



Board of Trustees Meeting – February 15, 2023

Appendix B

Senior Leadership Reports | Table of Contents:

- 1) Dr. Paula Baldwin, Interim Director of [Marketing & Communications](#)
- 2) Tina Fuchs, Vice President for [Student Affairs](#)
- 3) Dr. Ana Karaman, Vice President for [Finance & Administration](#)
- 4) Ricardo Lujan Valerio, Director of [Government Relations](#)
- 5) Randi Lydum, Executive Director of [Intercollegiate Athletics](#)
- 6) Alice Sprague, Interim Executive Director of [Human Resources](#)
- 7) Dominique Vargas, Executive Director of [Diversity, Equity & Inclusion](#)
- 8) Dr. Rob Winningham, Provost & Vice President for [Academic Affairs](#)
- 9) Katie Wojke, Vice President for [Advancement & WOU Foundation](#)

Western Oregon University Board of Trustees – February 2023
Paula Baldwin, Interim Director of Marketing and Communications

The search for the PIO/SM was successful and resulted in the onboarding of a former WOU Communication undergraduate alum, Brittany Kima. The search for the Marketing Director resulted in several candidates, but ultimately, was declared a failed search. MarCom continues to support other departments' events with swag and t-shirts. MarCom was awarded a CIP intern for the winter and spring, and this student is assisting with the general duties and some light graphic work, thus relieving some of the workload for Denise. MarCom has 4 student workers engaged primarily in providing support for social media through photography, graphics, and reels for Facebook, Linked In, Instagram, Pinterest, and TikTok. Here is the current work ongoing at MarCom.

- I had a preliminary discussion with the Eugene Emeralds last week, and I have a meeting with Eugene Emeralds next Monday (minor league baseball, feeder for SF Giants, to see what types of marketing we can do through that venue.
- I had a preliminary discussion with the Hillsboro Hops and I am scheduling a meeting with Hillsboro Hops (minor league baseball, feeder for AZ Diamondbacks) to discuss marketing. Admissions will be tabling at the Hillsboro Hops' College Night this spring.
- Friday, February 10: Wolfie and crew are visiting 3 AVID classrooms in a Salem-Keizer middle school (35 students in each, 3 teachers one of whom, Whitney Hines, is a WOU alum). Wolfie will be handing out swag and posing for a group pic. We will print the photos of each group for the teachers to have and post in their classrooms along with a WOU pennant. Denise will take pictures and Deborah will be shooting video. (AVID is an in-school academic college prep support program for grades 4-12 that prepares students for college eligibility and success.)
- We have a tabling event in the WUC on 2/14. The purpose of this will be to encourage students to be videoed about their time here at WOU and to take a survey about what brought them to WOU and what social media do they follow. We have swag and cupcakes to encourage participation at our table.
- Our website is undergoing new renovations to make it easier to navigate and more attractive. We have examined multiple websites, but Western Washington University is one of our primary models.
- One of our areas of focus is on 1st generation students, both current and prospective. We are reworking our 1st gen page. We just finished a video with student first gen interviews; it should be live soon, along with the updated website. A video with first gen faculty and staff is in the works.
- We now have a partnership page: <https://wou.edu/partnerships/>
- We are working on combining via an RSS feed, campus events and our athletic events to provide a comprehensive picture of what is happening at WOU.
- WOU Wednesday continues to grow: <https://wou.edu/wou-wednesday/> with 31 businesses in Monmouth and 3 Dallas businesses. We actively seeking to expand our WW to Salem and Independence.

- Our social media team has been given a calendar with commemorative months, the WOU calendar and more to prepare for social media posts
- Logan Doefler, Director of the Veteran's Resource Center, is working on getting our military friendly university designation current. Once that is complete, we will be doing a promotion video featuring our center and our PAVE program.
- I have contacted the PowWow Nation, a national resource for indigenous people and tribes. We are considering running an ad in their newsletter and possibly purchasing a radio spot on their podcast.
- We are restarting our ad runs at movie theatres in Independence, Sandy, Battle Ground, Dallas, Salem, Stayton, and Hillsboro. All movie theatres, except Salem Cinema, are running videos, either 15 or 30 seconds. Salem Cinema is running a slide.
- We purchased a significant ad (full page, inside front cover) in the Trail Blazers souvenir program and that run finishes in April.
- MarCom purchased a ½ page ad for Salem Chamber publication (comes out 4x per year). Our plan to use this ad to promote WOU and WOU-Salem.
- We are advertising at the Portland Airport with an ad at baggage claim, and on Concourse C.
- I have reached out to two true crime podcasts to discuss placing radio ads promoting our criminal justice and behavioral sciences programs. I have already heard from Murder in the Rain who already see our programs as a great fit for their podcast.
- I am setting up podcast interviews with KMUZ for Henry Hughes (primarily to discuss the nonprofit, Write Place), and James Reddan to discuss the new Mariachi program. I have at least two other potential programs to pitch them.
- James Reddan has agreed to lead the participation in the M-I 4th of July parade and the Fiesta Mexicana parade in Woodburn.

Summer: We have plans to continue our sponsorships in Monmouth, Independence, Salem, and Woodburn as well as participating in parades such as the 4th of July and possibly the Fiesta Mexicana parade in Woodburn.

Western Oregon University Board of Trustees – February 2023

Tina M. Fuchs, Vice President for Student Affairs

The Division of Student Affairs continues to work on our efforts around recruitment, admission, and retention efforts. This report highlights the work happening within the division and in our collaborative efforts with other areas on campus. What you won't see in the highlights of this report, but hopefully recognize, is the hard work of a dedicated group of professionals who believe in and are committed to the mission of WOU.

Enrollment Management

Admissions

- The Director of Admissions search ended in early January unsuccessfully. After negotiations with the selected candidate, the search failed. A new search launches this month with the desire to have a director in place by July 1. Anna Hernandez-Hunter continues in the role of interim Director of Admissions.
- Educational Advisory Board (EAB) representatives met with Admissions and other stakeholders in early January for a process audit, relative to recruitment and the admission application process. A summary report will be provided by the end of January.
- Current Admission application and admit numbers (as of February 6, 2023):

Year	Applications	Admits
2023	3007	2196
2022	3033	2163
2021	2664	1880
2020	3576	2163
2019	3075	1980

- [22-23 Admissions Events](#)

Financial Aid

- The implementation of Banner Financial Aid was successful and Financial Aid is now working on how to best optimize information and reporting from this new system.
- Financial Aid has experienced several staffing changes since the Fall 2022 report. The Assistant Director for Scholarships and Assistant Director of Financial Aid have both

accepted opportunities off campus. Currently looking for efficiencies and evaluating an organizational restructure of the department.

New Student & Family Programs (NSFP)

- Winter/Spring Welcome is a revised version of orientation that takes place at the beginning of Winter and Spring terms for new students attending WOU.
Winter welcome was completed by the end of the first week of Winter quarter:
 - 63 Registrants
 - 40 Attendees & 23 No Shows (63% attendance out of the 63 registrants)
 - 31 Responses on the Qualtrics "Asynchronous" Orientation/Survey
 - 57% of new Winter students interacted with orientation
 - Winter yield up 10%, 48% last year, 58% this year
- 96% of Destination Western Fall 2022 students are registered for Winter Term 2023
 - Compared to 90% of all FY students
- Prepare step of **PACK** Welcome launched February 1 with the new and improved Intent to Register (ITR) process
 - Will connect with students earlier and more frequently with the intent to increase yield and cancelation data
- Transfer student **PACK** Connect: June 27 & 28, 2023
- FR student **PACK** Connect: July 12, 14, & 15, 2023
- [Destination Western 2022 data](#)

University Housing

- There are currently 851 students living on campus. This is slightly lower from this time last year (858), and continues to be down about 200+ residents from pre COVID.
- Next year's numbers look positive with 169 reservations for Fall Term 2023, compared to 113 this time last year, and 151 in 2021.
- Partnering with Admissions, an automated email about registering for Housing is sent 21 days after a student is admitted, which very likely is contributing to the increase in reservations.

Student Engagement, Student Leadership, Retention and Support Services

Abby's House, Center for Equity and Gender Justice

- The Abby's House VOCA grant was able to pay emergency expenses (rent, utilities, breaking leases, etc) for survivors of interpersonal violence, totaling \$3,014.27.
- Abby's House and the WOU Student Athlete Advisory Committee were nominated and named as a [Division II Award of Excellence finalist](#) for our Sexual Assault Awareness Month events in April of 2022.
- Abby's House reached over 3700 students and community members during Fall Term 2022 with our prevention and outreach efforts.

- The Basic Needs Coordinator met with 85 students in fall quarter addressing food and housing insecurity, as well as transportation assistance.
- The showcase for the February Board of Trustees meeting will feature Abby's House, its programs, and its outreach to and impact on students

[Child Development Center \(CDC\)](#)

- The CDC has a full enrollment with a waitlist.
- The new Dual Language Immersion Classroom (English-Spanish) has been successful and is highly requested by incoming students.
- CDC did experience some major health challenges during the fall term with many preschooler and staff cases of the triple-demic of RSV, COVID (not as many) and Influenza. Topped off with many cases of Hand, Foot and Mouth Disease. CDC seems much healthier this term so far.

[Office Disability Services \(ODS\)](#)

ODS has experienced an increase of students registering for services. Notably an increase in supporting students with mental health diagnoses. With this increase, there have been a variety of accommodation requests (note taking support, ASL interpreter, captioning, etc).

[Center for Professional Pathways \(CPP\)](#)

- In Winter Term 2023, CPP will bring over 120 organizations to campus through ProConnect Fairs, Career Connect mentoring events, Coffee Talks and Table Talks. We are currently seeking additional professionals with a concentration in sustainability and in government.
- Study Abroad has been part of our office since May 2022. CPP is excited to see increased interest in international experiences through outreach and programmatic changes.

[Vice President for Student Affairs office](#)

Student Affairs is leading the administration of the 2023 [National Survey on Student Engagement](#) (NSSE). This survey was created to measure first-year and senior students' engagement in various university related programs and activities that provide learning and personal development. Two additional modules included in the 2023 survey will focus on academic advising and inclusiveness & engagement with cultural diversity. Past WOU NSSE data can be found on the [Institutional Research miscellaneous reports website](#).

Division of Student Affairs Highlights

Student Leadership and Engagement Highlights

- [Leadership Common App](#) includes the application process for the following positions: Campus Ambassador, Destination Western Peer Advisor, PLUS Team Advisor, and Resident Assistant (students can apply for more than one position). A total of 214 applications were received during the application period.
- [Discover Leadership](#) Winter Term 2023 cohort is a full class at 18 students.
- Center for Professional Pathways continues to prioritize efforts toward civic engagement, organizing volunteer opportunities in the local area and coordinating the [Alternative Break \(AB\)](#) program.
- Visit the [Presence at Western website](#) for current student organization activities and event details.

FY24 IFC and Auxiliary Fee and Budget Processes

The student-led [Incidental Fee Committee \(IFC\)](#) is underway. Incidental fees fund a variety of student activities, programs, and services.

Student Health and Counseling, University Housing, and Campus Dining are currently underway with their budget and fee development for FY24 in collaboration with their advisory committees. The engagement of student representatives is of high importance in their processes, ensuring that the student voice is primary to decision making.

Given current enrollment and budgetary constraints, significant budget reductions are anticipated. Reductions at any level will have immediate impacts on operations, personnel, programs, and support services.

SPOTLIGHT Program

Three WOU National Student Exchange (NSE) alumni (two now graduates from WOU, one current student) were interviewed about their exchange experience and video recorded. These videos will not only help further student's voices, but further amplify WOU as a potential exchange site for interested students across the country. To view the student stories, along with other WOU NSE student experience content, visit [NSE at WOU](#) or the [WOU NSE Instagram](#) account.

Newsletters

In an effort to keep our community informed about the activities, events, and initiatives taking place within Student Affairs, several areas provide regular newsletters to the campus. Links to those newsletters are provided below.

[Student Affairs ENEWS](#)

[Center for Professional Pathways Winter 2023](#)

[Multicultural Student Services and Programs Fall 2022](#)

Western Oregon University Board of Trustees - February 2023
Dr. Ana Karaman, Vice President for Finance & Administration

Treasury Services (Darin Silbernagel):

- Net cash position as of December 31, 2022 is **\$41,665,096** (includes Steam Pipe Line Project).
- For the next 6 months, the total projected inflow is projected at **\$69,682,991**.
- For the next 6 months, the total projected outflows are **\$72,143,725**.
- Projected ending is **\$39,204,362** across all funds, **\$26,204,362** excluding Steam Pipe Line Restricted funding of **\$13M** carryforward to next year.
- [Click here](#) to view December Cash Flow Narrative and Cash Flow Forecast.

