

**MEETING OF THE WOU BOARD OF TRUSTEES
MEETING NO. 64 – November 19-20, 2024**

November 19,

2024 3:00-5:00PM

**WERNER UNIVERSITY CENTER | COLUMBIA
ROOM**

To observe the meeting: <https://www.youtube.com/@WOUnews/streams>

Audio only, call: +1 346 248 7799 US | Meeting ID: 810 4838 3366

AGENDA

I. CALL-TO-MEETING / ROLL CALL

II. CHAIR'S WELCOME

III. PRESIDENT'S WELCOME

- 1) [STUDENTS AT THE CENTER](#): WOU Men's Soccer Coach, Michael Behonick and Team Members (pg.6)

IV. STAKEHOLDER UPDATES

1) SHARED GOVERNANCE

- a. ASWOU | Brenda Rocio Martinez
- b. [Faculty Senate](#) | Dr. Steve Scheck (pg.9)
- c. [Staff Senate](#) | Alexis Morrison (pg.10)

2) UNION

- a. SEIU | Jackson Stalley
- b. [WOUFT](#) | Dr. Melanie Landon-Hayes (pg.12)

V. CYBER SECURITY PRESENTATION

- 1) [Public Presentation](#) | Tom Litterer – Director of University Computing Solutions & Michael Ellis – Assistant Director of University Computing Solutions. (pg.15)

2) Executive Session

Following the public part of the Cyber Security Presentation, the Western Oregon University Board of Trustees will meet in executive session to consider matters relating to cyber security infrastructure and responses to cyber security threats pursuant to ORS 192.660(2)(p). Representatives of institutionalized news media are permitted to attend under ORS 192.660(4) on the condition that matters discussed in the executive session remain undisclosed. Pursuant to ORS 192.660(6), no final action may be, or will be, taken in executive session.



VI. RECESS

Following the recess, members of the Board of Trustees will participate in a reception with members of the campus community at the Richard Woodcock Education Center.



November 20, 2024

CAMPUS COFFEE CHAT

9:00-9:45AM

**WERNER UNIVERSITY CENTER | FIRST FLOOR, ACROSS FROM THE
FREEDOM CENTER**

**PUBLIC
MEETING**

**10:00AM-
3:00PM**

**WERNER UNIVERSITY CENTER |
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AGENDA

I. CALL-TO-MEETING / ROLL CALL

II. CHAIR'S WELCOME

III. CONSENT AGENDA ([Appendix A](#))

1) Meeting Minutes:

a) [April 16-17, 2024 Meeting Minutes](#)

b) [June 11-12, 2024 Meeting Minutes](#)

c) [August 9, 2024 Meeting Minutes](#)

2) [FY25 Management Report](#) (As of September 30,2024)

IV. FIRST PUBLIC COMMENT

V. STAKEHOLDER UPDATES

1) **WOU FOUNDATION REPORT** | Katie Wojke, Vice President for Advancement

2) **LEGISLATIVE REPORT** | Ricardo "Rico" Lujan Valerio, Director of Government Relations

VI. [PRESIDENT'S REPORT](#) | President Jesse Peters

(Senior Leadership Reports in [Appendix B](#)) (p.25)

VII. BREAK

VIII. [LUNCH / SHOWCASE PRESENTATION](#): Facilities & Capital Construction Update: - Presenters include:

(p.41)

- 1) Rebecca Chiles – Assistant Vice President for Safety & Operations
- 2) Jason Krawczyk – Director of Capital Planning & Construction

IX. FINANCE & ADMINISTRATION COMMITTEE (FAC)

- 1) Committee Chair Report | Trustee Gayle Evans
- 2) Committee Recommendations for Board Discussion/
Action

(p.66)

a. [Approval FY 2025 Adjusted Budget](#)

X. ACADEMIC & STUDENT AFFAIRS COMMITTEE (ASAC)

- 1) Committee Chair Report | Trustee Leah Mitchell
- 2) Committee Recommendations for Board Discussion/
Action

XI. ~~a. None~~ DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY COMMITTEE (DEIAC)

- 1) Committee Chair Report | Trustee Jerry Ambris
- 2) Committee Recommendations for Board Discussion/Action

a. [Equity Assessment Update](#) | Office of Diversity Equity Inclusion
Executive Director Dominique Vargas (p.72)

XII. EXECUTIVE, GOVERNANCE & TRUSTEESHIP COMMITTEE (EGTC)

- 1) Committee Chair Report | Chair Angela Fasana
- 2) Committee Recommendations for Board Discussion/Action

a. None

XIII. SECOND PUBLIC COMMENT



XIV. ANNOUNCEMENTS/COMMENTS

XV. ADJOURNMENT



Students At the Center: WOU's Men Soccer Team

Coach Michael Behonick

Caleb Kiner - Defender – Redshirt Junior

Alex Grignon - Forward/Midfield- Junior

Abraham Villalobos - Forward/Midfield- Junior

Andre Schlaefli – Goalkeeper – Redshirt



Team Facts

- First NCAA appearance in just third year as a program
- First GNAC men's soccer title in program history.
- First national rankings in school history... WOU has been ranked every week since Oct 1. (reached No. 10, No. 14 in last poll on November 5)
- Head coach Michael Behonick took over the program in its second season and has turned a Wolves team that went 2-13-2 in its Inaugural season to 24-7-4 in his two seasons.
- WOU is 14th in the nation in goals per game (2.56), 11th in total goals (46) and sixth in shot accuracy (0.533)
- Haven't lost a game in Monmouth in the last two season with a record of 11-0-2. Last loss at home was November 3, 2022 (747 days since last lost)





Questions?





Faculty Senate Report to the Board of Trustees, November 19 – 20, 2024

In reviewing the content of past reports I provided to the Board of Trustees; I noted that I frequently referenced the Faculty Senate’s focus on curriculum. That will continue this year and, importantly, Faculty Senate will continue to collaborate with the administration in producing the policies and procedures for modifying current curricular programming or propose new programming to better serve student needs, to best adjust to the changing professional landscape, and ultimately, to best ensure that WOU’s liberal arts education maintains a strongly positive value received to cost incurred ratio for our students and their families.

