



**Board of Trustees Meeting
October 17, 2018**

Appendix A

Supplemental Documents

- 1) [State of Emergency Preparedness](#)
- 2) [Strategic Enrollment Plan Update](#)



State of Emergency Preparedness

Campus Public Safety
Rebecca Chiles
10-17-2018



Words of Wisdom

By failing to prepare,
you are preparing to fail
—Benjamin Franklin



Strategic Plan

Institutional Priorities

V. SUSTAINABILITY AND STEWARDSHIP

6.4 Provide resources that improve the safety of faculty, staff and students by developing and implementing emergency planning systems.

Types of Emergencies/Disasters

Natural Disaster

- Earthquake
- Weather Related
- Fire

Man-made Events

- Active Killer
- Bomb Threats
- Fire
- Others

Two Years Ago

- Selected the Team
- Hosted FEMA L363
- Defined FEMA EOC roles (EOC and EPG)
- Defined our path



Emergency Planning Team (EPT) by Division

Academic Affairs

Peggy Pedersen

Susan Griffin

Advancement & WOU Foundation

Lisa Catto

Student Affairs

Tina Fuchs

Malissa Larson

Patrick Moser

Albert Worotikan

Finance and Administration

Megan Eichler

Nick Edmiston

Jake Whisenhunt

Max Chartier

Camarie Campfield

Rebecca Chiles

General Counsel

Heather Mercer



Emergency Operations Center (EOC)



What is Emergency Planning?



The Path

- Review of Emergency Operations Plan (EOP)
- Drill once per term
- Prioritizing needs
- Updates to alert systems
- Training



Emergency Operations Plan (EOP)

- Basic plan
- Annexes
- Timeline
- Review process

Exercises to date

- Earthquake- every Fall Term Great Shakeout
- Active Killer
- Fire
- Civil Protest/Unrest
- In progress - Pandemic Outbreak (Meningococcal)

Prioritizing Needs

- Funding 78K
- Storage
- Water
- Food
- Medical



Water purification system



Alert Systems

- WOU alert
- Alertus
- EM clocks
- Carillon bells

*Tested at least once per term

EM Clock



Training

- CERT
- ALICE
- CPR/First Aid/AED
- Fire safety
- Emergency Preparedness presentations
- Self-Defense
- DRU list serve

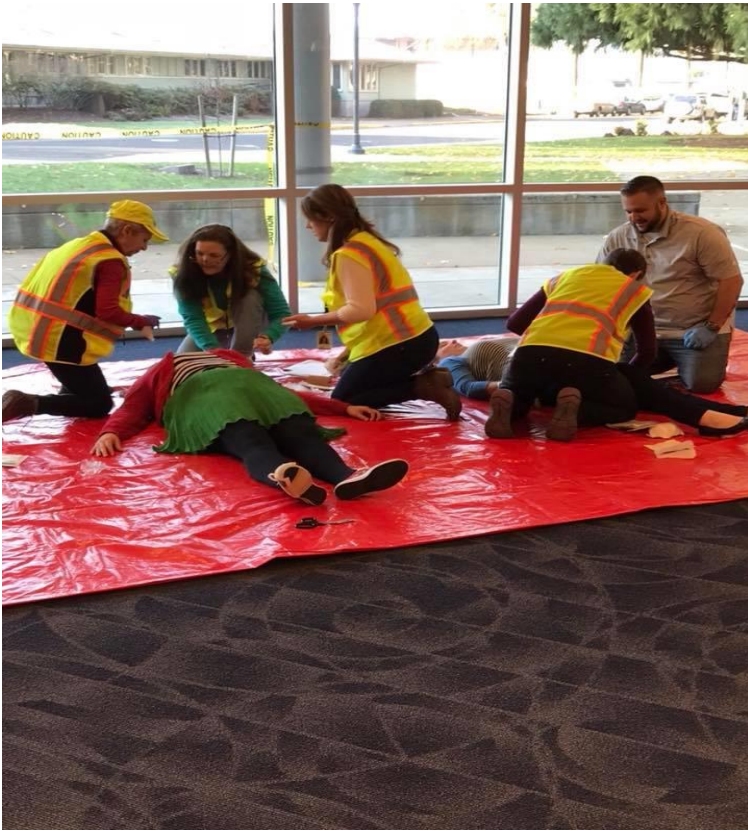
CERT

- Community
- Emergency
- Response
- Team



16 current WOU team members

CERT



ALICE Lecture and Scenario Training

- Alert
- Lockdown
- Inform
- Counter
- Evacuate

CARE Team

- **Mission:**
- To maintain a safe and secure learning environment at Western Oregon University by addressing the physical and psychological issues that impact students, faculty and staff in the pursuit of the educational process.

