of Regents Cost Saving Initiatives.** Regent Calvin Anthony and Joe Weaver, Vice President for Administration and Finance at Oklahoma State University (OSU), gave a brief presentation on the Oklahoma A&M Board of Regents' recent cost saving initiatives through the implementation of shared services. Vice President Weaver began by stating that OSU recently began economizing and finding cost efficiencies within OSU and at other institutions under the Oklahoma A&M Board of Regents. They began by finding ways to streamline and save money in areas such as business functions, human resources, benefits, information technology, travel, the bursar office, and several other departments. By implementing shared services, they increased service and decision support, decreased compliance risk, standardized processes across institutions, and saved money. As a result, OSU is now processing payroll for Northeastern Oklahoma A&M College, which reduced 3 FTE at that institution.



They also were able to reallocate 4 FTE at Langston University as a result of shared services initiatives. Vice President Weaver stated that creating trust between institutions has been a critical factor in the success of the Oklahoma A&M Board of Regents' shared services model. He also stated that the governing board structure for the Oklahoma A&M Board of Regent facilitated implementation of shared services since the institutions involved all have the same governing board. Finally, Vice President Weaver stated that different software platforms across institutions were initially a challenge to implementation. The Oklahoma A&M institutions have recently converted to Banner as a common platform and have a consolidated Information Technology and purchasing department.

5. **New Business Models for Higher Education.** Mr. Ken Knueven, Association of Governing Boards, gave a brief presentation on new business models in higher education. He began by giving a situational assessment of higher education stating that institutions are struggling with lower net revenue per student, rising costs, changing consumer behaviors, digital technology, and shifting student demographics. He stated that more than 33 percent of students have taken at least one online class, and in 2014, 3.4 million college students were engaged in fully online programs. Technology will play a growing role in delivery methodology, including digital delivery, interactive video, and mobile learning.

Mr. Knueven stated that state appropriations have been in decline across the country with the average state spending \$2,026 less per student since the recession. Appropriation cuts have resulted in an average 28 percent rise in tuition at public institutions across the nation. The average in-state tuition is \$9,410 and some institutions are offering in state tuition for out-of-state students. Institutions are also reshaping their business models and are looking at cost cutting initiatives, including consolidations, layoffs, deep cost cuts across the board, and pay cuts. Mr. Knueven stated that cost containment is critical but short-sighted cost cuts can also have negative consequences. Oklahoma is focusing on cost containment but also on innovative ways to find new sources of revenue and delivering contents in new ways. The greater the financial challenge, the more institutions will have to rely on creativity and innovation and identify where the financial gaps are and focus on student services and support, academic support, and marketing.

Mr. Knueven stated that institutions are focusing on the unbundling of content – where students can more easily obtain credits for transfer towards their degree. Additionally, transfer students represent a major opportunity for growth and diversification and require speed and service to maximize competitiveness. He stated that there are 40 million adults with college credit looking to complete their degree and institutions need to look beyond their borders where there is a vast market of opportunity. Additionally, many are bypassing the traditional college model and there is a tremendous opportunity for an institution to capture these students; however, they must provide instant service, multiple enrollment start times, and a relationship management system.

Mr. Knueven finished by stating that institutions need to conduct a situational assessment of where they stand financially and where there are opportunities. They need to focus on creativity and innovation and develop a tactical execution plan while also recognizing their challenges.

6. **Discussion of Next Subcommittee Meeting.** Chair Bruce Benbrook stated that the next subcommittee meeting is scheduled for October 11, 2017 at 10:00 a.m.
7. **Other Business.**
8. **Adjournment.** With no other items to discuss, the meeting adjourned at 5:30 p.m.