Since I came to WOU in January 2006, substantial changes have taken place that directly affect how our university provides that positive value to cost outcome. To list a few: 1) The breakup of the Oregon University System – enabling the “big” universities to behave, well, like BIG universities; 2) Legislative authorization of community colleges to offer Bachelor of Applied Science (BAS) degrees; 3) Increased public discourse on “Is college worth it?”; 4) Changing demographics of college-aged Oregonians; 5) Advent of artificial intelligence capacity at our fingertips (Note: AI was not used in this report other than MS Word spellcheck); and most recently 6) The results of the national election firmly signal that there are discordant views on what America is and what it should be, and for us, what will be demanded of public colleges and universities.

The last item makes it very clear that as the faculty engage with students in the classroom, we must recognize that we are not a homogenous nation (or state), but one with divergent views. We must prepare our graduates to be successful in environments where their work colleagues, their supervisors, their neighbors, their government leaders may hold views that are different from their own -- but they must be able to work together for the common good. I believe a strong liberal arts education helps prepare students for such challenges.

We’ve got a lot of talented and enthusiastic people at WOU who are energized to move our university into the future. A lot of work will take place this year as the various units on campus pursue efforts to push the new university strategic plan forward. On behalf of the Faculty, I thank you for giving your time to serve on the Board of Trustees of Western Oregon University. Your involvement will help us make WOU the school Oregon needs.

Respectfully,
Stephen Scheck, Senate President



November 11, 2024

To The Board of Trustees:

As you know, the WOU Staff Senate has been a great place to connect with others around campus and discuss issues identified by staff members. We have approved two goals for the academic year:

1. Increase funding for the Staff for Students Scholarship
2. Build connections through consistent communication and guest speakers

I have asked for two senators to take the lead around funding for the scholarship. They will work with the WOU Foundation to help us increase funding and make more sustainable decisions to maintain the scholarship.

Staff Senate is also on track to meet our second goal. We have had guest speakers at most of our meetings since I took on the role of Staff Senate President, and we have guests booked through February! I have also started utilizing the Staff Senate email account for official correspondence, which I believe helps people filter messages from the Staff Senate.

That being said, Staff Senate has met a few challenges this term. One challenge is low scholarship engagement, which is being addressed in our goals and priorities. We have also heard from staff concerns about the availability of Banner Training as new staff cannot gain access to Banner until they've completed training with Accounting and Business Services.

As I mentioned when we last met, there was an unexpected departure after the election cycle so we were missing one classified representative. That vacancy has been filled, but another classified senator recently left WOU so my Vice President, Rip Horsey, will call for nominations again soon. Related to this, we have had trouble filling classified committee seats on University committees as well as sub-committees

of the Staff Senate.

The Staff Senate general foundation account is currently less than \$500 and I have requested additional funding from the President's Office to get us up to \$500 in our account. As I already mentioned, our scholarship account also needs bolstering. While we have not yet set a funding goal for the Scholarship, we will need to raise at least \$810 for next year's scholarship recipient.

The Staff Connections Committee, a subcommittee of the Staff Senate, works to strengthen the relationships and connections folks have at WOU. This group has great membership and support from the WOU community. Staff Connections is excited to hold its annual Fall Flannel Festival and announce the Halloween Contest winners. The event will take place at the Summit on February 27 from 12:00-1:30pm.

Staff Senate Membership for 2024-2025 *New members/positions in bold*

Executive Board: Alexis Morrison (President), Rip Horsey (Vice President), Ambre Plahn (Treasurer/Secretary)

Classified Senators: Alexis Morrison, Jenna Otto, Sandra Holland, Ellie Baker, **Greggory Vineyard**

Unclassified Senators: Kristen Perry, Ambre Plahn, Adrian Trujillo, Rip Horsey, Connor King-Goehring, Wendi Mars

WOUFT REPORT TO THE WOU BOARD OF TRUSTEES

November 2024

Thank you for the opportunity to report to you again. I am sorry I can't be present at the Board meetings to deliver this report in person. On Tuesday evening, I will be teaching an online class using Zoom, and on Wednesday, I will be traveling to the NWCCU conference with Associate Provost, Judy Sylva, to share the work I completed with Dr. Leanne Merrill as part of the NWCCU Mission Fulfillment Fellowship. Regularly being able to meet with the Board of Trustees has a positive impact on the work we do as a Union and we appreciate your attention. ***As a reminder, my name is Melanie Landon-Hays, I'm the president of WOUFT, faculty in the Division of Education and Leadership, and my pronouns are she/her/hers.***

BARGAINING THE CONTRACT

Since we last met, WOUFT has been focused on bargaining and ratifying a new contract. Our previous contract had expired and we were working under a one year extension. We began bargaining consistently with the WOU admin team in Interest Based Bargaining in Mid-April, meeting 7 times prior to June, with each session lasting about 8 hours. We had full team attendance from each group at each session, as well as Steve Irvin, the state mediator from the Oregon Employee Relations Board. We continued to meet throughout the Summer, twice a week, every other week, logging over 100 hours at the bargaining table, using our training in Interest Based Bargaining to create changes to the WOUFT Collective Bargaining Agreement. The interest-based bargaining (IBB) process is collaborative, building on shared interests to decide the topics of bargaining and possible solutions that meet the needs of all parties.

We believe that the IBB process was successful. We made more changes to this contract than I've seen in my entire time at WOU, and I'm happy to report that it was ratified on October 30th by our membership. You can read about these many changes [here](#). The ratification vote for the CBA closed at 5 PM on October 29th, and was independently verified by 4 members of the WOUFT EC. We used Election Buddy to conduct a secure, online, certified vote. We had a great turnout with 69% of the membership voting. The results of the ratification vote were: 92 votes for ratifying the contract and 14 votes against. Ratification won with 86.79% of the vote.

Though the contract was ratified with a large margin, there are a number of questions and process pieces that still remain. CBA workgroups with both WOUFT and WOU admin membership will be working throughout this year to clarify the process for faculty. We have begun forming those groups and should be off the ground in the next couple of weeks.