Polk County Threat Assessment Team

Partner Agencies

- Monmouth Police Department
- Independence Police Department
- Dallas Police Department
- Polk County Sheriff's Office
- Polk Fire District
- Polk County Public Health
- Oregon Health Authority
- Oregon State Police
- FBI

Questions?



Strategic Enrollment Plan Update

Board of Trustees Meeting
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Western Oregon
UNIVERSITY

Context

- Started working with Admissions and Financial Aid about a year ago
- Strategic Enrollment Plan in process, but not fully developed
- Re-started process and brought together group from divisions across campus
- Brought in consultant to provide a high level overview of both admissions and financial aid



Oregon Public University Resident Fall Headcount Enrollment Including Extended Enrollment, 2003 through 2017

	EOU	OIT	OSU Corvallis	OSU Cascades	PSU	SOU	UO	WOU	Total
2003	2,209	2,852	15,215	342	19,526	4,331	14,080	4,629	63,184
2004	2,202	2,906	15,682	418	19,526	4,120	14,274	4,369	63,497
2005	2,415	2,839	15,680	444	19,743	3,971	14,251	4,428	63,771
2006	2,384	2,583	15,224	446	19,767	3,959	14,033	4,370	62,766
2007	2,440	2,660	15,282	457	20,420	3,774	13,665	4,317	63,015
2008	2,697	2,785	15,307	483	21,439	3,970	13,835	4,496	65,012
2009	2,883	2,943	16,116	580	22,540	3,890	13,924	4,810	67,686
2010	2,977	2,945	17,092	649	23,080	4,924	13,719	5,268	70,654
2011	3,066	3,024	17,263	713	23,568	5,091	13,847	5,246	71,818
2012	3,005	2,990	17,363	741	23,327	4,803	13,431	5,127	70,787
2013	3,052	3,238	17,544	886	23,180	4,459	13,060	5,056	70,475
2014	2,702	3,157	17,576	934	22,364	4,424	12,510	4,853	68,520
2015	2,570	3,588	17,727	939	21,948	4,305	12,222	4,259	67,558
2016	2,237	3,915	17,841	1,031	20,802	4,170	11,914	4,166	66,076
2017	2,121	4,187	17,786	1,106	21,042	4,158	11,507	4,028	65,935

Headcount is total enrollment and includes all extended enrollment.
 Source: HECC Research and Data, Fall Fourth Week Enrollment Reports.



Oregon Public University Nonresident Fall Headcount Enrollment Including Extended Enrollment, 2003 through 2017

	EOU	OIT	OSU Corvallis	OSU Cascades	PSU	SOU	UO	WOU	Total
2003	1,078	384	3,759	30	3,591	1,174	5,954	403	16,373
2004	1,136	467	3,477	20	3,960	1,041	6,065	403	16,569
2005	1,118	512	3,556	47	4,272	1,018	6,143	451	17,117
2006	1,041	574	4,138	49	4,517	1,043	6,355	519	18,236
2007	993	658	4,471	40	4,579	1,062	6,711	720	19,234
2008	969	740	5,013	27	5,148	1,112	7,672	853	21,534
2009	1,074	984	5,853	31	5,432	1,214	8,462	844	23,894
2010	1,160	852	6,669	29	5,442	1,519	9,670	965	26,306
2011	1,232	887	7,714	51	5,390	1,653	10,600	971	28,498
2012	1,203	1,011	9,030	60	5,404	1,678	11,160	1,060	30,606
2013	1,105	1,176	10,381	50	5,586	1,681	11,488	1,132	32,599
2014	951	1,116	11,310	46	5,877	1,779	11,671	1,205	33,955
2015	918	1,198	11,849	77	6,128	1,910	11,903	1,186	35,169
2016	939	1,317	12,513	91	6,427	1,918	11,720	1,216	36,141
2017	895	1,303	13,110	98	6,263	1,981	11,473	1,257	36,380