Cash Flow Narrative FY23

Executive Summary:

- **Beginning cash balance is \$35,288,183**
- **Projected ending cash balance is \$39,204,362**
- **Projected ending cash balance includes \$13,000,000 restricted to the steam pipeline project**
- **The operating projected cash ending balance net of the restricted steam line fund is \$26,204,362.**
- **Projected operating cash outflows will exceed projected operating cash inflows by \$9,083,821.**

The statement of cash flows enables users of the financial statements to determine how well an entity's income generates cash and to predict the potential of an entity to generate cash in the future. The purpose of the cash flow forecast is to present cash inflows and outflows for a reporting period to the reader of the report. Cash flows are not readily apparent when just reviewing the income statement, especially when that document is created under the accrual basis of accounting. Accrual accounting requires that certain non-cash revenue and expense items be included in the income statement, potentially in substantial amounts.

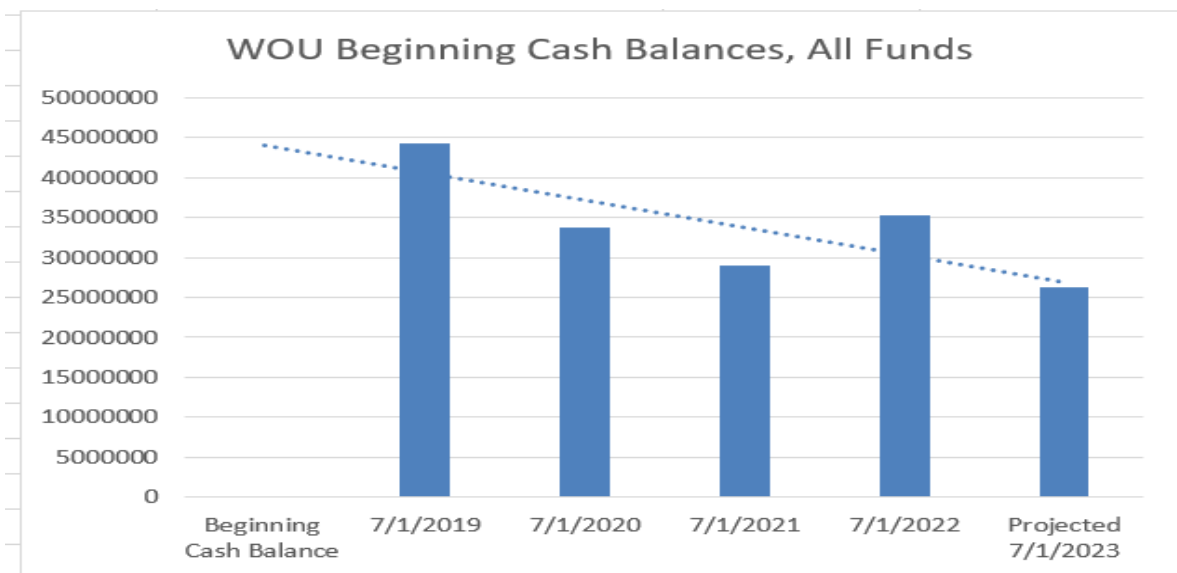
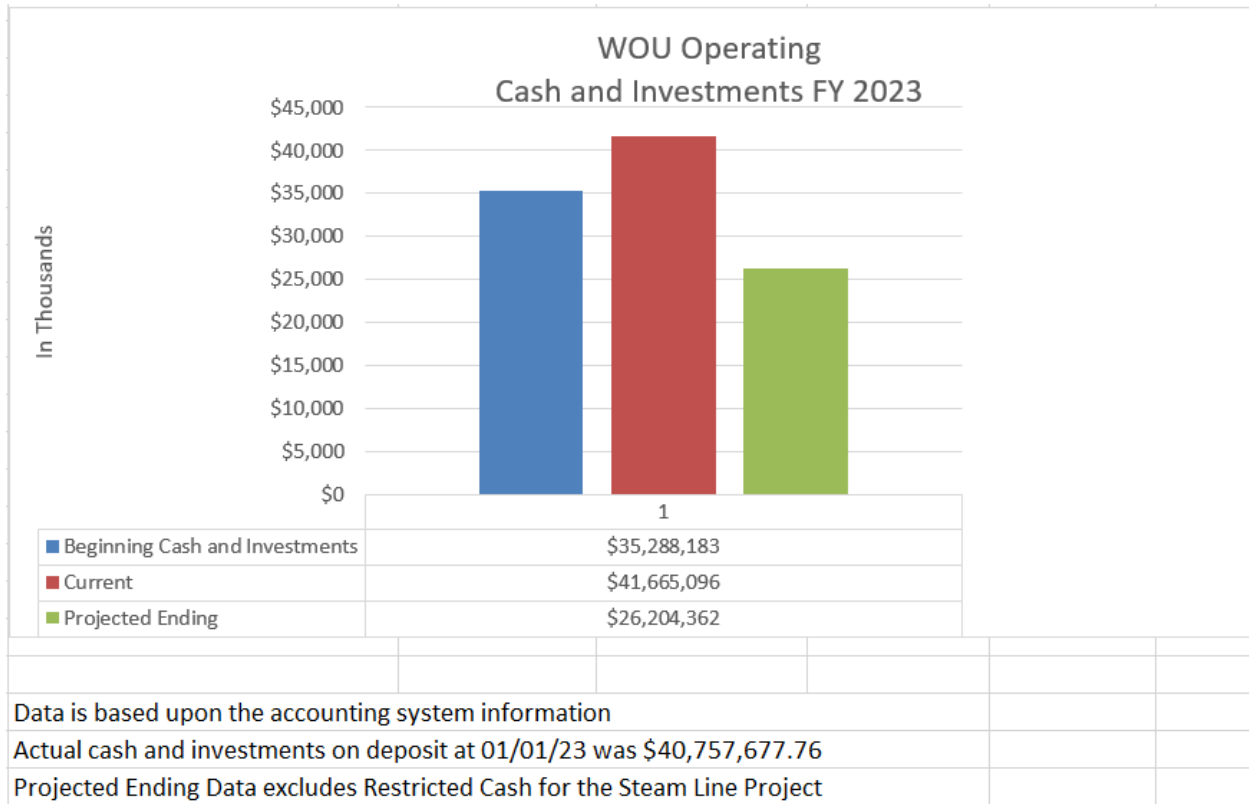
We began FY2023 with a cash & investment balance of \$35.288M.

You will note this does not have a one-to-one relationship with the Management Report, this is due to two reasons. The Management Report looks at individual fund activity for Education & General, Auxiliaries, and Designated Operations & Service funds; while these funds are the main funds for the University, other funds exist as well (such as Capital and Grant funds). The Cash Flow forecast incorporates all cash & investments for the University other than the cash balance related to Perkins loans (\$677,555 as mandated) and the quasi endowment. Additionally, the Management Report shows accounting activity using accrual-based accounting. Accrual accounting creates timing differences between income statement accounts (revenues & expenses as shown on the Management Report) and cash. A revenue transaction may be recorded in a different fiscal year than the year the cash related to that revenue is received. One purpose of the statement of cash flows is that users of the financial statements can see the amount of cash inflows and outflows during a year in addition to the amount of revenue and expense shown on the income statement.

For FY2023, the cash flow projection is based on actuals through December then several assumptions including a slight reduction in enrollment revenue overall for the year, the Board approved tuition increases, a 2% decrease in services & supplies (S&S) based on budget reductions. The Steam Line Project is included but noted below the cash flow since are restricted dollars and cannot be used for operations. Salary increases and Other Payroll Expenses (OPE) rate increases have been included as of what we understand currently. Overall, the cash flow projection shows a \$3.916M

increase but is deceiving with the Steam Line Pipe Project included. Operations only we are showing a projected net loss of \$9.083M over the fiscal year.

We will continue to monitor and adjust monthly. Current financial conditions continue to put pressure on cash flow. The University is engaged in processes to curtail expenses and to the extent those are successful, we will see an improvement to our bottom line.



Note: The positive amount in 2021-2022 is primarily related to the Federal stimulus funding received

Western Oregon University
Monthly Cash Flow Forecast

	Actuals						Estimates					
	July 2022	August 2022	September 2022	October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023
<i>Starting Cash and investment FY2023 (June 30, 2022)</i>												
	<i>\$35,288,183</i>											
Beginning Cash Estimate	\$ 35,288,183	39,529,497	34,136,650	36,522,432	36,870,140	39,968,057	41,665,096	56,065,103	49,705,582	51,412,362	56,720,114	48,754,258
<i>Adjusted Beginning Cash and investment Balance (Actual)</i>	<i>35,288,183</i>	<i>39,529,497</i>	<i>34,136,650</i>	<i>36,522,432</i>	<i>36,870,140</i>	<i>39,968,057</i>	<i>41,665,096</i>	-	-	-	-	-
Inflows												
Monthly Revenue Estimates	13,661,256	16,253,179	9,145,754	7,276,249	13,648,918	21,279,591	14,722,429	5,833,792	20,875,382	12,978,271	4,886,985	6,329,506
Estimated Cash Impacts GL Accrual Activity	4,239,566	(5,489,119)	2,011,079	315,920	3,131,100	1,670,371	13,014,683	(2,706,300)	(35,419)	2,445,551	(3,535,920)	(5,125,969)
Total Revenue and GL Inflows	17,900,821	10,764,059	11,156,833	7,592,169	16,780,018	22,949,962	27,737,112	3,127,492	20,839,963	15,423,822	1,351,065	1,203,537
Outflows												
Monthly Labor Estimates	4,297,625	4,163,241	4,611,031	6,833,512	6,941,623	6,818,606	6,867,841	7,083,001	7,205,150	7,312,612	6,893,233	3,856,976
Monthly Expense Estimates	1,479,417	2,995,666	11,084,436	4,025,546	2,217,256	2,961,439	6,382,898	2,404,013	11,928,033	2,803,459	2,423,687	6,896,458
Monthly Debt Estimates	516,322						86,366					
Total Operating Ledger Outflows	\$ 6,293,364	\$ 7,158,907	\$ 15,695,467	\$ 10,859,058	\$ 9,158,879	\$ 9,780,045	\$ 13,337,105	\$ 9,487,013	\$ 19,133,183	\$ 10,116,070	\$ 9,316,920	\$ 10,753,433
Net Flows	11,607,457	3,605,152	(4,538,634)	(3,266,889)	7,621,139	13,169,917	14,400,007	(6,359,521)	1,706,780	5,307,752	(7,965,855)	(9,549,896)
Ending Cash Estimate	\$ 39,529,497	\$ 34,136,650	\$ 36,522,432	\$ 36,870,140	\$ 39,968,057	41,665,096	56,065,103	49,705,582	51,412,362	56,720,114	48,754,258	39,204,362
<i>Actual Ending Cash Balance (Banner)</i>	<i>\$ 39,529,497</i>	<i>\$ 34,136,650</i>	<i>\$ 36,522,432</i>	<i>\$ 36,870,140</i>	<i>\$ 39,968,057</i>	<i>\$ 41,665,096</i>						
<i>Actual Less Forecast</i>	-	-	-	-	-	0	(56,065,103)	(49,705,582)	(51,412,362)	(56,720,114)	(48,754,258)	(39,204,362)
<i>% Deviation from Original Forecast</i>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%
30 Day Cash Outflow Requirement	6,293,364	7,158,907	15,695,467	10,859,058	9,158,879	9,780,045	13,337,105	9,487,013	19,133,183	10,116,070	9,316,920	10,753,433
Excess/(Shortfall) over 30 Day Outflow Requirement	\$ 28,994,820	\$ 32,370,590	\$ 18,441,183	\$ 25,663,374	\$ 27,711,261	\$ 30,188,012	\$ 28,327,991	\$ (9,487,013)	\$ (19,133,183)	\$ (10,116,070)	\$ (9,316,920)	\$ (10,753,433)
60 Day Cash Outflow	13,452,271	22,854,375	26,554,526	20,017,938	18,938,925	23,117,150	22,824,118	28,620,196	29,249,253	19,432,990	20,070,354	10,753,433
Excess/(Shortfall) over 60 Day Outflow	\$ 21,835,912	\$ 16,675,122	\$ 7,582,125	\$ 16,504,494	\$ 17,931,215	\$ 16,850,907	\$ 18,840,978	\$ (28,620,196)	\$ (29,249,253)	\$ (19,432,990)	\$ (20,070,354)	\$ (10,753,433)

Footnote:

Steam Pipe Line Project Cash Impact Included Above
(Restricted Dollars for project)

												Total for Year
Steam Pipe Line Revenues Included			4,125,000	4,125,000		4,125,000				4,125,000		16,500,000
Steam pipe Line Expenses Included			2,500,000							250,000	750,000	3,500,000
												Net 2022-2023 Impact on Cashflows
												13,000,000

WOU Board of Trustees | Finance & Administration Committee (FAC)
January 26, 2023

Capital Planning & Construction:

WOU is currently wrapping up the schematic design phase of the Student Success Center and Steam Tunnel projects.