We sent the following message to our members to help them understand the bargaining process, as well as the changes coming to the new contract:

“Bargaining this way was not easy, and it involved a lot of heavy lifting, hard conversations, and agile conflict management. We knew going into bargaining that there were many priorities that we needed to address that have been brought up in conversations with our membership. Prior to bargaining, we surveyed the membership on service and workload, faculty development and other issues, while also holding numerous listening sessions to understand your needs. We feel the changes to this contract represent what we learned from those surveys and conversations well, and match our commitment to providing more transparency and equity to our members.

We also know that we did not receive a 100% ratification vote. When we bargain, we bargain for the collective. So there are some individual concerns we could not address, and some changes that could not be made given the numbers and variety in our bargaining unit. We also know that some of the changes are not universally loved. But we are committed to learning as we enact the changes and will continue to listen to see if what we have bargained for is working.

Finally, the financial situation at the University is still precarious. Enrollment is down and there is a finite amount of funding available. The raises we received are not yet what we deserve, so we also bargained for a reopener in the 3rd year of the contract, which will allow us to go back to the bargaining table if the financial situation changes, and more importantly, will allow us to organize and advocate for better salaries in that reopener. Please watch for ways you can participate as we prepare to continue to advocate for better salaries.

We know there are more changes in this contract than we’ve seen in many years and change can be hard. We’re excited about what these changes mean for the transparency and equity of workload across faculty, but know that the enactment could be rocky. Please stay in contact with us as we implement this contract so that we can hold the administration accountable for enacting the changes. These wins are hard won and they represent the hours and efforts of many people who dedicated their time to ensuring progress and equity in our contract. We’re proud of this work and are glad you agreed by ratifying this contract.”

ONGOING WORK

In our Joint Labor Management Committee (JLMC) meetings as well as other meetings with senior leadership, we have held conversations about Sabbatical, faculty development changes, the donated leave bank, and PRC instructions. We have had two JLMC meetings so far this year. These are scheduled monthly. We will also meet in the established CBA subgroups to keep the momentum on this work. Stewart Baker, our communications director, will begin to send out monthly and detailed updates on parts of the contract, and we will also be hosting both

information sessions and WOUFT office hours to help faculty get answers to their questions about the contract.

These are the members of our current Executive Council, if you'd like to be in contact with any of them, to understand what we do as a Council, and how we work together:

President: Melanie Landon-Hays

VP of Membership and Organizing: Rebecca McCannell

VP of Political Action: Mary Pettenger

Secretary: Ben Cote

Treasurer: Scott Beaver

Communications Director: Stewart Baker

Bargaining Chair (appointed by the XC): Earlene Camarillo.

We're grateful for your service as Trustees on our Board. We have seen positive movement forward with this current administration with their continued willingness to communicate and collaborate in meaningful ways with us, working intentionally to empower the faculty and to reinvigorate our shared governance processes.

There is a lot of work that will be done as we implement this new contract, and I hope to keep you updated on how that is going throughout the year. If you'd like to see the contract in it's entirety, [please go here](#). As a Union, we are hopeful about our future, and appreciate the investments we are seeing in faculty at this time. We think we are well positioned to collaboratively make a difference for the faculty at WOU. We appreciate the support the Board of Trustees has shown this new administration, and WOUFT in turn. Please send any questions to Melanie Landon-Hays, at haysm@mail.wou.edu

Thank you, Melanie



Western Oregon
UNIVERSITY

Cybersecurity briefing

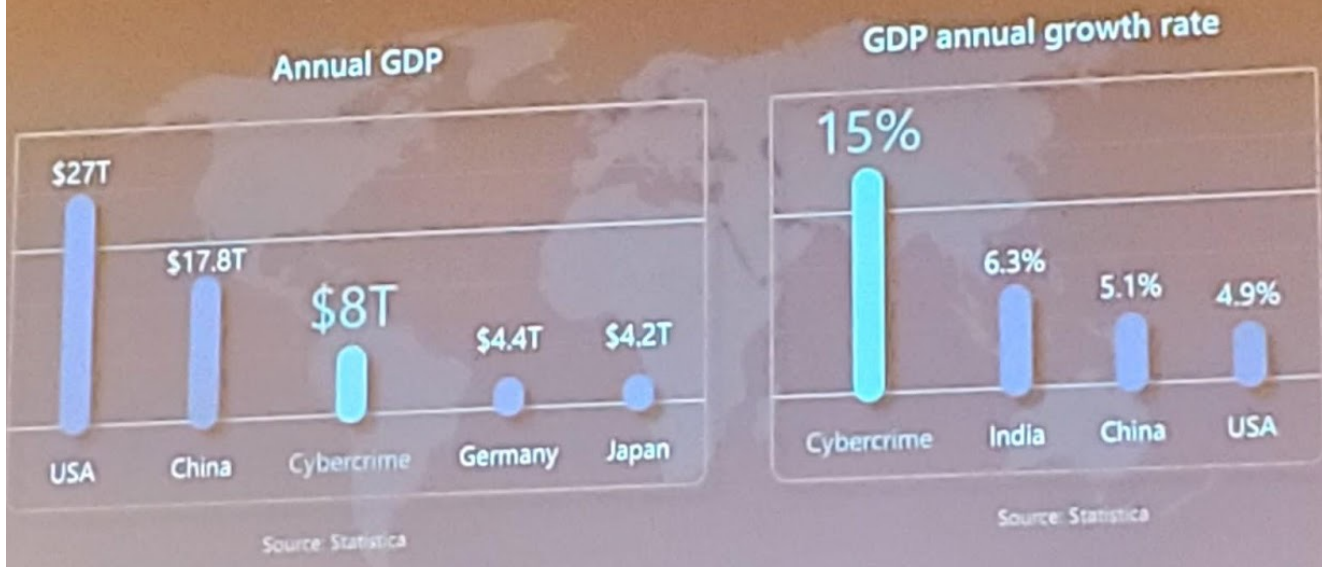
Michael Ellis

CISO, University Computing Solutions (UCS)

WOU Alumni '02, '10



Cybercrime today equals the 3rd largest economy in the world and growing fast



- "The education sector deals with an average of 2,507 attempted cyberattacks on a weekly basis from nation-state groups to ransomware gangs"



Regulatory: GLBA

Gramm-Leach-Bliley Act

Triggered by Federal Financial Aid

Requires an annual report to the board

This presentation is the final step to complete all needed changes for GLBA compliance!