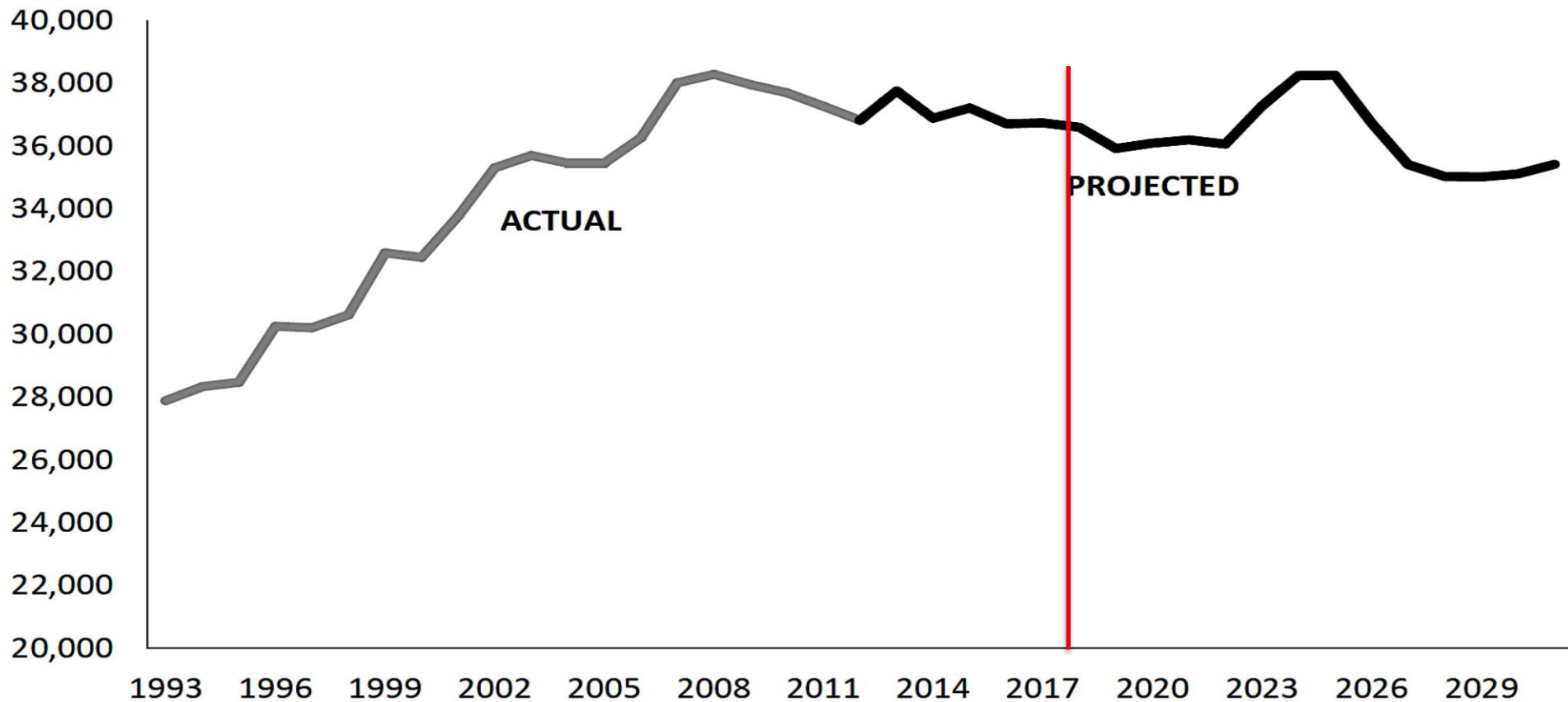


Headcount is total enrollment and includes all extended enrollment.

Source: HECC Research and Data, Fall Fourth Week Enrollment Reports.