• **Student Success Center Project:**

Oregon Senate Bill 5701 is providing 21 million in funding to design and build the Student Success Center, which is schedule to be open fall 2024.

- WOU Capital Planning and Construction is in the process of reviewing the four proposals from General Contractors.
 - Fortis
 - GBC
 - Swingerton
 - Turner
- As part of the RFP for the Student Success Center General Contractors tour the vacant building that was being used by the criminal justice class for crime scene investigation



- With Schematic Design just about to be finished we have gotten the first look at what we think the building is going to look like and the interior spaces.



- The team conducted a student interaction Tuesday January 10th with design items and materials to get campus feedback.



- **Steam Tunnel Project**

Oregon Senate Bill 5202 provided WOU with 16 million to design and install a utility tunnel system.

- Systems West Engineering is almost complete with the schematic design phase of the steam tunnel project and conducted a team review January 18th with members from Facilities, CPC and Public safety.
-
- Requests for Propose to General Contractors sent out in December. General contractors to team with mechanical and excavating subcontractor to propose as construction team.
- RFP walk held January 10th, with General Contractors and subcontractors, proposals due Feb. 3rd.



- **Campus Roofing Project**

Capital Improvement and Renewal funds provided the 1.2 million to replace the roofs of three campus buildings, Advising, Maple Hall and Welcome Center. Due to Oregon's usually wet falls, winters and springs we are anticipating all roofing complete in early Summer 2023.

- Maple Hall Roofing and siding replacement
 - Maple Hall is getting quote to change shingle roof to metal roof and replace decaying siding with metal siding, will increase lifespan of building.
 - CPC is waiting on revised cost to compare shingles to metal
- Welcome Center Roofing
 - Replacement metal roofing has been selected, measured and should start fabrication in January with delivery expected in March 2023.
 - Half of the metal roofing has arrived on campus and is currently being stored in South parking lot of Welcome Center. This move allowed WOU to avoid price fluctuation in new year.
- West House
 - West House Experienced a roofing failure in December, facilities was able to make a temporary fix to stop the leak but this building will need to be added to new roof list with minor repair inside.



- **WOU Salem Signage**

CPC is working with Fastsigns to get building signage installed on South, East and West side of the Salem WOU building. 1st round of mock-ups below.





NWCCU Fiscal Sustainability Plan (5K FTE)

In thousands

Note: Ignoring inflation/tuition rate increases

Assumption: Enhancements are working

One-time cuts (salary savings, reducing travel, etc) - can also utilize quasi instead (currently ~\$2.5M)

Should the state come forward with additional funding, that mitigates this

Permanent cuts by area (\$3.5M - have identified targets by division)

			Fund Balance	
Beginning FY23 fund balance			15,000	\$3.5M - minimum fund balance at current revenue level
FY23 3100 FTE	8,000	Deficit		
	3,000	Expense containment (one-time)		
	-	Expense containment (permanent)		
	-	New revenues		
	<u>-</u>	New expenses		
	5,000	Strategic use of fund balance	10,000	
FY24	8,000	Deficit		
	1,000	Expense containment (one-time)		
	3,500	Expense containment (permanent)		Note: Dr. Peters has set target of \$5M, anticipate \$1.5M of expense reallocation
	-	New revenues		
	<u>-</u>	New expenses		
	3,500	Strategic use of fund balance	6,500	
FY25	4,500	Deficit		
	1,000	Expense containment (one-time)		
	-	Expense containment (permanent)		
	1,500	New revenues		
	<u>500</u>	New expenses		
	2,500	Strategic use of fund balance	4,000	
FY26	3,500	Deficit		
	1,000	Expense containment (one-time)		
	-	Expense containment (permanent)		
	3,000	New revenues		
	<u>1,000</u>	New expenses		
	500	Strategic use of fund balance	3,500	
FY27	1,500	Deficit		
	-	Expense containment (one-time)		
	-	Expense containment (permanent)		
	4,000	New revenues		
	<u>2,500</u>	New expenses		
	-	Strategic use of fund balance	3,500	
FY28 5000 FTE	-	Deficit		
	-	Expense containment (one-time)		
	-	Expense containment (permanent)		
	5,000	New revenues		
	<u>5,000</u>	New expenses		
	-	Strategic use of fund balance	3,500	



FROM: Ricardo Lujan Valerio, Director of Government Relations

TO: Western Oregon University
Board of Trustees

RE: February Board Update – Government Relations

To the Board of Trustees:

As the new Director of Government Relations and Special Projects, I have the great pleasure of representing our students, staff, and faculty at the federal, state, and local level. I come from a diverse background of policy and political work. My main fields of policy have been in higher education, elections, immigration, and criminal justice reform. My most recent work as Commissioner for the Higher Education Coordinating Commission allowed me to keep a close pulse to this work. I want to thank President Peters and the rest of the university leadership for giving me this opportunity and I look forward to advancing the mission and vision of Western Oregon University.

This memo outlines the first month of Oregon's 82nd Legislative Assembly and Western Oregon University's efforts to make this session a success for our students, staff, and faculty. **There are nearly 560 bills introduced so far that affect higher education.** As you may know, Oregon's legislature, as well as its executive branch, has new leadership. Speaker Rayfield (D – Corvallis and alumnus of WOU), Sen. Wagner (D – Lake Oswego), and Governor Kotek have opened up 2023 with three top priorities: **houselessness/ housing production, P-12 education, and behavioral health.**

While the Public University Support Fund saw a 1.4% increase from last year's allocation, we face a significant reduction of support (4% below Current Service Level) from the Governor's Recommended Budget. The Governor, however, did propose an increase of \$50 million to the Oregon Opportunity Grant for a total of \$100 million. Another silver lining in the Governor's proposal is the \$15 million investment in funding for regional university to support innovative approaches to sustainability of the regional universities. While this is an exciting vehicle for us, we will be working with state leaders to increase the amount to find stability for the next two years and work with them to build a stabilization plan for all universities by 2025. **Our institutions should be part of solving the state's priority issues and we will work with Governor Kotek and legislative leadership so that both our state budget and policies can reflect that.**

Additional investment priorities in the Governor's Recommended Budget:

- Immediate action to appropriate \$130 million to address homelessness,
- \$1.02 billion for affordable housing projects,
- Distributing \$1 billion behavioral health dollars from 2021 and leveraging funds from Measure 110,
- \$100 million for early learning and childcare facilities, and
- \$100 million for literacy-building and \$50 million for K-12 summer programming.

Highlight Policy Proposals:

- SB 423
 - Requires that faculty and nonfaculty staff members of governing board at public university are voting members of board.
- SB 424
 - Prohibits post-secondary institutions of education that are based in Oregon from refusing to provide transcript to current or former student because student owes debt to institution.
- HB 2612
 - Alters composition of governing boards of public universities by increasing number of student, faculty and nonfaculty staff members and requiring these members to be voting members of board.
- HB 3026
 - Requires governing board at each public university to include graduate student as voting member if university has more than 400 graduate students or if graduate students comprise more than 15 percent of total student body.
- SB 826
 - Requires each public university to submit annual report to interim committees of Legislative Assembly related to education that details degree to which public university provides specified opportunities for participation in governance processes.
- SB 827
 - Changes composition of governing board for public universities.
- HB 3089
 - would establish a "hunger free campus" designation for post-secondary institutions that demonstrate certain activities are occurring to combat student hunger.

Highlight Committee Presence:

The House Committee on Higher Education invited all public universities for an informational hearing to learn more about each campus. President Peters, along with one of our students, Amari Hendrix, represented Western Oregon University.

Western Oregon University Board of Trustees – February 2023
Randi Lydum, Executive Director of Intercollegiate Athletics

NCAA DII Student-Athlete Information (2022-23)

-410 WOU Student Athletes- Cheer, M/W Cross Country, Football, M/W Soccer, Volleyball, M/W Basketball, Baseball, Softball, M/W Indoor and Outdoor Track & Field

-Asian (6), Black (50), Hispanic (54), Native Hawaiian/Pacific Islander (20), Native American/Alaska Native (1), Two or more (67), White/Non-Hispanic (210), Other (2)

-Oregon (193), Washington (86), California (68), Hawaii (21), Nevada (10), Idaho (4), Texas (4), Arizona (3), Montana (3), Wyoming (3), Alaska (2), Colorado (2), Utah (2), Minnesota (2), Kansas (1), Georgia (1), North Dakota (1), Samoa (1), Japan (2), Great Britain (1)

-WOU GPA: Men's teams- 3.06 and Women's teams - 3.44

-83% Academic Success Rate (ASR)

-Members of the Great Northwest Athletic Conference (GNAC) and the Lone Star Conference (LSC) for Football

NCAA Award of Excellence Finalist

Western Oregon University was one of 22 universities named finalists for the 2023 NCAA Division II Award of Excellence, an award that recognizes events which promote student-athletes giving back and serving as leaders within their communities and on their campuses.

WOU was nominated for the award in recognition of the partnership between Wolves Athletics and Abby's House, the campus center for equity and gender justice. WOU's Student-Athlete Advisory Committee teamed up with Abby's House to promote on-campus resources during Sexual Assault Awareness Month. SAAC, using social media platforms to share and promote events hosted by Abby's House during April, encouraged student-athletes to get involved. WOU Athletics and Abby's House have continued working together this year by teaming up to provide information and resources about domestic violence and stalker awareness.

USTFCCCA Academic Awards

The Western Oregon men's and women's cross country teams were both named U.S. Track & Field and Cross country Coaches Association Division II All-Academic teams while two Wolves, Katie Chapman and Luz Garcia, earned individual honors. The WOU women's team finished with a 3.56 cumulative GPA to make the USTFCCCA All-Academic Team and the WOU men's team compiled a 3.25 GPA to earn its honor.

Fall Sport All-Region and All-American Awards:

Hannah Rispler (soccer)- GNAC First Team, D2 CCA All-Region First Team, United Soccer Coaches All-Region First Team

Jaylin Parnell (football)- LSC Defensive Player of the Year, LSC Linebacker of the Year, D2CCA All-American, AFCA First Team All-American, CCA First Team All-American, Cliff Harris Award nominee

Joey Sinclair (football)- LSC First Team, CCA First Team All-American, D2CCA All Super Region 4, Cliff Harris Award nominee

WOU Athletics News:

Head Football Coach Arne Ferguson picked up his 100th career win as the head coach at Western Oregon, in the final game of the season when the team defeated TAMU-Kingsville.

WOU Men's Basketball held their annual Alumni Night, welcoming former players from the past 60 years. The men's basketball alumni association donated \$92,000 to the Marr/Bradshaw Men's Basketball scholarship fund.