PenTest

Early 2024: CampusGuard

9 Medium risks

1 Low risk

Actively remediating multiple risks

“While they were unable to attain access, there were a number of medium-risk vulnerabilities identified on the Western Oregon University network ...”

Summer 2024: CISA

4 High risks

2 Medium risks

4 low risks

Actively remediating multiple risks

“Well-configured, maintained, mature external environment”

“Web Application Firewall (WAF) limited scanning capabilities”

-> RedWOLF !



Patching

UCS continues to struggle to keep all systems patched

- **Timely patching remains a major challenge due to staffing reductions in 2020**
- **The number and severity of bugs being found increases every year**
- **UCS is in the process of re-hiring a position that will focus on automating patching!**

Patching must be done within 45 days to prevent our Cybersecurity Insurance coverage from being reduced





VPN attack prevention

VPN is used to access WOU digital resources remotely

WOU underwent VPN attacks throughout 2024

Peak: 110k attacks/day in March 2024

Solution designed by WOU's network engineer

Effectively removed this threat to WOU!





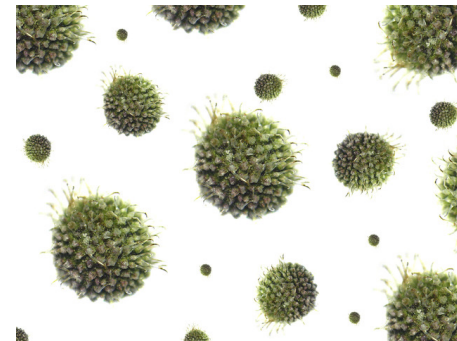
New campus EDR (next-gen Antivirus)

August rollout of SentinelOne

Enhanced Capabilities (visibility, device isolation, logging)

Smooth transition

No complaints from users





Multi-factor Authentication (MFA)

WOU rolled out DUO for MFA in 2019.

DUO is an expectation for all WOU employees.

DUO is available for all students.

Nov 1, 2024: UCS locked out all Portal access for employees without DUO





Information Security Training

WOU rolled out Information Security Trainings in 2019.

Employee trainings historically ranged from 20-40% (45% peak)

11 “most important” trainings recently moved to Canvas

- now includes quizzes

Recommendation: Mandatory Information Security Trainings

- UCS Working with HR director and campus to identify all mandatory campus trainings





Questions?

Thank you for your very valuable time!





November 20, 2024

President's Report to the Board of Trustees:

This marks the first meeting with the new trustees. I thank you for agreeing to serve on our Board of Trustees, and my team and I look forward to working with you as we make Western Oregon University the best institution it can be. Some of you are alumni, and some are just getting to know our institution in depth. And of course, we also have returning trustees who have guided the university over the last years. I believe all of you will be pleased with the directions we are taking. In particular, you can see our mission, vision, and core values articulated clearly in the strategic plan, a plan that places students at the center of everything we do and will guide us over the next six years.

Our Mission Statement is short and memorable and speaks to the philosophy that drives what we do at Western. Belonging and empowerment are realized in a myriad of ways, but they are the fundamental building blocks for success. Our vision statement reminds us of our focus on inclusion and accessibility as we produce graduates who have a meaningful impact in the world and experience social mobility as they navigate their lives. Our core values are simple but speak to the elements that make this community unique and strong: centering students, embracing diversity, fostering accessibility, and valuing community. This is how we will approach our strategies for the future.

These are exciting times for Western. We are implementing a culture where everyone will have a sense of how they are contributing to the overall success of the institution. We will ask ourselves exactly how we are centering students, for example, as we make decisions and allocate resources. This is particularly important as we have challenges to face in a time of unstable enrollments and limited resources. This next year will be the year where we start to see more results from the changes to our systems at Western. I have no doubt that our new strategic plan and equity action plan, our marketing and branding strategies, our refocused teaching and learning center, our new grading policy, and the launch of our new student success building will have dramatic and positive effects on recruitment and retention.



We have also finalized successful contract negotiations with our two unions, SEIU and WOUFT, marking an increase in salaries for those employees. And our Human Resources division continues work to support our employees, including examining salary data and recommending strategies to address compensation moving forward.

The campus is incredibly beautiful this time of year. Fall colors are in full effect, the construction fences are down, students and employees are engaged, and the new Student Success building is set to open in January. As you will see in the specific comments below, there is a lot going on, and a lot to be excited about. We are moving forward and remain on a positive path.

And it is our community that will get us where we want to be. We are now and always will be joined together in making this institution thrive; we make a vibrant campus together every day.

As we move through the academic year, these are the main areas that I will be focused on as President.

- 1) Implementing the strategic plan and equity assessment action plan
- 2) Increasing enrollment and retention
- 3) Improving partnerships with school systems and community colleges
- 4) Improving technological infrastructure and systems
- 5) Improving degree pathways and student support
- 6) Exploring new revenue sources and grant opportunities
- 7) Expanding our vibrant campus culture and community

I would like to emphasize this last point. Over and over and over, I hear comments from students about how important the WOU community is to their success. And when they talk about it, they talk about being physically here on campus and interacting with peers and faculty and staff. Whatever the college experience is, it simply can't be replicated on zoom. And the strength of Western has always been, it seems to me, the way that the campus functions to support students and build community. I will continue to focus on restoring our campus to the physically present, active, and engaged community it was before the pandemic. And we will continue to



look for ways to better serve a diverse student body that is 50% first-generation. For me, that means being present for them in every way we can be.

Areas of Focus:

1) Strategic Planning:

The units/divisions of the university have each developed a strategic plan that articulates how they will be meeting the goals set forth in the University Strategic Plan: [Education. Innovation. Community.](#) We are now actively fine-tuning (defining and refining) those plans and connecting their goals with the overall university goals. We are also crafting a correlation matrix that will be represented in a spreadsheet so that constituents can easily see the connections across plans. Additionally, every sub-unit on campus will also be completing a strategic plan that articulates how they will contribute to the goals of the area they report to.