High School Graduates in Oregon, 1993-94 to 2012-13 (Actual); 2013-14 to 2031-32 (Projected)



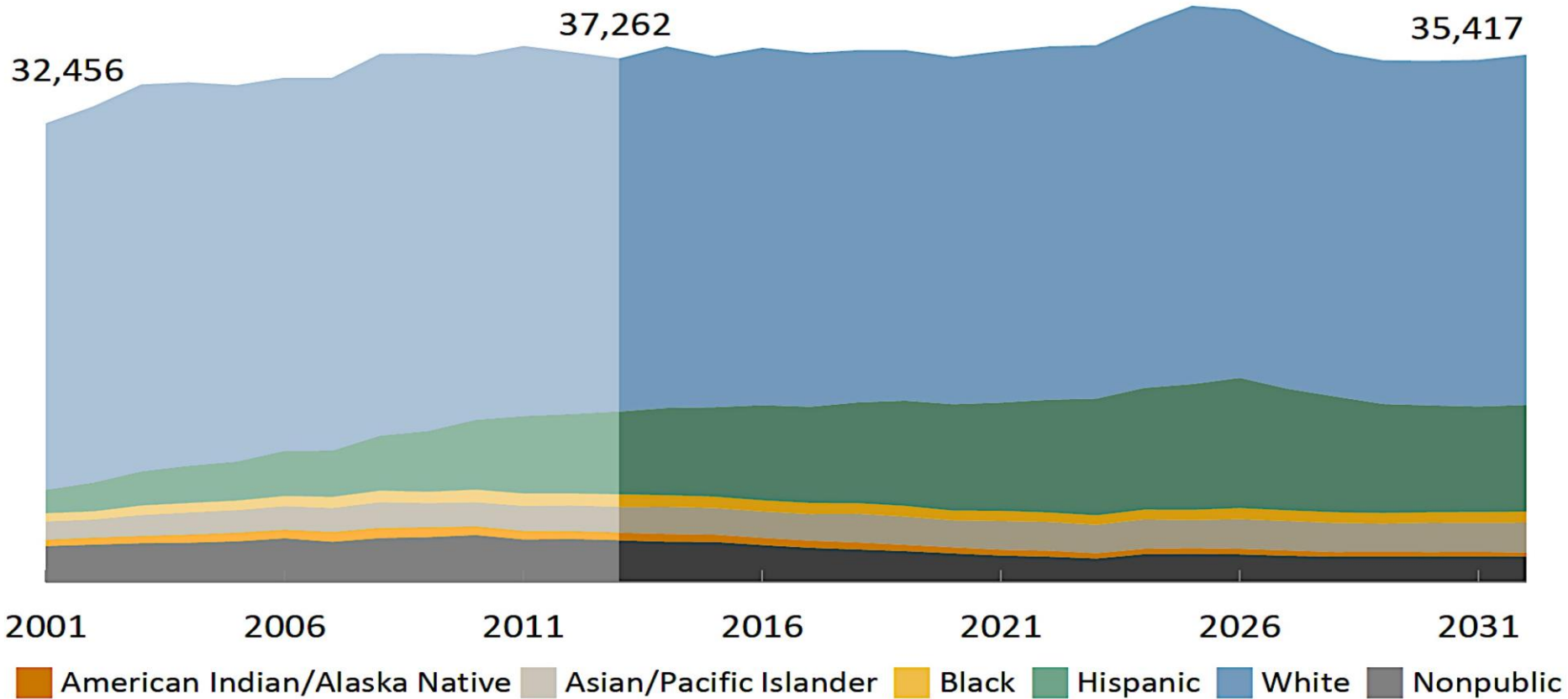
Source: Western Interstate Commission for Higher Education, "Knocking at the College Door: Projections of High School Graduates, December 2016" <http://www.wiche.edu/knocking>.

WICHE

TOGETHER WE LEARN



High School Graduates in Oregon by Race/Ethnicity, 2001-01 to 2012-13 (Actual); 2013-14 to 2031-32 (Projected)