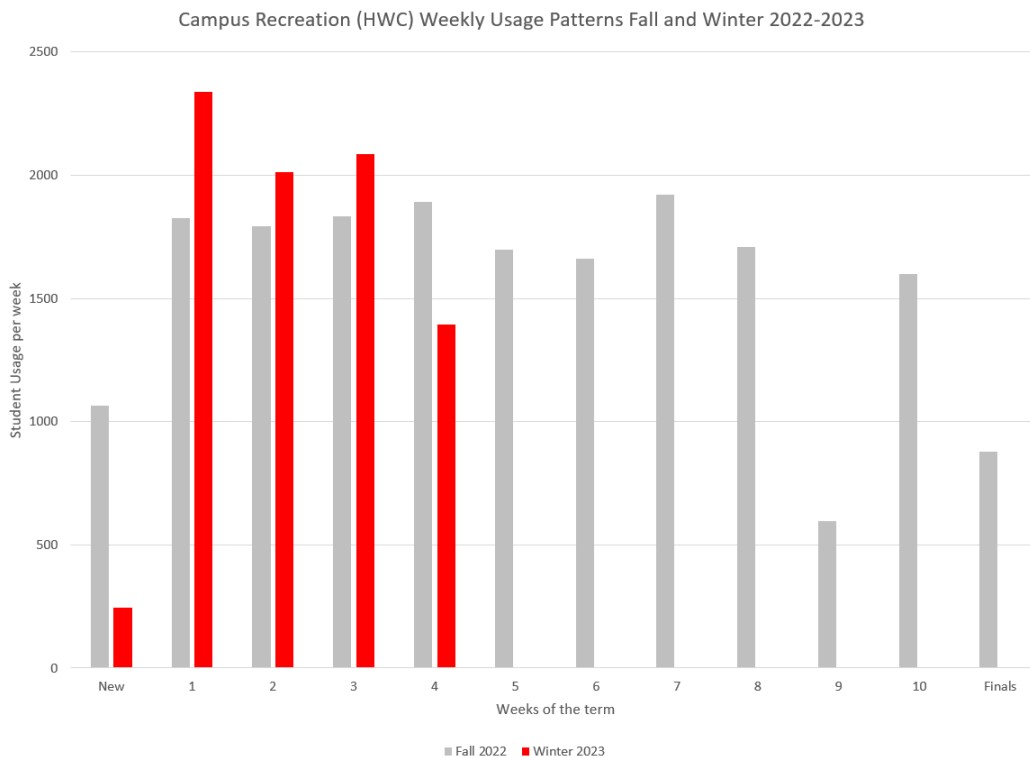
WOU Athletics celebrated the 50th Anniversary of Title IX at the WOU Women's Basketball game vs St Martin's. Former student athletes from the past 50 years attended the event and game.

Campus Recreation Board of Trustees Report- February 2023

Campus Recreation provides active opportunities to enhance the student experience and cultivates a community of supportive relationships. Thank you so much for the opportunity to share Campus Recreation's positive impact on WOU students, faculty, and staff.

Campus Recreation continues to experience growth throughout programs, employment, and facility usage. Last fall, during week 2 (October 6, 2022), we had eclipsed our 2020-2021 unique usage of 20% (828 out of 4070 students), which was a tremendous start to the 2022-2023 year. Trying to stay consistent with that trend during week 2 of this winter term, we have eclipsed our 2021-2022 unique student usage of 39% (1569 out of 4022). The chart below shows our weekly facility usage during fall 22 and winter '23, also we still have 3 days left for week 4's totals.

Our next goal is to surpass our 2019-2020 unique student usage of 67% (2973 out of 4426 students). It may be ambitious to try and draw in 968 more unique students before graduation day, except we feel the energy from the students and staff. To give credit, this is the by-product of Andy Main (Associate Director), Zach Hammerle (Assistant Director), and Alexa Amundson's (Coordinator) programs, employment skills expansions, and mentor-style (caring) leadership to our students.



Club Sports:

Club Sports student members- 281.

- 2 New Club Sports were established at the start of this fall: Tennis and Martial Arts.

Club Sports Highlights:

- Men's Rugby advanced to the West Region championship match before suffering their only loss of the season, which came against the eventual national champions. They finished ranked #9 in the nation in the final National Collegiate Rugby coach's poll.
- The Women's Volleyball Club participated in their first competition before COVID when they traveled to Corvallis in January to compete in a collegiate Club tournament at OSU.
- Club Sports have already accounted for ~19,000 fundraised dollars to support their Club Sports endeavors.
- 100% of Club Sport members that attended the 2021 or 2022 Destination Western program have been retained. They are all registered for winter term 2023.

Intramural (IM) Sports:

Intramural Sports Unique Participants: 331

There continues to be strong demand for organized, low-commitment, drop-in style Intramural sports. We have implemented Drop-In Pickleball and Badminton on Tuesday nights and are in discussions with the Dallas and Salem Pickleball groups to hold a Pickleball event open to both students and community members.

Student Employment and Career Development:

- We hired 10 new student staff for our Guest Service Specialist position in Winter 2023. We had 30 applicants for this position on Wolflink (powered by Handshake), which is the highest number of applicants for this position since January 2020 (pre-Covid).
- In late September of 2022, we hired our first student Marketing Specialist, developed from the CIP internship. Since then, this individual has done so much for Campus Recreation as well as gained experience and learn skills for their future career aspirations.

Aquatics Operation and Training:

- Facility improvements from Fall and a liner replacement have improved efficiencies across the board. We have seen improvements in chemical and CO2 output increasing usefulness and lowering demand. For example, we have reduced our CO2 consumption by roughly 50% as our CO2 tanks are lasting at least twice as long.
- Long term this will cut our costs twofold. Chemical usage and mechanical output. In addition, we see water consumption becoming level as our systems are under far less stress and the new liner has reduced the need to fill due to waste.

Swimming Instruction and Lessons:

This winter term, we have 5 concurrent lesson sessions up from 3 due to an increase in staffing and an efficient training process for instructors. This not only allows us to serve the present community need, provides more staff available hours, and increases revenue substantially.

Climbing Wall Training and Academic Class:

- For lifeguarding (aquatics), guest service specialist (HWC), and swimming instruction (WSI) we are moving to an internal climbing instructor trainer who can provide the Professional Climbing Instructor Association (PCIA) certification process. In a collaborative effort with Health and Exercise Science Division and Campus Recreation, the Introduction to Climbing 176 academic course has been reintroduced to both winter and fall terms (AY23 and AY24).

Outdoor Program:

- Outdoor Campus recreation-operated trips are still on track for our annual snowshoe trip to Raybensen sno-park to travel a section of the Pacific Crest Trail.

Fitness Program:

- We are seeing another uptick in fitness class participation. So far this winter we are at 204 participants with only 31 classes offered.
- Campus Recreation is looking to enhance our fitness offerings by moving to Les Mills online and in-person programs. This will improve our virtual rec fitness offerings to our online students and provide improved certification courses for current and future student employees.

Western Oregon University Board of Trustees – February 2023
Alice Sprague, Interim Executive Director of Human Resources

- Human Resources hired the following employees:
 - Kaitlin Villarreal - Temporary HR Generalist
 - Priscila España - Recruitment Intern

- Human Resources, in collaboration with multiple departments across campus, has continued to hold monthly New Employee Orientations (NEO). In addition, Human Resources also held two refresher NEO courses for employees who were hired during the COVID-19 pandemic and had not had the opportunity to attend an in-person NEO.
- In collaboration with University Computing Solutions, Human Resources is continuing to initiate a strategic plan to transition from manual applicant processing to an applicant tracking system which is currently in the integration and testing phase. The current go live date is April 2023.
- Human Resources, in collaboration with the Vice President of Finance Administration and General Counsel, has continued to engage in discussions regarding the implementation of Oregon Paid Family Medical Leave at WOU. WOU has also received approval from the State for an equivalent plan administered through the Standard.
- Human Resources has begun the planning phase for the 2022-2023 Faculty & Staff Recognition event.

Western Oregon University Board of Trustees – February 2023

Dominique Vargas, Executive Director of Diversity, Equity and Inclusion

Introduction

Since June 1, 2022 the office of Diversity, Equity and Inclusion (DEI) has become an office of three: Executive Director of DEI, Assistant Director of DEI/Title IX Coordinator and an Executive Assistant/Coordinator.

Four of the key priorities for the office for the 2023-2024 academic year include:

- Equity Assessment
- Cultural Competence Based Professional Development
- Hispanic Serving Institution (HSI) Designation
- Title IX

Equity Assessment

Western Oregon University has contracted with Jordan Shelby West, PhD, for the equity assessment. Phase I, which includes qualitative data collection and analysis is underway. Dr. West conducted three focus groups with the Board of Trustees in December 2022. Dr. West also visited WOU from January 30-February 1, 2023 and facilitated 11 focus groups. Next, Dr. West will host one-to-one meetings with a few university stakeholders.

Cultural Competence Based Professional Development

On January 27, 2023, WOU hosted Julie A. Landry who provided three DEI based professional development sessions.

10:00am - Authentic and Inclusive Leadership - 235 attendees

12:00pm - Leading Change (Cabinet) - 15 attendees

2:00pm - Living Room Conversations - 27 attendees

Coming in February and March, the DEI office will offer two additional professional development sessions that will engage the community in dialogue around essential conversations, one session will be focused more on professional staff (2/16/23) and one focused more on faculty/instructional staff (3/3/23).

Executive Director of DEI, Dominique Vargas, is also available for consultation with divisions/departments/offices/etc. for Winter Term.

Hispanic Serving Institution (HSI) Designation

The HSI Summit Working Group is planning the next HSI Summit, which will take place April 26, 2023. www.wou.edu/hsisummit

The HSI Advisory Committee has been formed, members include:

Michael Gonzales

Doris Cancel-Tirado

Lucas Cordova

Kathy Espino Perez

Mary Pettenger

David Szpakowski
Priscilla Espana
Julian Elizalde
Hillary Fouts
Anna Hernandez-Hunter

The first meeting of the HSI Advisory Committee occurred on January 20, 2023. The first project for this committee will be to develop a preliminary report analyzing where we are as an emerging HSI, and identifying the concrete steps we need to follow to become a designated HSI. This report will include outlining the procedural aspects for obtaining and retaining the federal designation, as well as discussion for how we will serve students with thoughtfulness and intentionality. The committee has broken into three subcommittees. The full committee will meet once per month and subcommittees will also meet once per month.

Title IX

In Fall 2022, the DEI office implemented required Title IX training for all WOU employees. For this effort, we utilized licensing already purchased by Student Affairs with the company Catharsis. As of February 1, 2023, 704 employees have completed Report = Support training modules through Catharsis. For the remainder of the 2022-2023 academic year, Catharsis will continue to be used for employee Title IX training, as a plan is being developed for 2023-2024.

In Fall 2022, Abby's House and the DEI office implemented required Responsible Employee training for all WOU student employees. As of February 2, 2023, 305 students have completed Responsible Employee training. For this effort, Abby's House developed and led training sessions with the support of the DEI office. With the new Title IX Coordinator, this work is slowly being phased to being led by the Title IX Coordinator with support from Abby's House and the office of Student Conduct. This responsible employee training will continue to be used for student employee training for the 2022-2023 academic year, as a plan is being developed for 2023-2024.

Title IX policy is currently under review, and revisions are expected prior to Fall 2023.

Other items of Note

University Diversity and Inclusion Advisory Committee

UDIAC has two subcommittees one focusing on assessment and the other cultural competence. The assessment group built a survey that is being piloted following the 1/17/23 professional development session and will be considered as a survey to potentially utilize following all cultural competence professional development opportunities. The cultural competence group is brainstorming topic ideas for at least eight individual professional development opportunities to be facilitated during spring term.

SafeZone Training

The DEI office is funding the overload position of SafeZone Coordinator to ensure WOU continues to offer a three-tiered approach to SafeZone professional development to the greater WOU community. While details are being finalized, as a cost-saving and sustainability measure, the responsibilities of the SafeZone coordinator will transition to the Executive Assistant/Coordinator in the office of DEI.

Freedom Center

The Freedom Center student board is working on strategies to apply for funding from various entities as we work to establish a sustainability plan for the Center.

WOU Board of Trustees Meeting – February 2023

Dr. Rob Winningham, Provost & Vice President for Academic Affairs Report

1. Student Success and Advising

TRIO Updates. The Oregon TRIO Association (OTA) recently submitted a waiver to the federal Department of Education which, if approved, would allow participating Oregon TRIO programs to serve all students regardless of citizenship status. Our two college level TRIO programs at WOU, Student Enrichment Program (SEP) and Teacher Prep Student Support Services (TPSSS), are excited by this opportunity. While SEP and TPSSS, through existing general funding sources, are already positioned to serve undocumented and DACAmented students (a rarity in TRIO programs), this waiver would allow greater flexibility in serving students and meeting grant objectives.

Faculty Leads. We launched a Lead Faculty Advisor pilot in Fall 2022 with four academic areas. These Lead Advisors serve as the primary point of contact for advising for their respective areas, with the goal increasing advising communication and support for key student populations. Most notably, the Lead Advisors have helped to develop and pilot a more seamless process for connecting incoming transfer students with advising support during the orientation and onboarding process, which has likely been a contributing factor to the nearly 10% increase in our mid-year admitted to enrolled yield.

Strengthening Academic Interventions. This Fall term, SSA revamped our Early Alert system, a retention tool used by faculty to identify students early in the term who are experiencing academic difficulty and connect them with professional advisors and other campus resources for additional support. Faculty opened a total of 328 unique Early Alerts in Fall 2022 and 70% of those cases were resolved with positive outcomes by our professional advising staff across campus. Many of these cases resulted in referrals to our tutoring services, which has seen a 17% increase in utilization compared with last year and a 51% increase compared with pre-pandemic (Fall 2019) utilization numbers.