I'd like to note that this is the first time our campus has gone through a process like this, one that focuses the entire community on Western's core values and institutional goals. It will take some time to dial it in, to make sure that we are following similar processes, using common language, and reporting progress through common mechanisms.

In February, I will present a comprehensive update on the strategic plan to the BOT.

You can follow updates to our planning process and resources on the [Strategic Planning Website.](#)

2) Enrollment & Budget:

Last year we saw an increase in enrollment for the first time in twelve years; we were up about 5% in headcount and 3% in FTE. This was an important moment for our community, and it happened because of hard work recruiting and a



focus on telling the story of Western better while simultaneously working on student success and retention. I had every reason to believe that the enrollment would increase again or remain flat as we started our move towards sustained growth and improved retention. Unfortunately, our enrollment is down around 2% FTE this year. This is disappointing news for us, and it will have an impact on our fiscal planning and sustainability map.

There are several factors that have contributed to this decline. Some are familiar, but some are new.

- 1) The FAFSA debacle. The late rollout of the new federal financial aid form coupled with the errors submitting and processing those forms, meant that students did not receive financial aid decisions or packaging in a timely manner. This disproportionately affected low income and students of color. At one point this year FAFSA applications were down 40% nationally. Many students chose to go ahead and secure unemployment and wait to attend college. The worry is that they may never choose to enroll in a university.
- 2) A good economy with low unemployment: Jobs are readily available, and unemployment has continued to be historically low. People can acquire jobs right out of high school, and fewer people are under pressure to shift careers, a move that often demands a return to college.
- 3) Low graduation rates in Oregon: The average graduation rate in Oregon is around 81%, and of those graduates, fewer and fewer are choosing post-secondary education. Only about 56% of graduates choose to enter college, and that has fallen by 10% over the last decade.
- 4) Enrollment Cliff; fewer college-age students are in the flow: Because fewer families chose to have children in the early 2000s, especially during the housing bubble crash, we have anticipated a sharp decline in new college-age citizens starting in 2024-2026 window. Schools are increasingly competitive for students, and many are lowering their admissions standards.



- 5) Budget Issues in K-12: School districts have fewer funds to support the continuing education of their employees through graduate education, thus we see an impact on graduate student numbers.
- 6) Rapid expansion of large institutions: UO, and particularly OSU, have increased enrollments over the last decade. OSU alone is up 16% in the last decade. They have also expanded their locations and facilities with the addition of what is quickly becoming a fifth regional in Bend (OSU Cascades) and a satellite campus in Portland (UO Portland). OSU plans to expand online students to 30,000 and double the capacity at OSU Cascades. Additionally, they have recruited heavier in the WOUE states.

I have also made some changes related to admissions and recruiting. First, our previous Director of Admissions is no longer employed at WOU. We are engaged in a national search, and the applicant pool is looking good. Second, I have relocated Admissions under Paige Jackson who is now our Assistant Provost for Enrollment Management & Student Success. This reorganization helps us better connect the offices of advising and admissions. Additionally, we continue work to improve our orientation programming as well as our summer bridge program, Destination Western.

As some of you have heard, we also launched a direct admissions program with Central School District. Students graduating with a 3.0 GPA or higher will be automatically accepted into WOU, and they will receive materials that help them easily navigate into the university if they choose to attend. We hope to launch this with other area school districts as well.

3) New Student & Family Programs (NSFP):

NSFP coordinates many orientation activities for new students as well as partnerships with families of new and returning students. A few highlights since the summer include:



Connect Days

Connect Days are our summer orientation events. They are designed for students to get campus business done, connect with peers, and start to feel at home on campus. It is also the primary event where parents and family members receive orientation. Three Connect Days were offered this summer,

Destination Western

Given budget limitations, the program was reduced from two weeks to ten days. 148 students completed the program this year. 68% of the participants identified as First Generation and 39% of the participants identified as Hispanic. The New Student and Family Programs team is evaluating the effectiveness of the program on success and retention.

PACK Welcome Week

This year's PACK Welcome Week featured over 20 all-student and highlighted events, with more than 1,900 attendees participating in 120 educational sessions. Educational session attendance increased by 6.3% from Fall 2023.

Western Oregon Family Portal

NSFP is excited to announce the launch of a Family Portal that will send newsletters out to families with campus updates, relevant articles for parents, and be a way for them to connect with each other in the comments. 1403 family members were invited to join, and our current engagement is already high. Current data shows:

- 942 Active Users- visited the site or engaged with the email
- 287 visited the new Portal
- 135 opted in to receive text messages
- Email open rate of 59%
- Multiple communities Family members can join:
 - First Year Families- 140
 - First Gen families- 68
 - Out of State- 48
 - Transfer Student- 48



- Alumni- 23

Family Weekend

NSFP is bringing back this tradition on the weekend of February 28-March 2; registration will open in December; cost will be between \$79-99 per person and will include three meals, admission to both men's and women's basketball games, and the Winter Play, as well as a myriad of other fun activities.

4) Student Health and Counseling Center (SHCC):

The Student Health and Counseling Center continues to be a highly utilized resource on campus. While the university's overall enrollment has declined slightly, the SHCC continues to experience an increase in use every year. After reviewing 4th-week data to compare Fall 23 to Fall 24, counseling had an increase of 93 additional students compared to this time last year.

5) 2025 Legislative Agenda:

OCOP's proposed 2025 legislative agenda has been approved by all institutions and focuses on several funding and policy priorities:

- **Public University Support Fund (PUSF):** An additional \$275 million above the current service level to support public university operations.
- **Oregon Opportunity Grant (OOG):** A \$150 million increase to expand financial aid for students.
- **Strong Start 2.0:** Targeted \$7–\$10 million investment to enhance student success and retention.
- **Student Basic Needs Package:** \$22 million to address essential needs, including housing and food security.

6) Marketing & Communications:

Western's social media accounts saw upticks in engagement and content interaction in October. Compared to September, Instagram engagement



increased 42% and Facebook's content engagement increased 200%. LinkedIn post reactions increased 97% and TikTok content interaction (likes, comments, views, shares) increased 13%.

Additionally, the quality and quantity of press releases has seen a sharp increase in the last year. The awareness of what is happening at Western is rising, both locally and nationally.