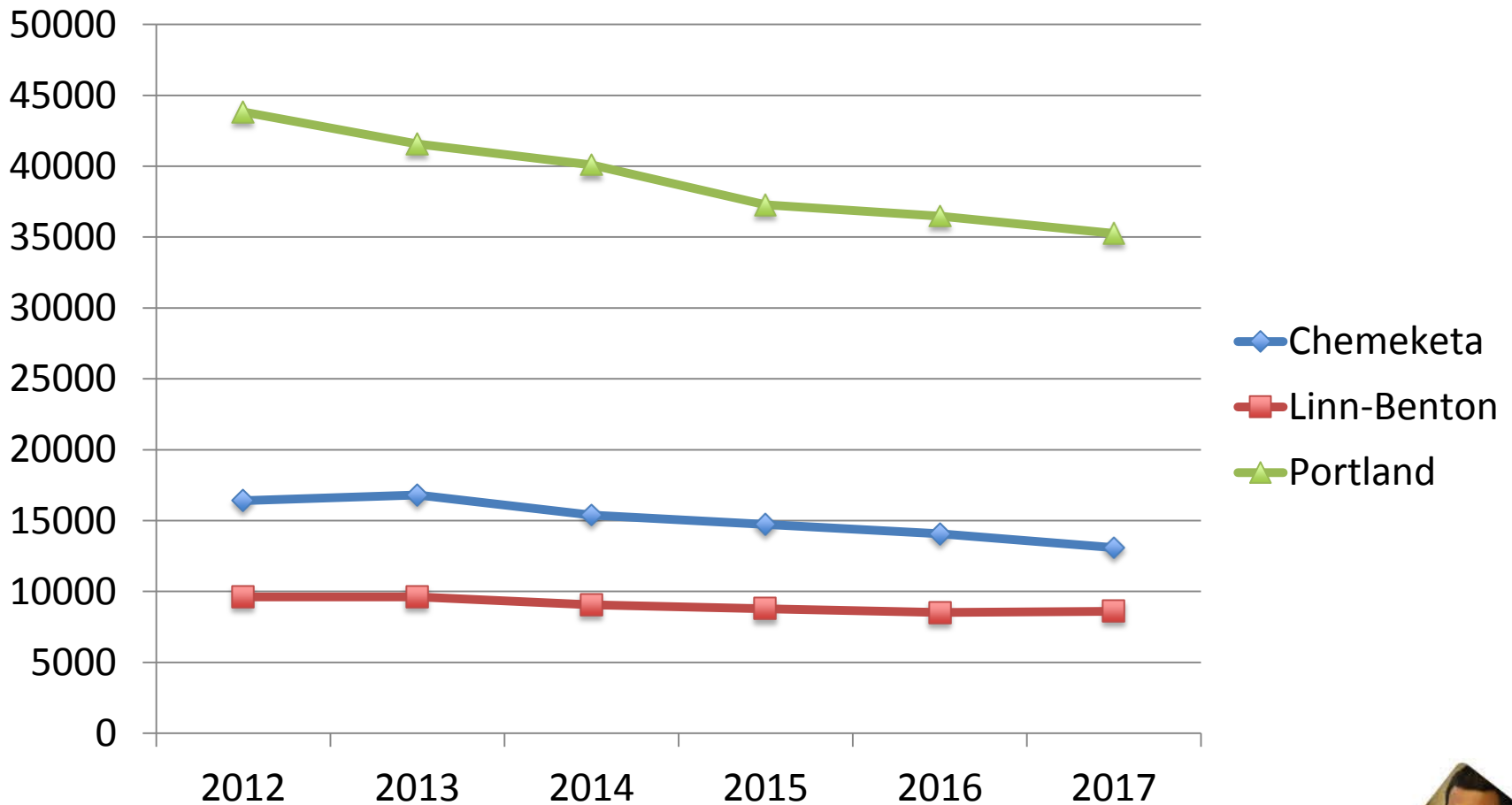
Source: Western Interstate Commission for Higher Education, "Knocking at the College Door: Projections of High School Graduates, December 2016" <http://www.wiche.edu/knocking>.



TOGETHER WE LEARN



Feeder Community College Enrollment Trends



Strategies From Initial Strategic Enrollment Plan

FRESHMEN

Objective: Stabilize and then increase the number of new freshmen enrolled

- Improve affordability by packaging financial aid and developing external support for scholarships
- Improved outreach to underrepresented populations
- Add or modify academic program offerings to better match current and future student academic interests as well as new areas of study.

TRANSFER STUDENTS

Objective: Increase the number of new transfer students annually by at least 3%

- Jump Start to recognize and attract Oregon Promise students
- Dual admission programs exist at Chemeketa and Clackamas—these need to be expanded to Mt. Hood and Portland CC



Strategies From Initial Strategic Enrollment Plan

GRADUATE STUDENTS

Objective: Increase the proportion of WOU graduate students to 20% of the WOU overall enrollment by 2023.

