

WESTERN MICHIGAN UNIVERSITY  
FACULTY SENATE

CAMPUS PLANNING AND FINANCE COUNCIL  
Minutes of Tuesday, 15 November 2016 at 3 p.m.  
Faculty Lounge, Bernhard Center

**Members present:** Raja Aravamuthan, Cheryl Bauman-Bruey, Todd Barkman, David Dakin, Richard Gershon, Harold Glasser, James Penner, Colleen Scarff, Jan Van Der Kley, and Pat Vander Meer

**Guests:** Terrence Curran, Associate Provost for Enrollment Management; Jim Gilchrist, Vice Provost for Budget and Personnel and Chief Information Officer; Patti Van Walbeck, Associate Vice President for Business and Finance; and Linda Poquette, Business and Finance

**Procedural Items**

*Welcome*

Council Chair Todd Barkman began the meeting at 3 p.m. He welcomed guests and council members

*Acceptance of the Agenda*

A motion was made by Gershon to accept the agenda as presented, supported by Van Der Kley. Motion carried.

*Approval of the Minutes of 18 October 2016*

A motion was made by Dakin to approve the minutes of 18 October 2016, supported by Van Der Kley. Motion carried.

*Chair's Comments – Todd Barkman*

Barkman began with an explanation of general fund monies. A chart was provided showing where the money comes from and where it flows to. He introduced Terry Curran, associate provost for enrollment management, who would speak on student recruitment, enrollment, and the student portion of income for the University.

**Informational/Discussion Items**

*Charge #2: Student Recruitment and Enrollment – Terry Curran*

Curran began by saying during his first one hundred days, he learned a lot about WMU and is honored to be part of this institution. He provided his background, which includes a large majority of experience in student affairs, and feels that his training is transferable to enrollment management. There are many challenges in

front of us and emphasized using “we” in solving the issues ahead for enrollment. Curran thanked Gershon for his report and also thanked Business and Finance for its support. Admissions and Financial Aid have not been good but this doesn't mean the institution should follow suit. We need to do better and Curran summarized ideas for improvement.

- Demographics in Michigan are not good. Undergraduate experience is our bread and butter and the graduate population should grow. For WMU to be successful, we need 25 – 30 percent out-of-state full time students. California, Texas, Pennsylvania, Ohio, Arizona and New Jersey have the highest migration rate in the country. The campus needs to grow and getting more full time students is what it's all about. We need to buy more than 25,000 names and follow up with names and enroll students. We also need to invest in a virtual tour. Our CRM (Custom Resource Management) needs to be universal with access to the same people. It is imperative that we coordinate and work together as a unit.
- We need to sell WMU first and colleges second. We should talk about differences in roles, identify students, get them on campus and then to their college. Prospective students need an experience so they will come back. We have tremendous assets with our faculty and we need to utilize their talents. Financial Aid needs work and we should be smarter about how we use our dollars. We need to be more consistent in allocating resources. By enrolling more out-of-state students, our dollars will be utilized more efficiently.
- Community needs to be built on this campus. Creating a tangible experience for students at any time, traffic zones for the students need to be identified, and teaching on Fridays is needed. Long weekends do nothing for campus but create a disconnect and there is no commitment. We have to find a way for students to stay here and be engaged. Far too many rooms are empty on campus; we need more students living on campus. The administration building needs to look better – 3 to 5 seconds will make a first impression.
- Marketing and branding ourselves needs more thought. Captions, messaging and taglines are important. Smart phones should be used more. From the moment an individual is a junior in high school, we should be taking advantage of mobile technology, Instagram and Snapchat.
- What are we doing for retention? We have been disorganized because we replicate, and resources need to be used better.
- How do we raise admission standards? We are admitting students that are not ready for college. This should not be confused with access but about success. We are close to open enrollment. We should be reviewing applications at over 17,000 per year. Competition is needed at this institution, which in turn creates an atmosphere of intellectualism. We will be pushing the quality index.
- No one knows about our engineering college and we should be one of the best. We need to emphasize areas that are not known.
- WMU has a history of wanting to be all things to all people. It's admirable, but you can't survive on this philosophy. If selling this University, we have to know what we want to sell.

Discussion and questions followed. Campus has a commitment to ethnicity and we should be able to set a rate that makes us competitive. Again, we need to increase enrollment by utilizing out-of-state students. We do need to get away from flat rate tuition and to strategize. Van Der Kley added that it has to be part of the whole package – residency, financial aid, and tuition.

Glasser wanted to know how the turn-around will come about. The deans have to be engaged, make some tough choices and prioritize. We are all in this together and not all the answers are figured out.

We need to centralize services and grow in how we reach students. We need to get out of the pockets, centralize and spread so there is greater impact.

Working more with high schools and high school advisors is important. We also need to spend more time with parents. It's a family decision and a return on investment.

Glasser stated that this council should participate in the decisions and planning. Details are not being given because they are not totally planned out. Work and analysis are done but we have to give others the opportunity to give input. Van Der Kley gave examples as to coordination of plans. Decisions are being made in a consultative manner. When there is a plan, it will be shared with recommendations. The plan needs to be finalized and presented to the Board of Trustees for approval.

Barkman added that we don't want a tuition scheme if it will never see the light of day. He thought Curran hit on all the big problems. Curran will be speaking to the full Faculty Senate.

*Charge #5: Business and Technology Research Park II Development –  
David Dakin*

Dakin gave a short history of the Business and Technology Research Park II for new council members. BTR II is the future phase. There have been several meetings with Oshtemo Township, who is a partner with WMU, and the public. Funds have been provided by Oshtemo Township. In addition, work is being done for more grant money from Brownfield Redevelopment Corp. We are working with the road commission due to the changes on Drake Road. An investigation for any possible arsenic on the property is underway. We are not under a deadline for construction, we will follow our due diligence and make sure everything is safe to move forward.

Barkman reminded council members that this project does not come from the general fund. The project will use as much grant money as possible so parcels can be appropriately priced.

It is possible that work could start next summer. A diagram provided to council members showed that half of the white space could be natural; green areas will not be built on and fifty percent on the plan will remain open. WMU will not be part

of maintaining the buffer zone as the condominium association and owners will work out maintenance of surrounding area. Guidelines for BTR I are the basis for BTR II.

### **Other Business**

For the next meeting, Barkman would like to hear from Gershon concerning the role of faculty in admissions (Charge 3). Under Charge 4, Dakin will provide an update on Wayfinding and Signage. Van Der Kley requested to add a report on capital outlay.

### **Adjournment**

A motion made to adjourn at 5 p.m. by Bruey, supported by Aravamuthan. Motion carried.

Linda Poquette  
Recording Secretary