7) Title III Strengthening Institutions Program (SIP) Grant \$1.6 Million:

Western Oregon University Retention Improvement Project continues to support and enhance our commitment towards retention of first-time students and reduce equity gaps. We are planning to realize this goal through five major activities: (1) Enhance Assessment and Continuous Improvement of Student Experience; (2) Leverage and coordinate first-year seminars and other elements of first-year experience to improve the student experience of belonging and finding purpose; (3) Increase faculty development programming and instructional design support to increase student engagement in priority courses; (4) Improve advising and clarity of degree paths for improved student success; and (5) Career and Life Design integration into curricula. All five of these activities are in year one implementation and the initial report for our next funding allocation has been submitted.

8) Center for Teaching and Learning:

The Center for Teaching and Learning (CTL) underwent a transformative year. The department name changed from Academic Innovation to CTL to signal a shift in focus from coordination of Online Learning programs to support for faculty development and pedagogical innovation.

CTL has successfully completed our search for a new director. We welcome Dr. Daniel Rockwell to Western. Dr. Daniel Rockwell is an innovative education leader with over 12 years of experience transforming learning for students in both online and in-person settings. CTL has developed and will launch a required Foundation of Online Teaching course for all faculty wishing to teach online by the fall 2025. The focus is to enhance our online teaching quality.



9) WOU Salem:

Our Salem location will be transitioning to become Western Oregon University Graduate Education Center with a focus on graduate programming under the leadership of the Interim Dean of Graduate Studies and Research, Breeann Flesch, who is “excited to be part of this new direction of our Salem site and all of the ways it will continue to serve our community!” With this new focus the graduate office will move to Salem to increase our visibility as well as access to a greater graduate workforce.

10) WOU Foundation, Comprehensive Campaign, & Fundraising:

The WOU Foundation board welcomed five new members: Brenda Rocio Martinez (ASWOU/student representative), Judy Vanderburg '91, '99 (retired; Smith Fine Arts Series representative), Jordan Carpenter (Oregon State Credit Union, Monmouth branch manager), and Miranda Garrison '09 (Rookies & Arenas Sports bars; owner), and Yirla Rubi Gonzalez Nolan (Oregon Conferences for Women, Founder). Cori Frauendiener '67 was recognized as an emeritus trustee, after serving on the WOU Foundation board for the last 18 years.

The Campaign for Western Oregon University pillars are Scholarships, Wolves Athletics and Student Success. The goal and timeline are \$20 million by June 30, 2028.



\$20M Campaign for Western Oregon University



Scholarships – \$10M Goal

- Endowed Scholarships
- Annual Scholarships



Wolves Athletics – \$5M Goal

- Endowed Scholarships for Student-Athletes
- Athletics Facilities – Phase 1: Turf Field
- Wolves Club
- General Athletics Support



Student Success – \$5M Goal

- Student Success Center – \$1M matching funds
- Removing Barriers to Student Success
- Student Enrichment
- Faculty Support & Dean's Funds
- Unrestricted Endowment
- General University Support – all other funds

The 2023-2024 fiscal year ended with nearly \$5.2 million raised, compared to almost \$2.9 million the prior year.

As of October 31, we have raised \$1,594,448 for the 2024-2025 fiscal year! This brings the current Campaign total to \$16,556,641 which is nearly 83% towards our goal of \$20 million! We will be having a public launch of the campaign on December 14 during a joint President's Club and Campaign Launch dinner.

Events since last report:

- June 1 – Wolves Athletic Auction
- June 8 – Smith Fine Arts Series featuring Makaha Sons
- June 14 – Forever Wolves Grad Party
- July 4 – Monmouth Independence 4th of July Parade
- August 11 - Reginal Alumni Event – Syndicate Wine in Beaverton @ 3:00pm
- August 17 – Fiesta Mexicana Parade in Woodburn
- September 12 – TRU Round-up alumni social in Pendleton
- September 27 – Parallel 45 Beer launch



- September 28 – Football Hall of Fame
- September - Track & Field / Cross Country Reunion
- October 11 – Smith Fine Arts Series featuring Lucia Micarelli & Leo Amuedo
- October – 25 & 26 – Homecoming Weekend
 - October 25
 - Wolves on the Green Golf Tournament
 - Alumni Awards and Hall of Fame Induction Dinner
 - October 26
 - Alumni Saturday Market
 - Tailgate/Football Game
 - Student leadership Reunion (ASWOU, Peer Mentors, SAB, Resident Hall Assistants, student organizations etc)
 - Earth Science Reunion
 - Library Student workers and staff reunion
 - Football Alumni Game
 - Volleyball Alumni Game
- October 29 - Seattle Regional event

Upcoming events:

- December 6 – Foundation Holiday Open House & Tree Lighting
- December 7 – Smith Fine Arts Series featuring Grupo Bella
- December 14 – President’s Club Dinner and Campaign Launch
- January 18 – Smith Fine Arts Series featuring Emily Branch (dance)
- Jan/Feb – Men’s/Women’s Basketball Alumni Games
- March 7 – Alumni Regional Event - Eugene
- March 15 – Smith Fine Arts Series featuring Marty Isenberg’s Wes Anderson Playlist
- March 22, 2025 – Softball Alumni Game
- April 2025 – Alumni Regional Event - Bend
- April 11-12, 2025 – Track & Field/Cross Country John Knight Alumni Meet
- April 12 – Smith Fine Arts Series featuring BEO String Quartet



- May 17, 2025 – WOU Block Party & Wolves Football Spring Game (date subject to change)
- May 31 – Wolves Athletics Auction
- June 7 – Smith Fine Arts Series featuring The Revelers
- June 13, 2025 – Forever Wolves Grad Party
- June 14, 2025 – WOU Commencement

11) Human Resources:

General Updates: The Human Resources department has recently experienced a few personnel changes. Our Associate Director, Jamie Smith, and Payroll Manager, Emily Daberkow, both resigned effective October 31, 2024. We wish them well in their future endeavors and appreciate their contributions to the university. Crystal Ayres, who joined WOU in March 2024, has now assumed the role of Director of Payroll Services as of October 24. Crystal brings a wealth of experience in payroll management and compliance reporting and is well-prepared to oversee payroll operations, ensuring a seamless transition and continuity. Her appointment reinforces our commitment to maintaining robust, compliant payroll practices for the university community.