Relatedly, SSA is moving forward with expanding the scope of academic support services we offer at WOU. With the search for a new Associate Director in SSA concluding successfully in December, we are quickly working toward developing additional academic support programming such as Peer Academic Coaching, Supplemental Instruction, as well as revamping our central tutoring operations in order to meet College Reading and Learning Association (CRLA) certification requirements. Our new Associate Director, Jennifer Koshnick, will be leading these efforts and has a decade of experience implementing and running these types of academic support programs at Northern Arizona University, in support of retention and student success outcomes.

Degree Completion. Our Degree Completion Program continues to identify students who stopped out at WOU, typically close to completing their degree. Through wrap-around advising support and modest grant-funded awards, we've helped 402 students re-enroll at WOU since Fall 2019. As of Fall 2022, 98.7% of those students have graduated or are still enrolled at WOU and on track to do so.

We continued our targeted social media campaigns with Motimatic, an external vendor, in order to reach difficult to engage stop outs from the past five years. In our second and most recent campaign for Winter 2023, we have re-enrolled around 20 additional stopped out students who we were otherwise unable to get in contact with and/or successfully re-enroll at WOU.

2. NWCCU Accreditation

An external evaluation team from the Northwest Commission on Colleges and Universities will visit WOU April 12-14 for our Year Seven Mission Fulfillment and Institutional Effectiveness review. Our written self-evaluation will be submitted by March 1, 2023 and will be available on the University's website after it is submitted.

During this visit, the external review team will meet with students, faculty, staff and representatives of the Board of Trustees.

Campus is being updated on accreditation in monthly all campus emails, and through presentations to shared governance bodies. In addition, Denise Visuano, Director of Branding and Creative Services, helped us to create a one-



Western Oregon UNIVERSITY

TOP 10 Things to know about Accreditation by the Northwest Commission on Colleges and Universities

- 10 WHY ACCREDITATION?**
Through regional accreditation, we assure the public that we are responsible stewards of societal resources: federal grants (Pell, TEACH & SEOG), guaranteed student loans, veteran's benefits, PLUS Loans for parents and graduate students, Oregon Opportunity Grants—that flow to educational institutions.
- 9 WE STATE OUR MISSION.**
Western Oregon University creates lasting opportunities for student success through transformative education and personalized support.
- 8 WE DEFINE MISSION FULFILLMENT.**
Our mission is fulfilled when students engage in purposeful learning experiences (i.e., well-designed curriculum and co-curriculum) and they graduate.
- 7 WE TRACK AND REDUCE EQUITY GAPS.**
Learn more about [retention and graduation](#).
- 6 WE EXAMINE OUR ACHIEVEMENTS IN COMPARISON TO OUR PEERS.**
[Who are our peers?](#)
- 5 WE PROVIDE EVIDENCE OF OUR WORK AND OUR STUDENTS' OUTCOMES.**
- 4 WE PLAN, ALLOCATE RESOURCES, ASSESS AND CONTINUALLY IMPROVE.**
Institutional effectiveness is not a state we achieve but a process where we constantly get better at what we do. Our students learn more, we support them better, and they are more successful.
- 3 WE USE INDICATORS TO TRACK OUR PROGRESS.**
Alignment and assessment of learning outcomes; NSSE measures of academic challenge and High Impact Practices; graduation rates at four and six years; excess credits at graduation; affordability; first to second year retention.
- 2 OUR YEAR SEVEN EVALUATION IS COMING UP.**
Self-evaluation due March 1, 2023. NWCCU evaluation team site visit: April 12-14, 2023
- 1 EVERYONE AT WOU PLAYS A ROLE IN MISSION FULFILLMENT.**

 **Western Oregon University**
Office of Academic Affairs
wou.edu/provost
provost@wou.edu | 503-838-8271

page flyer that summarizes important aspects of regional accreditation. The flyer will be distributed with upcoming accreditation updates.

Credit for Prior Learning. WOU received grant funding from HECC to jumpstart expanded credit for prior learning options.

In Winter 2023, about ten students are enrolled in WR 407, a course designed to help students prepare portfolios for assessment for credit for prior learning. Dr. Katherine Schmidt, Professor of English Studies and Director of the Writing Center, developed this course in consultation with faculty whose students plan to seek credit for prior learning. A range of disciplines are participating in this pilot work: Education, Early Childhood Studies, ASL/Interpreting Studies, Gerontology, Information Systems, Dance, Sociology, Interdisciplinary Studies. Tuition and online course fees are covered by the grant. Many of these students were identified by Maggie Newton and Kennedy Schade, advisors in the Office of Student Success and Advising, who are doing preliminary screening and inclusive advising of students to ensure that those who are good candidates for credit for prior learning know about the option and how to pursue it.

3. Partnerships

Jessica Murfin, Partnership Specialist, continues her work with Amazon Career Choice and SEIU. The SEIU

marketing mailer, highlighting the Gerontology program, was sent out to over 4,000 SEIU members in the home health, nursing home, and adult foster care professions.

Jessica has also been working with university leadership, SEIU and the State of Oregon Department of Administrative Services (DAS) to propose courses and programmatic pathways to help them fill hard-to-fill positions within the state. State agencies are working to identify employees who may be interested in continuing their education to fill vacancies. The next meeting to identify these groups of employees is planned for January or February 2023.

Professional Development Workshops will kick off in February, with six distinct workshops offerings including *Justice, Equity, Diversity, and Inclusion (JEDI) 101 in the Workplace*; *Cultural Competency Program*; and our Leadership Series: *Difficult Conversations: Giving and Receiving Feedback*; *Building Effective Teams*; *Leadership Bootcamp*; and *Critical Thinking for Leaders*. These non-credit opportunities are open to the public. For more information, check out wou.edu/prodev. Lastly, Jessica has been busy building out WOU:Salem staffing and is pleased to announce that Kirstie Rudich is the new WOU:Salem and Organizational Leadership APA!

4. Academic Effectiveness

Programs in Academic Program Review are securing external reviewers and preparing for site visits in March and April of 2023. Programs in the process of completing their self-study reports and securing external reviewers include, Early Childhood Studies, Educational Technology, Modern Languages, and Earth and Environmental Sciences. The Biology program culminated their Academic Program Review in 2022 with a two-day retreat to consider how they might address the recommendations from the process.

WOU:Salem. A new APA has been hired for WOU:Salem and the Organizational Leadership program. The search committee was chaired by Judy Sylva and the hiring manager was Jessica Murfin. The new APA is Kirstie Rudich. Kirstie was employed most recently as the OS II for WOU Salem and the Study Abroad program. A search for a new OS II will commence shortly.

A small group to inform processes and procedures to grow the WOU Salem campus is being formed and led by Judy Sylva. For now, a small group of people/programs that are currently invested at the Salem campus and have enjoyed some success is being convened to begin the conversation. It is hoped that this group can establish a vision for the campus and identify some key priorities to guide the planning for academic programs, student support services,

and community engagement. If this group could establish a vision and some core values, we could expand the group to include additional perspectives in engaging in strategic planning for the longer term.

Practically speaking in the short term, this group would also be advisory to developing a rubric to inform decision-making regarding financial support or incentives for start-ups, establishing a priority ranking of site usage, and a process to evaluate requests.

The time commitment in the Winter and Spring terms in 2023 would be primarily in contributing to the development of a vision and core values for WOU:Salem in the longer term and then vetting suggested processes and procedures for decision-making in the shorter term. This group is planning on meeting no more than four times this year via zoom with ongoing access to reviewing materials and providing input and feedback.

Transfer Team Leadership

Long-term Outcomes of the Transfer Team:

- Systems, policies, and procedures to support transfer students, centering equity through the lens of diversity, inclusion, and accessibility.
- Coherency in the administration of services to support transfer students from recruitment through graduation.
- Clear and consistent communication with community partners in support of developing and maintaining systems of support at WOU for transfer students.
- WOU is known as the most transfer friendly institution in Oregon.

Definitions of *coherency*

1. **noun** the state of cohering or sticking together

synonyms: [coherence](#), [cohesion](#), [cohesiveness](#)

[see more](#) ▾

2. **noun** logical and orderly and consistent relation of parts

synonyms: [coherence](#)

Objectives:

- Increase transfer student enrollment (est. baseline for the total population and disaggregation of underrepresented/minoritized groups)

- Increase retention rates among transfer students (est. baseline for the total population and disaggregation of underrepresented/minoritized groups)
- Increase 2 and 4-year graduation rates among transfer students (est. baseline for the total population and disaggregation of underrepresented/minoritized groups)
- Maintain or reduce excess credits at graduation for transfer students (est. baseline for the total population and disaggregation of underrepresented/minoritized groups)

The Transfer Team had their second meeting in December 2022 to refine the mission of the team based on a better understanding of the participants' roles in facilitating the transition and retention of transfer students at WOU. This team will become a subgroup of the Strategic Enrollment Planning Workgroup in 2023 to continue their efforts to realize the long term outcomes and objectives in coordinated partnerships within Academic Affairs and Student Affairs.

General Education

Shaun Huston, General Education Director

In Fall 2022, The General Education Director made several resources available to the campus through the Fall 2022 General Education Newsletter. These resources included guidelines and advice for proposing [First Year Seminars for 2023-24](#), a list of [new GE courses](#) in each category, and a [Student Planning Guide](#).

First Year Seminar

Leanne Merrill, First-year Seminar Coordinator

The First Year Seminar program is undergoing a holistic assessment in Winter and Spring of this year. We are examining the student and faculty experience of learning outcomes by considering student work, conducting focus groups with students, faculty, and staff, and holding open houses and listening sessions about the impact of FYS on campus. We are especially excited to speak with the first-ever cohort of FYS students who are on track to graduate this year! This project is part of our continuous improvement of the student experience and we hope to increase student retention and satisfaction with our findings. Many thanks to Academic Affairs for their support of this project!

Honors Program

Gavin Keulks, Honors Program Director

After a six-month delay caused by supply chain issues for archival paper, the 2022 honors theses have now been printed by the WOU Print Shop. They were

uploaded to the Honors Digital Commons site in June. The printed copies will now be driven to the monastery for final binding -- and no, that isn't a typo: it's a real bindery, run by real monks. Fun fact: it's also the sole remaining thesis bindery in Oregon, as Covid closed the other one in Corvallis.

Interdisciplinary Studies

Ryan Hickerson and Jeffrey Myers, IDS Co-coordinators

The IDS 499 Capstone was considerably reorganized and restructured to better explore and highlight the importance of interdisciplinary thinking and its relevance to the modern job market, personal achievement, and the creative process. Below please find a couple comments from a recent IDS 499 discussion forum that seems to be particularly important and relevant to the WOU student demographic.

"This career change is what primarily motivated me to choose IDS. I was able to apply the classes I had already taken and work towards a tailored degree that would better suit my needs moving forward. Starting out, I was afraid that I would be "locked-down" in my originally chosen field but that hasn't been the case."

"One of the biggest reasons I decided to come to Western is because of the IDS Degree. I have always struggled with what I want to focus on and with IDS I feel like I have been able to create something I actually enjoy"

On a professional note, Dr. Jeff Myers completed a major and very exciting paleobotanical consulting project this past quarter that directly relates to his ongoing research on the evolution of west coast vegetation.

5. Institutional Research (IR)

The IR Office has numerous recurring tasks that include reports to the federal government, state government, and the university community; however, for this report I have chosen to focus on our *ad hoc* requests. Since our last report on Oct. 11, the IR Office has completed approximately 125 *ad hoc* requests, or about 40 per month. Those *ad hoc* requests have included:

- Data requests for Title III grant planning
- Data requests for the NWCCU accreditation report
- Data requests for WOU's work with EAB
- A survey of students about their needs and their scheduling preferences
- Building an enrollment projection model
- Figures for the College Restructure Taskforce campus presentations and report
- Students lists for academic departments including Communication Studies, English Studies, Exercise Science, Gerontology and Mathematics

An important change in the office is that Colton Christian left WOU to direct the Institutional Research Office at Chemeketa Community College. Georgia Armitage has been promoted to Interim Senior IR Analyst.

Title III grant development

In Fall 2022, over twenty WOU leaders met regularly to develop a better understanding of WOU’s strengths, weaknesses, and significant problems. This work is intended to prepare us to submit a Department of Education Title III Strengthening Institutions grant proposal in late spring or early summer of 2023. In January, we are finalizing our proposal’s goals and objectives, and are homing in on strengthening our students’ experiences of belonging and purpose with a special focus on first to second year retention. WOU has increased graduation rates in recent years; improving retention (so that students get to be seniors who graduate) has emerged as an important focus.