- The number of master's degrees awarded in the United States is projected to increase 36% between 2012-13 and 2024-25 (i.e., about 3% per year). For WOU to increase at that rate, 250 graduate degrees will need to be awarded in 2022-23. To achieve that goal, WOU must increase enrollment in selected graduate programs and launch new degree programs.
- Develop new programs such as: organizational leadership, exercise and health science.

INTERNATIONAL STUDENTS

Objective: Increase the number of international students at WOU by 1-5% annually

- Increase the number of international by adding more home countries to the mix and relying less on China and Saudi Arabia.
- Increase recruitment of international students from community colleges that have academic profiles consistent with success at Western.

Strategies From Initial Strategic Enrollment Plan

UNDERGRADUATE STUDENT RETENTION

Objective: Increase year-to-year retention rates to be the highest among WOU peer institutions.

- The majority of retention efforts at WOU, and most universities, has been focused on the group of students with the highest risk: first-time-freshmen. Moving forward, WOU will continue to work to retain these students, while also expanding efforts to retain all students through the completion of their degree.
- Increase effectiveness of Wolf Connection System (WCS)—the early alert software that faculty and staff use to inform the Academic Success Team of students who are having difficulties. Alerts can be triggered for things such as missed classes, low grades, behavioral changes or comments the student may have made to the faculty or staff. Since fall 2015, **83%** of students referred to WCS were enrolled in the next academic term or graduated.
- Develop retention scholarships to reduce cost of attendance and boost retention



Strategies From Initial Strategic Enrollment Plan

DEGREE PATHWAYS

Objective: Increased accessibility of courses and programs through flexible-format delivery

Five Year Vision

- WOU will offer an array of innovative, “flexible-format” pathways through the curriculum
- These pathways will provide increased flexibility and access for traditional and non-traditional students, serve as an inviting option for regional “degree completers” (particularly within the Salem market)
- This strategy will enable Western to inhabit a unique market niche that leverages its traditional strengths as a high-touch liberal arts institution.

Growth Opportunities for WOU

- ❖ Increase the market share of in-state students direct from high school and transfer students
- ❖ Continue to grow out-of-state enrollments
- ❖ Continue to grow Hispanic student enrollments
- ❖ Re-recruit stop outs
- ❖ Meet the needs of adult learners (e.g., flexible schedules, online and hybrid courses and programs, evening classes)
- ❖ Increase undergraduate online and hybrid program offerings
- ❖ Develop and launch new high-demand undergraduate and graduate programs
- ❖ Improve student retention



How we are moving forward

- ❖ Working towards providing complete on-line undergraduate degree
- ❖ Target out-of-state markets to recruit new students (Texas, Saipan)
- ❖ Revitalize remissions (Pell Plus, Honors, Presidential, Diversity) and examine ways to maximize aid to recruit and retain students
 - ❖ Communicate earlier with students who qualify for Presidential, Honors and Pell Plus awards
- ❖ Goal of becoming Hispanic Serving Institution
 - ❖ Focus on markets with high percentage of Latino students
 - ❖ Increase number of publications in Spanish
 - ❖ Create commercials for Spanish radio stations



How we are moving forward

- ❖ Develop more comprehensive and segmented communication plan. (Parents, transfer, adult, etc)
 - ❖ Purchased text messaging platform
- ❖ Increase Saturday tour dates
 - ❖ Provide tours on Saturday in Spanish
- ❖ Working to increase international student population by diversifying country of origin
- ❖ Identifying efforts to increase retention
 - ❖ Developing additional retention strategies for freshmen
 - ❖ Effort to examine and increase sophomore to junior retention
- ❖ Creating presence in Salem to attract adult student market
- ❖ Finalizing Dual Partnership with Linn-Benton CC



How we are moving forward

- ❖ Increase graduate market by creating new programs such as DPT
- ❖ Creating Welcome Center
- ❖ Evaluate recruitment activities
- ❖ Fully staffed Financial Aid Office and continue to examine process and staffing within office
- ❖ Converting to Banner Financial Aid (January 2019)



Strategic Enrollment Plan

- ❖ Group has been meeting for just under a year
- ❖ Goal to have draft by first of November for review
- ❖ Goal to have final draft for vetting by early winter term



Questions