Classified Employees (Sept 2023 v. Sept 2024)

- **Retention Rate = 94.38%**
- **Turnover Rate = 5.63%**

Unclassified Employees (Sept 2023 v. Sept 2024)

- **Retention Rate = 96.39%**
- **Turnover Rate = 3.61%**

Recruiting:

A new recruitment process framework has been developed, with a target for full implementation in January– February 2025. The overarching objective of this new recruitment process framework is to establish a more inclusive, transparent, and standardized approach to hiring. This initiative seeks to address critical gaps in the current recruitment process by fostering a structured and well-defined pathway that supports hiring managers, search committees, and



HR across all stages of recruitment. Key areas of focus include promoting equitable hiring practices, enhancing efficiency, and ensuring compliance with legal and institutional guidelines, especially those related to diversity, equity and inclusion (DEI).

Title IX:

The Title IX team has made significant progress over the past year. We completed and launched a new Title IX policy in alignment with the 2024 federal regulations. In collaboration with various departments—including Athletics, Campus Public Safety, Housing, Custodial, and Dining—specialized, in-person Title IX training sessions were provided for their employees. Additionally, the Title IX Coordinator chaired the search committee for the Executive Assistant to DEI and completed a four-week Search Advocate training to support our commitment to equitable hiring practices.

12) Athletics:

GNAC Academic All-Conference Fall 2024-(3.2 GPA or higher)

- Men's Cross Country-11
- Women's Cross Country-9
- Men's Soccer-7
- Women's Soccer-14
- Volleyball-7
- Football- 27 (LSC academic awards are released post season)

Athletic Achievements (as of 11/07/24)

Football- 2nd place in LSC play; ranked 8th in the NCAA Super Region 4

Men's Soccer- GNAC Champions; ranked 14th nationally in NCAA DII

Women's Soccer- 4th place heading into the GNAC tournament

Volleyball- 13-9 overall record with two weeks remaining (highest win total since 2012)

Cross Country- Participating in NCAA West Regional Championship



437 Student Athletes (162 women, 275 men)

- Women's Basketball-12
- Women's Cross Country/Track & Field-40
- Women's Soccer-34
- Softball-21
- Volleyball-19
- Cheer-36
- Baseball-42
- Men's Basketball-15
- Men's Cross Country/Track & Field-51
- Football-128
- Men's Soccer-39

Community Strength

In September, our first-year football student athletes joined forces with Independence city leaders and community members to plant over 800 trees and shrubs at Sunset Meadows Park. It was a great opportunity for our new students to interact with locals and engage within their new community.

In addition to our 100+ yearly home Athletic events, this fall we brought alums, sponsors and guests to our community for the Football Hall of Fame Game, Wolves on the Green Golf tournament, Homecoming, and the Wolves Hall of Fame induction ceremony.

13) University Computing Solutions:

UCS is moving forward on a three-year plan for Banner optimization utilizing sustainability funding. Our proposal has been approved by HECC for the second tranche that will allow us to optimize Banner for HR, Registration, Finance, and all areas touching Banner. We have secured contracted implementation support, including engaging shared services with OSU to provide project management expertise at a reduced cost.



14) General Counsel:

There have been several changes to the contracting process with an eye towards increasing efficiency without sacrificing accuracy. In that vein, we have 1) created templates that departments can use for their specific work, 2) updated our personal services contracts with standard terms and conditions that provide more protection to the university (ex. favorable indemnification language, new insurance requirements) and 3) educated departments that they can come to legal if they have particular items they would like to change.

We have created new insurance products for small dollar contracts to ensure that we are still able to work with small businesses.

We are updating, and have updated, several crucial university policies (Procurement, Discrimination/Harassment, Time/Place/Manner). We will conduct training and build appropriate internal procedures to ensure that everyone understands what they can and cannot sign on behalf of the university.

15) HSI Status:

According to the office of Institutional Research, as of Fall 2023, 24% of all Western Oregon University students identify as Hispanic/Latine, and 25.3% of full-time equivalent undergraduate students identify as Hispanic/Latine. To become a Hispanic Serving Institution 25% of Western's undergraduate students must identify as Hispanic/Latino/a/e, and we must maintain that minimum percentage.

The current enrollment report shows WOU retaining or exceeding these numbers for Fall 2024.



The HSI Summit Working Group has begun meeting. The next HSI Summit Week is set for April 14 – April 18, 2025. [Doctora Gina Ann Garcia](#) will be the keynote presenter for the Summit on April 18.

In addition to our internal HSI Advisory Committee continuing to move forward our intentional HSI efforts, the Assistant Director of HSI Initiatives is forming a group of community members to help engage in broadening the scope and perspective of this work. Each of these groups will have a clear charge and context for moving Western's efforts forward.

The Assistant Director of HSI Initiatives is leading the effort to bring back the full-scale Cesar E. Chavez Leadership Conference. This conference will take place May 2, 2025. [Alejandra Campoverdi](#) is tentatively scheduled to be our keynote.

In September the Assistant Director of HSI Initiatives developed HSI specific loteria, and engaged students during Pack Welcome Week. Additionally, the office of Diversity, Equity, and Inclusion (DEI) partnered with Marketing and Communication for a social media campaign for National HSI Week. In October, the Assistant Director of HSI Initiatives with Capaces to host a student advocacy training for students. The office of DEI hosted HSI Loteria in the Grove in celebration of Hispanic Heritage Month.

16) Equity Assessment:

Western Oregon University continues to engage with Jordan Shelby West, PhD in our university-wide equity assessment. Dr. West completed development of Howl for Change, the university climate survey, which was launched on October 14 and closed at the end of the day November 1. The survey was for all current students and employees. Dr. West will be coming to campus at the end of January to present findings to the campus.