6. Graduate Studies

Overall, graduate student enrollment has remained steady from last year with a slight increase in enrollment compared to last winter. The continued growth in enrollment for Special Education, Organizational Leadership, and the additional program in Justice Studies has helped to create a steady pattern of growth opportunities.

Program	Winter 2022	Winter 2023
MS Education	66	64
MA Teaching	75	66
MS Special Education	63	92
MS Educational Technology	22	12
MS Rehabilitation Counseling	42	36
MA Criminal Justice	21	16
MA Interpreting Studies	29	26
MS Justice Studies (NEW)		9
MM Contemporary Music	5	2
MA Organizational Leadership	37	42
End/Auth/CTL (only)	7	26
Specializations (only)	4	3
Certificate (only)	8	6
Total	379	400

The Slate graduate application system launched on January 9, 2023. This application system creates a one-stop application portal for prospective graduate students. Leading up to implementation, the Graduate Office worked closely with graduate program coordinators and support staff to create a streamlined

application process that removes barriers to completion. Utilization of Slate will provide enhanced data related to application and enrollment patterns, in addition to the ability to use drip campaigns to provide continuous engagement to admitted students from the time of admission through enrollment.

Our partnership with EAB has also contributed to our gains through several initiatives. The EAB digital and email marketing campaigns continue to increase WOU's visibility and actively recruit prospective graduate students, having reached over 15,000 prospective graduate students.

7. Sponsored Projects Office

The Sponsored Projects Office is continuing to see an upward trend in grant funding. We saw large increases in proposed grant funding and awarded grant funding in FY22 compared to FY21 (90% increase in awarded funding). Proposals for FY23 are tracking very closely to this time last year, which bodes well for continuing these positive patterns.

	Proposals Submitted	Funding Sought (total)	Indirect Proposed	Proposals Awarded	Funding Awarding (total)	Indirect funded
FY21	68	\$22,604,036	\$2,731,722	40	\$11,045,135	\$1,570,733
FY22	67	\$28,431,233	\$3,416,985	47*	\$21,070,002	\$2,606,308
FY23 (as of 1/6/23)	36	\$4,800,239	\$329,393	10	\$2,973,284	\$390,632

**FY22 proposals are still pending, thus awarded funding is expected to increase over the next few months.*

8. Library and Academic Innovation

Library

New Open Textbook in Criminology

Congratulations to Dr. Taryn VanderPyl for leading a team of Oregon criminology faculty (including Professor Jenny Moreno) to create a much-needed *Introduction*

to *Criminology* openly licensed textbook. Their work was funded by a grant from the U.S. Department of Education to "redesign high-enrollment courses in a discipline that leads to in-demand occupations, where high-quality, openly licensed course materials with an equity lens are not currently available."

The textbook is being piloted by instructors across Oregon who, along with their students, will provide feedback to the authors. Suggestions and recommendations will be incorporated into the text, and after the pilot phase, *Introduction to Criminology* will be made openly available to Criminology instructors across the United States. Kudos to both Dr. VanderPyl and Professor Moreno!

Increasing Inclusivity and Belonging

Two projects are nearing completion that fulfill the [vision](#) of Library and Academic Innovation to create welcoming learning environments.

One long-term project has been to provide bilingual signage within the Library. Over the summer, staff installed new bilingual building maps throughout the building and new bilingual / color-coded endcaps for the shelves.

We have also wanted to expand our display of diverse artwork for some time now. With the support of the Cannon Art Gallery, we met in the fall to explore options for additional artwork from their existing collection, as well as some pieces from our own archives. Over winter break, gallery assistant Melody Barrett worked with Kyle Rochester to begin hanging new pieces throughout the first and second floors, and we anticipate that work to continue through Winter term. We are also pursuing new library art additions (either permanent or on loan) from WOU alum.

Together with the Veterans Resource Center, the library hosted the '[I am not Invisible](#)' portrait exhibition in our main lobby during Veteran's Week. It drew a lot of interest and attention and we hope to have the opportunity to host it again next year.

Fall 2022 Library Instruction

The library has entered the second year of delivering our new information literacy instruction program. Our goal is an intentional, targeted, scaffolded library instruction program consisting of two tiers that avoids duplication of content across courses while maintaining quality instruction. Foundational Research is taught in First Year Seminar (FYS) courses and Advanced Research is taught in Research Methods courses. This fall, through collaboration between instruction librarians and the FYS coordinator, 76% of all FYS courses included library instruction, which is a laudable level of program permeation!

Betty P. Holdt Estate Library Scholarship Funds

Thanks to the generosity of the Betty P. Holdt Estate, the Hamersly Library Endowment has grown by over \$40,000 in the past year. Most of these funds were raised through the consignment sale of a rare book collection that the Holdt estate donated to the Library in 2018. The resulting increase in revenue from this endowment will be used to fund the annual Library and Academic Innovation student employee scholarship. For information about contributing to the Hamersly Library Endowment, contact Chelle Batchelor, Dean of Library and Academic Innovation, batchelorc@wou.edu.

9. College of Liberal Arts & Sciences

Below are several recent accomplishments and initiatives in the College of Liberal Arts and Sciences:

On Friday, December 2, 2022, as part of the WOU Department of Politics, Policy & Administration's *Empowered Communities Project*, Drs. Earlene Camarillo and Mary Pettenger hosted a seminar on Effective Advocacy for Non-Profit Organizations at the WOU-Salem campus. The seminar opportunity provided training for individuals from non-profits who are new to the Oregon legislative process, as well as seasoned advocates seeking more training. Individuals representing ten organizations from across the state attended and learned from successful advocates, current and former legislators/staff, and political science faculty to prepare for the upcoming legislative session. In a feedback survey, 100% of respondents stated they were "highly satisfied" with the event and would recommend a future event to others. The event received cross-campus support from the LAS Dean, the WOU Foundation, MarCom, WOU:Salem and the Center for Professional Pathways. Participating organizations include the Youth Action Board, City of Lake Oswego, City of Wilsonville, Boys & Girls Club of Salem, Marion & Polk Counties, The Environmental Center (Bend), Tualatin Riverkeepers, Willamette Riverkeeper, Oregon Association of Relief Nurseries, Oregon Zoo Foundation and Western Oregon University. Presenters included keynote speaker Representative Paul Evans (WOU alum); Brian McKinley (WOU alum), Sergeant at Arms/ OLEOO Director, Oregon House of Representatives; Sarah Curry, Journal Clerk, Oregon House of Representatives; Greg Leo, Advocate, The Leo Company, LLC; Dr. Mark Henkels, Professor of Politics, Policy & Administration at WOU; former Oregon House Representative Betty Komp (WOU Board of Trustees); advocate Justin Martin (WOU alum); and advocate Gwenn Baldwin. A link with more details is included here: <https://wou.edu/publicpolicy/effective-advocacy-for-non-profit-organizations-seminar/>.

On October 21-22, 2022, the Earth and Environmental Science Department celebrated the 60th anniversary of Earth Science education at WOU in honor of Emeritus Professor of Geology, Ray Brodersen. Two days of homecoming activities were hosted by the WOU Earth Science Alumni Society, including a lecture, dinner, and a football tailgate. The celebration was timely, as Dr. Brodersen passed away on December 12, 2022, after a life well lived. He earned his Ph.D. from U.C. Berkeley in 1962 and taught Geology and Earth Science at OCE/WOSC/WOU for 35 years, where he received three awards for outstanding teaching during his distinguished career. After retiring in 1997, Dr. Brodersen received the Distinguished Service Award, WOU's highest honor, in 2002. The current Earth and Environmental Science faculty are honored to follow in Ray's footsteps at WOU and were pleased to be able to celebrate his outstanding contributions.



On Saturday, November 12, 2022, five WOU faculty participated in Oregon State Girl Scout STEM Day in Salem, Oregon. Representatives from WOU included faculty from the departments of Biology, Chemistry, Earth and Environmental Science, Mathematics, Computer Science, along with the organization FEM in STEM. Over 383 participants attended, including 232 youth/"future WOU students." Dr. Kristin Latham-Scott, Dr. Breeann Flesch, Dr. Patty Flatt, Dr. Samantha Levell, and Dr. Feier Hou provided hands-on activities, take-home artifacts, enthusiasm, information, and lots of joy around WOU STEM!



The Music Department hosted a successful mariachi workshop on campus from November 11-13. Over 25 educators and students participated in the groundbreaking workshop, which concluded with a well-received performance on Facebook Live.

David Janowiak, Chair of the Creative Arts Division, has successfully procured a grant from the National Endowment for the Arts, along with three supporting grants from Pacific Power, the Oregon Community Foundation, and the Arts Builds Community Grant. This represents a 100% grant-writing success rate for the WOU Theatre Department's upcoming project, a Spanish-language

production of “The Condensed Works of Shakespeare” to be performed on our campus by Portland’s Teátro Milagro in Summer 2023.

The Creative Arts Division also announces the dates for the upcoming Matthew Shepard project, supported by a grant from the Oregon Cultural Trust. The play *The Laramie Project* will be performed in Rice Auditorium at 7:30 p.m. on March 2, 4, 8, 9 and 10, with a 2:00 p.m. matinee on March 5. The Oregon premiere of a choral fusion oratorio telling Matthew’s story, *Considering Matthew Shepard*, will be performed at 7:30 p.m. in Rice on March 3 and 11. Matthew’s mother, Judy Shepard, will speak on “The Legacy of Matthew Shepard” in Rice Auditorium at 7:30 p.m. on March 6; and *The Legacy of Matthew Shepard in Dance* (a newly commissioned work) will be performed at 7:30 p.m. in Maple Hall on March 7. In addition, a related art exhibit will take place in Cannon Art Gallery and around campus between February 22 and March 24.

Several WOU students have experienced recent high-profile successes. Current WOU undergraduate Jasmine Wetter (WOU Class of 2025) published a single-authored article, “Generalization of Sylvester’s Proof that an odd perfect number is not divisible by 105,” in the 2023 edition of the journal *Pi Mu Epsilon* sponsored by the national mathematics honor society. Jasmine wrote her paper as a first-year student at WOU; such an acceptance is an enormous accomplishment for a beginning mathematics student. Jasmine plans to present her work at the Oregon Number Theory Days in February 2023.

WOU music composition student Isabella Morrill was unanimously selected as the winner of the 2022 National Band Association’s Merrill Jones Memorial Young Band Composition Contest, sponsored by the Midwest Clinic Band and Orchestra Director’s Conference in Chicago. In addition to receiving a monetary award, Isabella’s composition, ***Voyage of the Northern Lights***, will be considered for publication by Wingert-Jones. This competition is for composers under the age of 40, and Isabella is one of very few (if any) composers to have won this award in its 20-year history.

Molly Gale, a junior Music Education major, presented her research paper and poster, *Female Instrumentalists: Rethinking the Role of Women in Jazz Pedagogy & Vi Redd’s Importance in Bebop and Blues*, at the 2023 Jazz Education Network National Conference in Orlando, Florida, on January 5. Molly has subsequently been invited to present her paper at the University of Memphis later this year.

Our Model United Nations club continues to have a robust membership. Though plans to attend a conference in Germany last November fell through at the last minute, the club has been invited to participate in a Model UN conference in London in February 2023.

Faculty have also been engaged in a variety of innovative projects. The *Write Place* (write-place.org), a nonprofit organization founded at Western

Washington University in 2013 and dedicated to creating and supporting literary/artistic projects that inspire appreciation of humanity's relationship with the natural environment, is moving to WOU during Winter 2023. The *Write Place* board approved WOU Professor of English Henry Hughes as its new executive director. According to the organization's founder and retiring director, John Purdy (a 1978 WOU alumnus, "Professor Hughes is the perfect person for the job, and we are so happy that the organization will have a home at Western Oregon University."

Dr. Alex Curry, Assistant Professor of Communication Studies, recently completed work on a large research project mapping the news media landscape in Philadelphia. The study surveyed 1,500 residents, along with collecting and analyzing 60,000 news articles from nearly 100 news organizations. This grant-funded research was done as part of Dr. Curry's ongoing association with the Center for Media Engagement at the University of Texas – Austin, with his WOU affiliation also acknowledged.

Dr. Emily Plec, Professor of Communication Studies, is serving this year as President of the Environmental Communication Interest Group of the Western States Communication Association. She was recently invited to speak at a graduate student pre-conference for the 2023 Conference on Communication and the Environment.

