The Select Committee on Woodbury University makes the following recommendations to the Board of Trustees of Woodbury University:

1. Expand the Board of Trustees to at least twenty members to include the following committees: Executive; Budget and Audit; Educational Affairs; Student Life; Development; Board Personnel; and Building and Grounds. An appropriate administrative liaison should be designated for each committee and a voting student and faculty member appointed to each committee (not to the Board) other than Executive and Board Personnel.

2. Create a Planning Committee comprised of trustee, administrative and faculty members to develop a comprehensive, long-range plan. The following elements should be included: market definition; student recruiting and admissions; curriculum and faculty development; facilities development; and financial planning.

3. Appoint an Executive Vice President to address financial and capital planning issues who would report directly to the Board of Trustees. This individual could also chair the proposed Planning Committee.

4. Institute a search committee for a successor to President Johnson to take office as soon as possible.

5. Final hiring or retention decisions regarding the President, Vice Presidents and other key administrative staff should be made by the Board of Trustees.

6. The full Board should meet on a bi-monthly basis with the Executive Committee meeting in the alternate months.

7. The expanded and strengthened Executive Committee should monitor the implementation of such of these recommendations as are adopted by the Board of Trustees. In this connection, the Board should retain a special consultant to assist them in this function with offices and support on the campus.
8. Establish a Staff Advisory Committee composed of the Vice Presidents, Division Heads, Librarian and Chairperson of the Faculty Association, with regular, noticed meetings and a formal agenda.

9. Establish a Curriculum Review and Planning Program, to be documented and governed by the faculty.

10. Expand the curriculum to include health care administration at the undergraduate and/or graduate levels.

11. Initiate an active recruitment program of local students from the high schools and community colleges to dilute the effect of the proportionately high foreign student enrollment.

12. Distribute a budget procedure manual and reporting system to administrative and faculty department heads.

13. Develop a detailed cash forecast and property disposal plan, revised monthly, covering the next two to three years, to be reviewed by the Executive Committee of the Board of Trustees.

14. Initiate a Southern California fundraising and public relations study leading to creation of a fundraising advisory board.

15. Create a Public Relations Advisory Board of five to seven persons.

16. Create an alumni organization under aegis of Development Committee of Board of Trustees.

17. Develop a system of internal audit, gift accounting and a research department in conjunction with public relations and fundraising activity.

18. Appoint an outside consultant to monitor public relations and fundraising activities under direction of Development Committee of Board of Trustees.

19. Review tuition rate, balancing marketing factors with operating financial requirements of the University.

20. Analyze the impact of high foreign student enrollment upon programs and operating goals of the University. The Bulletin may require revision.
21. Review student support services, including allocated overhead costs, in order to adjust prices to at least a break even point.

22. Invite Vice Presidents, Chairperson of Faculty Association and Student Body President to all meetings of the full Board of Trustees.

NOTE: During the last week of January, 1979, after the subcommittees had completed their reports, Mrs. Kirby, voluntarily and upon the advice of her physician, closed her office in the library and removed herself from the campus and now has no connection with the University or its operations whatsoever.

SPECIAL RECOMMENDATION REGARDING RESPONSE TO WASC FINAL DRAFT REPORT:

The Select Committee urges the Board of Trustees to seek probationary accreditation for a term of three years from the Western Association of Schools and Colleges within which to implement the recommendations of the Select Committee and any additional requirements imposed by WASC. The Board of Trustees of Woodbury University should formally present their request at the full Commission hearing on February 22, 1979.