

Stewardship Taskforce

Description and Guidelines

Core Commitment to Institutional Capacity:

The institution functions with clear purposes, high levels of institutional integrity, fiscal stability, and organizational structures and processes to fulfill its purposes. (WASC Handbook, p.5)

The capacity and preparatory issues associated with Theme Two (Stewardship) will be explored by a Stewardship Taskforce (ST) chaired by the Vice-president for Financial Administration. The ST will focus on planning, and on financial, physical, technical, and human infrastructure. One important emphasis will be coordination and integration of planning to ensure and document the health and stability of our financial and physical infrastructures. (Institutional Proposal p12)

Taskforce Members (as approved by Administrative Council, August 26, 2007).

- John Collins (Chair), Vice-President for Financial Administration
- Adu Worku (WASC-PC), Librarian
- Lary Taylor, Associate Professor of Business Administration
- Bruce Bainum, Professor of Psychology
- Dale Withers, Facilities
- Debbie Stewart, Administrative Assistant
- Student Association Financial VP

The Stewardship Taskforce (ST) is one of three campus bodies created to implement PUC's Institutional Proposal and to prepare for WASC's Capacity and Preparatory Review (CPR; due in the Fall of 2009). The ST will not play a direct role in the Educational Effectiveness Review (EER; due in the Spring of 2011). A detailed time-table and work plan for all accreditation activities can be found on the PUC WASC Accreditation Page at: <http://www.puc.edu/PUC/accreditation/>. The ST will remain active until the CPR is completed; it is responsible for establishing permanent systems and policies to address ongoing mandates. The ST will

- report periodically to the WASC Planning Committee (WASC-PC), which is responsible for coordinating campus accreditation planning and work;
- work closely with the WASC-PC writer to prepare working drafts of one of the five essays that are part of the CPR Report;
- coordinate work on Theme Two of the Institutional Proposal.

Theme Two focuses on the nurture, enhancement and alignment of our key resources and assets with our mission.

The ST will coordinate research and campus discussion of several questions identified in the Institutional Proposal. (See p. 9). Specifically:

1. What is an ideal enrollment for our campus? How can we attain and maintain this optimum number of students?
2. How can we more clearly align assessment and strategic planning with five-year budgeting?
3. If the land contract currently being negotiated produces the projected endowment, how should the proceeds from that endowment be used, based on our vision and mission?
4. How can we recruit students and faculty who more closely resemble the demographic profile of our constituency?
5. How can our salary structure be improved to facilitate recruitment and retention of quality faculty and staff?

Six tasks should take center stage as the ST does its work: 1) identifying and managing optimum enrollments; 2) managing plans to increase the college endowment and prioritizing uses of endowment income; 3) establishing a five-year budget process, and aligning assessment, planning, and budgeting; 4) creating an appropriate plan to increase minority representation among students, faculty, and staff; 5) identifying and

creating plans to meet appropriate salary benchmarks; 6) compiling, analyzing, and responding to required financial data exhibits.

1. Identifying and Managing Enrollments

- Identify an optimum enrollment range that will support a high-quality, mission-focused academic program, in the context of realistic endowment-income projections and other income sources. The documentation and evidence to support this range should be well organized and cross-referenced.
- Work with the Vice President for Marketing and Enrollment to explore and implement new recruitment strategies to reach targeted enrollment levels with qualified students.

2. Managing Endowment Plans and Prioritizing Uses

- Monitor progress on proposed Triad development, and ensure that it remains consistent with institutional mission and values.
- Explore contingencies for converting land assets into endowment in the event the Triad proposal does not go through.
- Work with the Vice-President for Advancement to explore and implement additional strategies for increasing the endowment.
- Develop and implement a process for prioritizing allocation of any additional endowment income, that includes consultation with faculty, board, and administration, and is consistent with our mission and institutional planning.

3. Aligning Planning and Evidence with Five-Year Budget Process

- Design a process and timetable to produce a five-year budget to be in place by the 2009-10 budget year.
- Develop a process to ensure that annual and five-year budgeting decisions are informed both by departmental Program Reviews as well as other relevant planning documents. This process should include documentation and explanation of actions taken on recommendations that result from the study of planning documents and from Program Reviews.

4. Creating a Plan to Increase Minority Representation among Students, Faculty, and Staff

- Identify ethnic representation in appropriate PUC constituency, and establish reasonable goals and timetables for ethnic representation in PUC student body.
- Establish reasonable goals and timetables for ethnic representation among faculty, based on current and projected ethnic representation in our students.
- Identify specific strategies to increase ethnic representation in our student body and faculty.
- Establish an oversight procedure that will ensure regular evaluation and progress reports to the Administration and Board.

5. Identifying and Creating Plans to Meet Salary Benchmarks

- Identify appropriate faculty salary levels, taking into account our history and mission, the General Conference of SDA salary schedule, the salary levels and structures of other SDA colleges as well as those of comparable four-year private colleges, and the cost of living in the Angwin area.
- Identify appropriate salary levels for adjunct, retired, and degree completion faculty, taking into account our history and mission, the General Conference of SDA salary schedule, the salary levels and structures of other SDA colleges as well as those of comparable four-year private colleges, and the cost of living in the Angwin area.
- Identify determinants of faculty salary levels, including issues such as salary variances among academic departments, and the range of salaries within and among academic rankings.
- Identify sources of funding for faculty salaries, including research and other grants, fully-endowed chairs, and reorganization of existing, partially funded chair endowments to make them more readily useable.
- Identify appropriate staff salary levels, taking into account local wage scales and other appropriate benchmarks.

6. Managing and Interpreting Financial Data Exhibits

- Compile and update required data exhibits that document the financial policies, status, and progress of the institution. A detailed list of required exhibits will be provided to the ST by WASC-PC as they become available. Included in this list is a series of documents noted in the WASC Handbook: *Policies, guidelines and processes for developing the budget; clearly defined and implemented policies with regard to cash management and investments, approved by the governing board; Policies and a code of ethics for employees involved in buying, bidding, or providing purchase orders; Policies on risk management, addressing loss by fire, burglary and defalcation; liability of the governing board and administration; and liability for personal injury and property damage; Policies regarding fundraising activities that comply with sound ethical accounting and financial principles.* (p. 128)
- Prepare additional data exhibits as needed to explain financial policies, status, and progress of the institution.
- Analyze the data in the exhibits and identify the strengths and weaknesses of our financial status, recommending any necessary actions.
- Assist WASC-PC in understanding the financial data exhibits.
- Work with the WASC-PC writer to draft the ST essay included in the CPR, beginning Spring 2008.

As each body at PUC prepares for the Capacity Review, its members should continually ask these three questions:

1. Have we established clear objectives?
2. What evidence will help us determine the degree to which these objectives are being achieved?
3. What actions are we taking to improve performance based on this evidence?

(WASC Handbook of Accreditation p. 42)