Sarah Sheldrick, Instructor of Communication Studies, is preparing a documentary film in progress, *The Future of Water: Lessons from Eastern Oregon*. The Umatilla Basin has experienced a critical depletion of groundwater, threatening farmers and ranchers who supply food for millions of people in the U.S. and around the world. The film chronicles how farmers are collaborating to share water rights and rotate crops, inspiring its viewers with a message supporting community and collaboration. Sarah will also deliver a workshop in February entitled, "Difficult Conversations: Falling with style! Giving and Receiving Feedback." This workshop will instruct participants on how to identify dysfunctional communication practices and adopt communication practices that are supportive of a functional workplace.

Dr. Tad Shannon, Associate Professor of Information Systems, is a member of a team that received a grant to establish a system for granting credit for prior learning, which WOU plans to use to give credit for prior learning in our Information Systems program. WOU's IS program is designed for working adults, many of whom already work in IT, and this project will honor their existing knowledge with credit that will count toward their major. This is just one of several initiatives underway on campus with regard to credit for prior learning as a result of procuring this grant.

Dr. Becka Morgan, Professor of Computer Science, received a subaward with OIT to develop a statewide implementation plan for computer

science education through ODE and HECC. Dr. Morgan is charged with creating curriculum for high school teachers to develop a web design course using HTML, CSS, and JavaScript. She is also creating a new online course for Willamette Promise that can be delivered online. These courses are not designed to be courses for CS majors but are instead designed to base computer science education “on a framework that guides students from computer users to computer literate creators who are proficient in the concepts and practices of computer science.” The goal is to make computer science more accessible to groups that have been historically marginalized within the discipline.

Dr. Jie Liu, Professor of Computer Science, co-authored a paper titled "Vulnerabilities in Aggregated Database Data Even When Encrypted," published in November by the Second International Conference on Information Technology and Biomedical Engineering. His abstract, "On Scaling and Its Effects Regarding Improving Cloud Era Analytical Database Query Performance," was also accepted by the International Conference on Computer Technology and Information Science.

Dr. David Doellinger, Professor of History, and Dr. Mary Pettenger, Professor of Politics & Public Policy, delivered a campus presentation on the War in Ukraine last November that was well-attended by students and faculty.

As usual, these are just a few of the recent numerous initiatives and successes in WOU’s College of Liberal Arts and Sciences. We look forward to sharing additional good news with the Board of Trustees in the coming months.

10. College of Education

Master’s in Human Performance and Development approved. The new master’s degree program in Human Performance and Development launched by the Division of Health and Exercise Science has been approved by the Higher Education Coordinating Commission and is ready for implementation in fall 2023. Faculty are busy preparing for this new addition to our academic portfolio and are already talking to many students who have expressed interest. The Accelerated Undergraduate to Master’s Program (AUMP) pathway will allow lots of students to begin work in this program while still completing BS coursework on campus.

National review team recommends perfect score for educator programs re-accreditation. In November, educator programs hosted a virtual site visit for a team of peers from across the country representing the Council for Accreditation of Educator Programs (CAEP). The result of the intense, 3-day review was a recommendation to “approve without areas for improvement” that will go forward to the national board of examiners in April 2023. The official score will not be known until that time but the review team offered many kind words in favor of the

educator programs at Western. Faculty are very proud of this initial endorsement and look forward to the final rating.

Health and Exercise Science Career Day on January 26th. Following a successful event last year, faculty in both Exercise Science and Public Health are working with Admissions staff to host an event for both high school students and community college transfer students interested in careers in these areas. The event will include career exploration events, participation in classes, games, food, prizes, as well as admission information into these outstanding majors. Faculty expect more than 100 students from across Oregon to be on campus for this event.

Dr. Kristen Pratt from the Division of Education and Leadership releases new book. The book titled, *Primary Language Impact on Second Language and Literacy Learning: Linguistically Responsive Strategies for Classroom Teachers* offers teacher candidates and practicing educators cross-linguistic analyses of twelve different languages used by students who are emergent bilinguals in U.S. schools (in addition to Spanish languages include among others Mandarin, Vietnamese, Russian, Tagalog, French, Korean, Japanese, Arabic). Each chapter, (co)authored by linguistic experts of that language variety, including two former Western students, focuses on how language-specific linguistic similarities and differences impact learning English as an additional language. The book aims to help educators understand how to purposefully support instruction through the use of primary languages as an asset in classrooms.

Dr. Melanie Landon-Hays, President of the Oregon Association of Teacher Educators (ORATE).

ORATE will be holding their annual conference in March and Dr. Melanie Landon-Hays from the Division of Education and Leadership is busy building the conference with Board members including Drs. Marie LeJeune, Kate Hovey, Lin Wu, and Mark Girod. The annual conference will be held at the University of Portland and for the keynote address, Dr. Landon-Hays has invited Senators Dembrow and Fredericks, as the chairs of the Senate Education Committee, as well as other key legislators, to be part of a panel to discuss issues of education and teacher preparation in Oregon.

Dr. Denise Thew-Hackett serves as FEMA reservist. Dr. Denise Thew-Hackett, who also serves as the chair of the Division of Deaf Studies and Professional Studies, spent a month in fall '22 serving as a Disability Integration Specialist with the Federal Emergency Management Agency (FEMA). Dr. Thew-Hackett served in southern Illinois and Missouri to help survivors recovering from summer flash flooding in these areas. Her work helped assure that press releases included specific information on accessibility and targeted individuals with disabilities, worked on needs assessments and strategic planning to address unmet needs and disparities among individuals with disabilities, collaborated with

local agencies that serve the needs of individuals with disabilities across the region.

Dean Girod prepares to travel to Texas with Salem-Keizer school district leaders. At the invitation of Salem-Keizer Public Schools, Mark Girod, Dean of the College of Education, will be traveling with administrators from our major partner school district to Cypress Fairbanks Independent School District in Houston, Texas. Cypress Fairbanks is one of the largest school districts in the United States and has an extensive, internal leadership development program. Dean Girod and Salem-Keizer partners intend to study these programs to consider replication and extension here in Oregon.

11. Registrar

The university has, for many years now, had a 'preferred first name' function, however, we have found that it is insufficient to meet the nuanced and evolving needs of our campus community. In consultation with stakeholders we have decided to adopt a new model that fully honors the right of a person on this campus to be addressed by the name they choose. The Registrar's office is taking the lead in this work. We are moving the Institutional Policy on Names forward and designing and driving the implementation plan to enact the policy. The policy states that a person's 'name' is the name they wish to be used in "all university offices, systems, correspondence, and communication that do not require use of the legal name." The 'legal name' is used in any context in which the legal name is required to be used.

In anticipation of adopting the policy without any substantive changes we have begun taking steps to review existing data, validate fields, and make corrections. Improving the quality of the data will help us smoothly implement these changes. We have gathered lists of impacted systems, offices, and operations. My office is engaging with the Data Integrity Group throughout the process to ensure that the broad group of data managers and core system users represented there are informed and actively participating in the process. The next order of business with the group is to discuss my draft implementation plan and draft a timeline for implementation. Additionally, I am coordinating training and communication operations with the Gender Identity, Names, and Pronouns workgroup.

The common course numbering project, per the requirements of Senate Bill 233 codified in Oregon Revised Statute (ORS) 350.423 to 350.429, has entered the implementation stage for the courses adopted effective the 2023/24 academic year. Through continued participation in the state Common Course Numbering Systems and Operations Subcommittee, observing Transfer Council meetings, and engagement with WOU faculty, my office has been able to streamline and assist in this implementation. Curricular proposals for the courses, and where needed corresponding program proposals, have been submitted by the Registrar

on behalf of departments and are being shepherded through the system to ensure that the following courses, and impacted programs, have been vetted, and adopted in a timely manner for the 2023/24 year.

Communication:

COMM 100Z

COMM 111Z

COMM 218Z

Math:

MATH 105Z

MATH 111Z

MATH 112Z

Statistics:

STAT 243Z

Writing:

WR 121Z

WR 122Z

WR 227Z

12. College Restructure Taskforce

In December 2022, the College Restructure Taskforce submitted [their final report and recommendations](#).

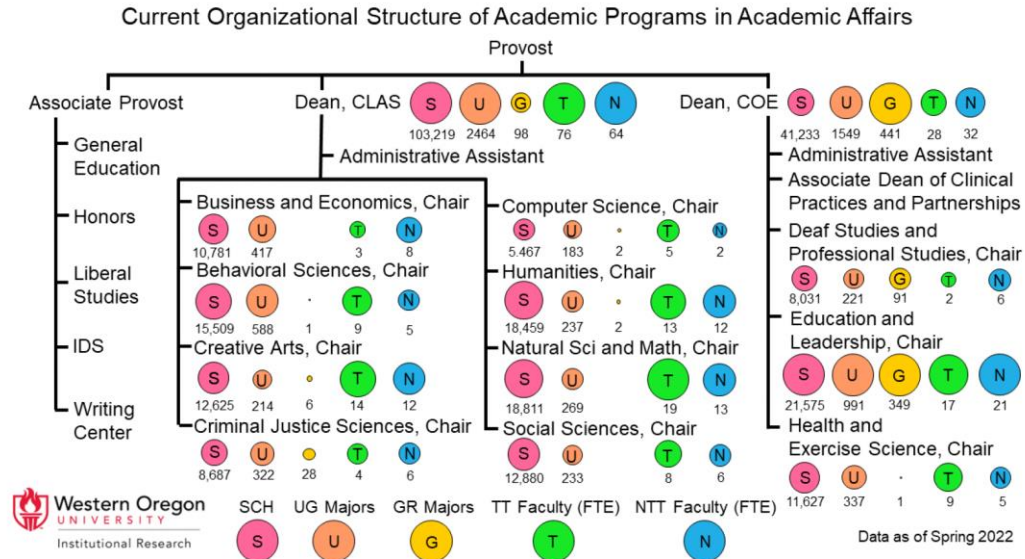


Figure 1: Current Academic Structure

Figure 1 displays the current academic structure with the number of student credit hours (SCH), undergraduate majors (UG Majors), graduate majors (GR Majors), tenure track faculty units (TT FTE), and non-tenure track faculty units (NTT FTE). A textual description of Figure 1 with data tables is in [Appendix I](#).

Current Programs in COE and CLAS

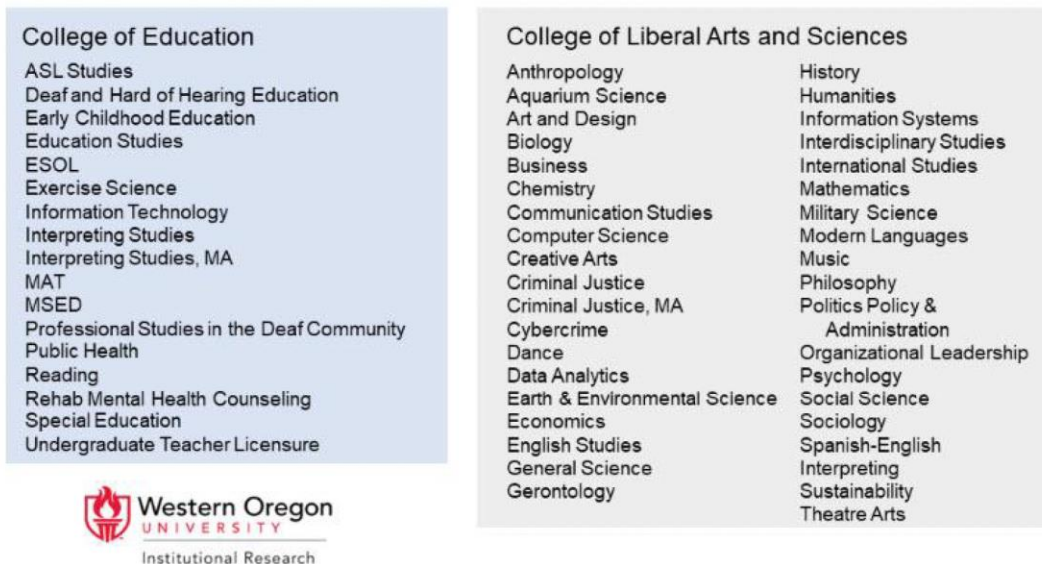


Figure 2: Current Distribution of Academic Programs in COE and CLAS

A text version of Figure 2 is in [Appendix J](#).

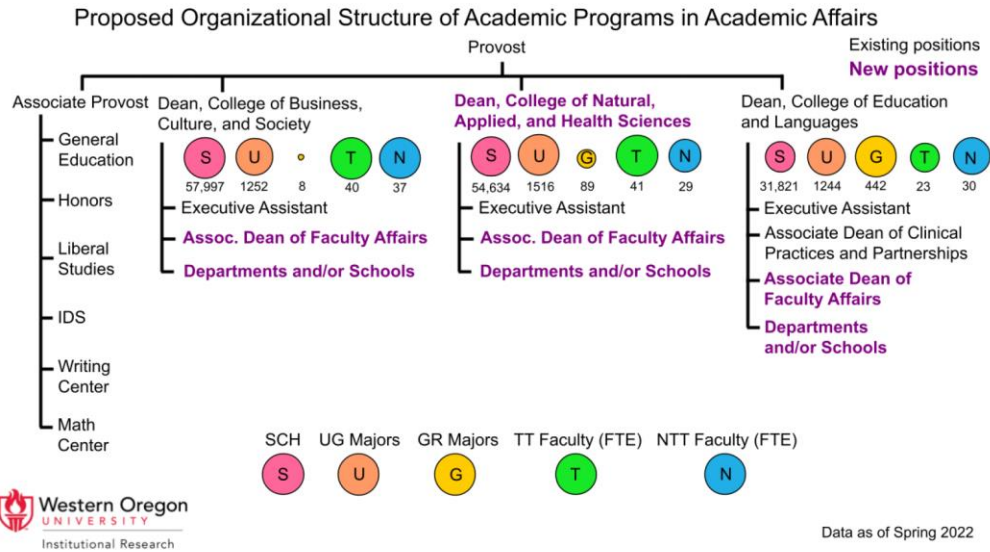


Figure 3: Proposed Academic Structure

Program Redistribution into Colleges

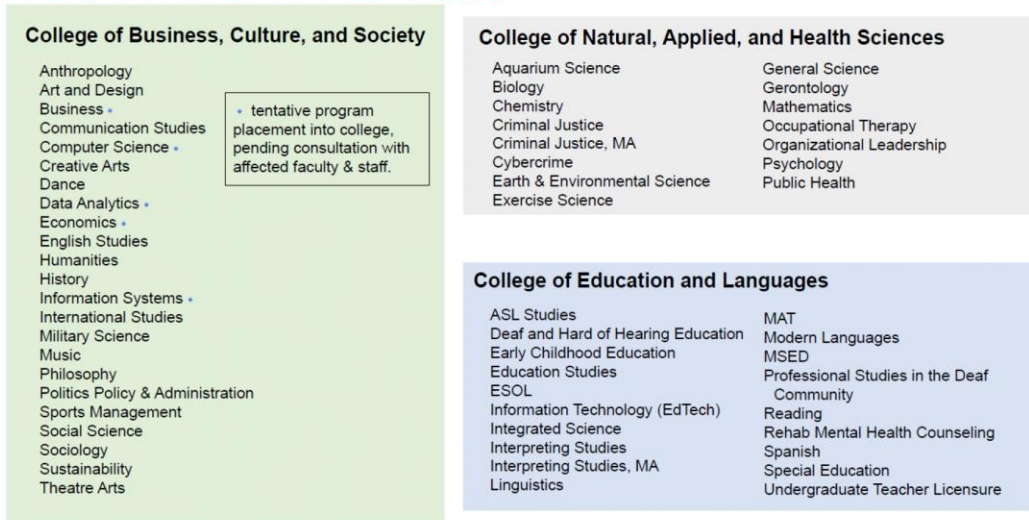


Figure 4: Proposed Distribution of Academic Programs into Colleges

Western Oregon University Board of Trustees – February 2023
Katie Wojke, Vice President of Advancement & Director for WOU Foundation

WOU Foundation & Development

Mission: The Western Oregon University Foundation exists to strengthen relationships and provide resources in order to serve and support the mission and vision of Western Oregon University.

Staffing: Katie Wojke, Vice President of Advancement & Executive Director of the Western Oregon University Foundation, began on January 30.

The Advancement division has open positions for fundraising staff and an executive assistant. These job descriptions are under review, with hopes to have them posted as soon as possible to begin recruitment.

Katie Wojke was invited by President Peters to chair the search for Director of Marketing, and she accepted. The position description is under review and search committee membership is being discussed.

Gifts: 2,906 gifts received through 1/31/2023, totaling \$2,430,976 - (\$1,951,997 received since 11/1/2022, including a \$1 million pledge payment)

WOU Foundation Board of Trustees: Sabra Jewell, has joined the Foundation board since the November meeting. In discussions with the Foundation Chair and additional members, recruitment of new board members remains one of the key goals to support Advancement, Foundation and Campaign efforts. Identification and recruitment of new Foundation board members and ad-hoc committee members will be ongoing.

Comprehensive Campaign

Consultant: A Zoom meeting has been set with Travis Carley of CCS Fundraising on Wednesday, February 8 to review the campaign and associated materials.

Formation of a Campaign Steering Committee: A Campaign Steering Committee helps broaden the reach for and guide the course of the campaign. Members of the committee are recruited for a variety of reasons which include but are not limited to contributing, soliciting, networking, advocating and helping oversee the campaign throughout its various phases – Planning, Silent (or Leadership), and Public.

To keep the campaign moving forward, having a Campaign Steering Committee in place by summer 2023 is key. Ideal membership includes Trustees, Foundation and Alumni board members, current major donors/prospects and key community leaders/members.

Community Outreach: Community engagement will support all efforts of the campaign and campus relationships. Ongoing and new engagement points are being explored.

Prospect Research and Management: Ongoing analysis of institutional and constituent giving history and future potential, operational and prospect meetings, and building of more accurate portfolios for fundraising staff. Supporting events to introduce

President Peters and Katie Wojke to targeted alumni, prospects, and community members. Developing a top-ten list of prospects for the President's initial portfolio and top-25+ list for Katie.

The Advancement team will be reinstating bi-weekly prospect meetings to review and plan their outreach, communication and follow up with current major and planned giving donors and key lead sponsors. During these meetings the team will also strategize engagement with newly identified prospects and develop metrics to report on their key contacts.

Major and Planned Giving

Donor outreach

- Introduction visits underway with Trustees, Foundation Board, Alumni Board, Emeritus Society, major donors, sponsors and prospects.

Planned Giving

- An informational letter regarding IRA Charitable Distributions is in progress to be mailed to approximately 9,000 alumni and friends age 70.5+.
- A Notification of Future Gift form to document a donor's estate plans for inclusion in the comprehensive campaign has been drafted and will be reviewed by the Finance and Planned Giving Committee of the WOU Foundation board.
- We have scheduled a time to meet with our planned giving partner, Crescendo, on an email marketing plan and potential survey.

Smith Fine Arts Series (SFAS)

Smith Fine Arts Series believes that live arts are essential and have the power to enrich and improve people's lives. By presenting a renowned performance series that is diverse, inclusive, and accessible; and through our educational outreach initiatives, we connect the community with performing artists from across the world.

3 shows left in 45th season:

- Considering Matthew Shepard - March 11th
- The Assad Duo - April 14th
- Martha Redbone Roots Project - June 10th

Smith Fine Arts Series Online Auction Closed 2/5

- Gross income of \$25,021
 - Sponsorships: \$8,250
 - Auction: \$12,087
 - Outright gifts: \$3,816
 - 50/50 Raffle: \$720
 - Other: \$148
- 86 total participants

Annual Giving

WOU's Annual Day of Giving '23 – Howl from the Heart – will be held on Tuesday, March 7, 2023.

The purpose of Howl from the Heart is to build awareness, grow engagement and increase donations to various funds that support Western Oregon University and its students. An annual giving day invites alumni, friends, faculty, staff and parents to participate at a level of giving significant to them and allows them to share their stories to invite participation from their networks.

Goals for 2023 are \$300,000 in total giving and 700 donors.

The Marketing and Communications plan for the upcoming giving day includes print, email, and social media. We are exploring text messaging for the first time.

To date, we have 4 matches committed, totaling \$14,750, with more asks pending. Matching funds include the Fund for WOU, Wolves Supporting Veterans, Dr. Bob Hautala Student Success Scholarship, and Politics, Policy and Administration.

In addition, we have a Challenge to the first 50 alumni to donate \$50 or more to the Fund for WOU. Those participating will receive a pair of branded WOU socks.

Year End Solicitation and Stewardship results

Holiday Card mailing and year-end emails

- Remit card resulted in 72 gifts totaling \$12,950.
- These year-end appeals focused on online giving. A unique URL was not used. Plans have been made to do so moving forward for better tracking of results.
- Over the month of December - \$1,551,813 | 372 gifts received (note: some gifts were pledge payments)

Fall SYBUNT Alumni Mailing

- Sent to 220 constituents.
- 72 gifts totaling \$9,917
- 33% return

Wolves Supporting Veterans

- 12 gifts totaling \$5,900
- \$10,000 – 5-year pledge (in conjunction with giving day)

Scholarship Stewardship Reports

- Sent to 70 fund originators.
- Thanks to ScholarshipUniverse we were able to streamline responses from students. Multiple donors have contacted the Advancement Office to share that this is the first time that they received a student thank you letter. One of these donors is on the Foundation board. One of these donors made a \$20k+ gift at the

beginning of this fiscal year and has indicated that they will be making another gift this year.

- *“We just received your Scholarship Report packet, which is a first! We really enjoyed the note from the scholarship recipient Abigail [REDACTED]; and the picture. The status of the scholarship was very interesting, and again it was a first. We initially established this scholarship after my father [REDACTED] died in 1995, and we had attended several scholarship luncheons over the years and were able to meet the scholarship recipients at those events.”*

Alumni Engagement

Six (6) new board members joined the Alumni Board of Directors following their January 2023 meeting. The new members are:

- Antonia Scholerman '21
- Mike Lynch '72
- Don McBride '85
- Kathy Martin-Willis '96
- Danita Harris '16
- Lisa Cejka '91

We now have 17 active members and are still recruiting for more; bylaws allow for 23. To celebrate the new additions to the board and to do some team building, we are hosting a Board Night Out event on March 10 in Salem at Basil and Board.

There is a committee from the Alumni Board that is currently revising the criteria and nomination form for the Alumni Award of Excellence. In the past, the winner has been honored at Commencement, but we want to revisit how we recognize alumni. Also, under consideration is incorporating more awards and honors. We will likely move the ceremony to Homecoming weekend and turn it into an awards banquet. The goal is to send the call for nominations out by March 1.

Upcoming Engagement events:

- March 6 - Pre-Lecture Reception for the Judy Shepard Lecture, Crush Wine Bar | 5:30 p.m.
- March 10 - Alumni Board Night Out, Basil & Board in Salem | 6 p.m.
- March 14 - Alumni & Friends Networking Event, Sammies in Keizer | 5:30 p.m.
- March 16 - Meet & Greet Reception W/ President Peters and VP Katie Wojke, WOU: Salem | 5:30 - 7:30 p.m.
- April 6 - WOU Alumni hosts the Reception at the ASIS Security Conf. at Seven Feather Casino in Canyonville | 5 p.m.
- April 7 - Meet & Greet Reception W/ President Peters and VP Katie Wojke, The Graduation Hotel in Eugene | 6 p.m.
- May 12 - Nuestra Fiesta Latina Alumni Reception, Campus | 7 p.m.

Other Alumni Engagement Activities:

- Planning and prep for the Wolves Athletic Auction. The Athletic auction is scheduled for Saturday, June 3 and will be held in New PE. The committee has begun outreach for sponsorships and auction items. We have secured catering with an independent business called "That Food Guy", located in Keizer. He came highly recommended by committee member and OSCU Branch Manager, Jordan Carpenter. Jerry, the caterer, is giving us competitive pricing at \$25/person for two entrees plus sides. To date, we have approximately \$20,000 in sponsorship commitments. The goal is to raise \$100,000 during the auction.
- Planning and prep for the Wolves on the Green golf tournament is also underway. Sponsorship requests are starting to come in for that event as well. The contract has been signed and the deposit has been paid at Cross Creek GC in Dallas. That event is scheduled for Thursday, August 3. (Please note the date change from the Nov. report.) The purpose of this event is to raise funds for our women's athletics programs.
- The monthly e-newsletter continues to be created and sent to email inboxes on the first Tuesday of the month.
- We have a new partnership with Adidas. They are offering alumni, students, staff and faculty members shopping passes for their employee store in Portland every quarter. The Adidas partnership is through alumni, not athletic affiliated.
- We continue to look for more groups who would like to become an Alumni Affinity group.