Howl For Change | Response Rates

	Total Headcount*	Final (Total <i>n</i>)	Final (Response Rate %)
Classified Staff	157	70	44.60%
Unclassified Staff	275	167	60.73%
Non-Tenure Track Faculty	85	34	40%
Tenure Track Faculty	133	72	54.14%
Undergraduate Students	3140	435	13.85%
Graduate Students	500	53	10.60%
Total Respondents	4565	831	18.20%

*Total Headcount numbers were provided by IR or HR prior to October 10, 2024



WOU CPC Projects Updates

Finished Projects

- WOU Occupational Therapy Doctorate Program, Salem Oregon
- WOU Athletics Men's soccer and Women's Volleyball Locker rooms
- WOU Updated Master Plan

Ongoing Projects

- Student Success Center
- Steam line repairs
- Welcome Center build-out

Future Projects

- Data Center (4th) WOU #2
- Performing Arts Renewal (7th) WOU #1
- Hamersly Update
- Roofs-Administration, Campbell, Facilities Services, Jensen, and Watson



Capital Improvement and Renewal

Table 1: E&G GSF

Institution	2022 Adjusted E&G GSF	2024 Adjusted E&G GSF	Variance, 2024 to 2022	
EOU	664,765	620,465	-44,300	(7%)
OIT	612,146	530,445	-81,701	(13%)
OSU	5,982,971	5,520,012	-462,960	(8%)
PSU	2,257,171	2,332,148	74,977	3%
SOU	741,723	739,367	-2,356	0%
UO	4,177,419	4,152,730	-24,689	(1%)
WOU	737,395	779,469	42,074	6%
Totals	15,173,592	14,674,636	-498,955	(3%)

Table 4: Total CIR Allocation

Institution	2022 Allocation	2024 Allocation	Variance, 2024 to 2022	
EOU	3,275,031	3,977,186	702,155	21%
OIT	3,173,825	3,627,224	453,399	14%
OSU	31,253,212	37,389,401	6,136,189	20%
PSU	12,443,724	16,577,954	4,134,230	33%
SOU	3,811,437	4,905,958	1,094,521	29%
UO	22,261,277	28,368,517	6,107,240	27%
WOU	3,781,494	5,153,760	1,372,266	36%
Totals	\$80,000,000	\$100,000,000	\$20,000,000	25%

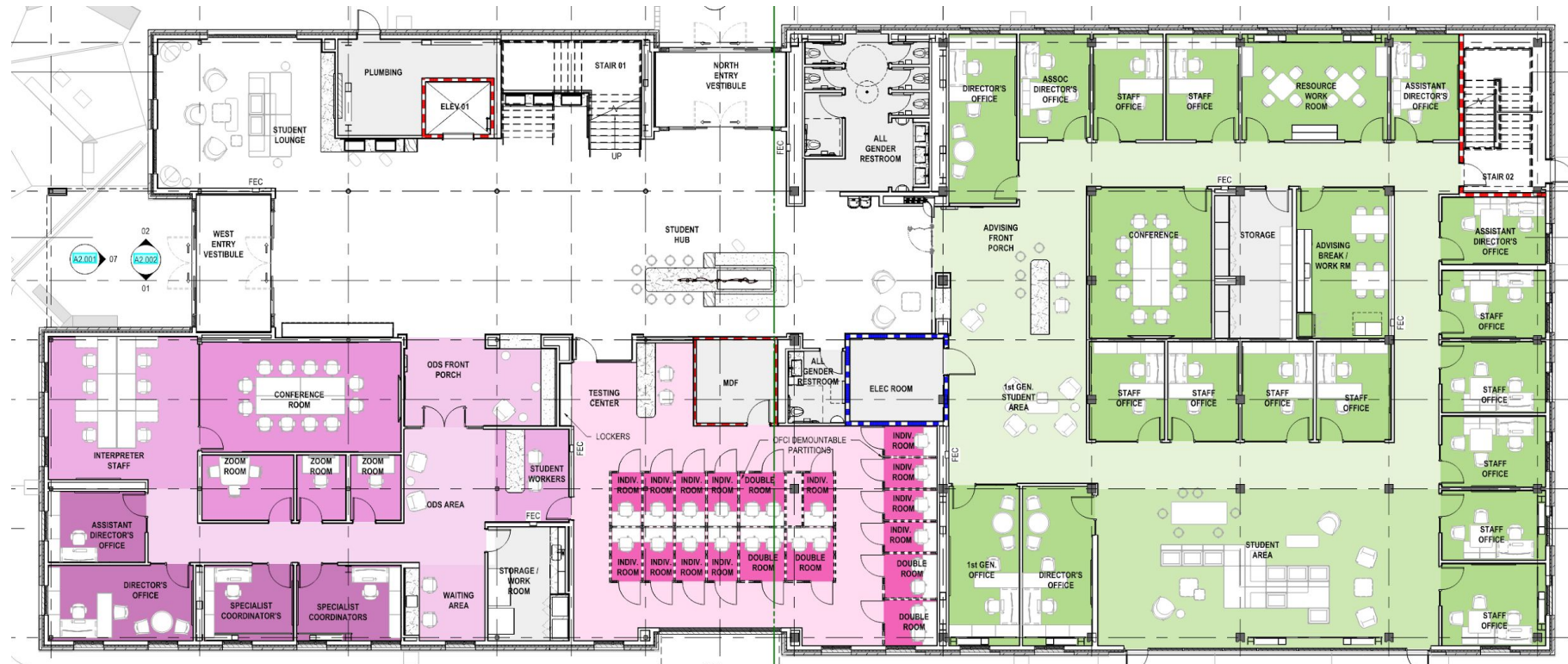


Facility Condition Index

2024						
	Building Count	Gross Square Feet	E&G Gross Square Feet	Current Replacement Value	Deferred Maintenance	FCI
EOU	24	971,547	730,965	507,273,354	106,685,145	21%
OIT	40	943,752	822,963	607,018,497	66,128,995	11%
OSU	488	6,974,415	6,719,729	7,075,954,703	353,279,217	5%
PSU	40	4,231,645	2,525,393	2,779,841,758	264,485,355	10%
SOU	40	1,174,374	953,390	615,637,654	137,580,000	22%
UO	168	5,181,666	4,759,926	4,201,956,800	561,425,247	13%
WOU	41	954,849	864,669	496,984,827	104,427,886	21%
Total	841	20,432,248	17,377,035	\$16,284,667,593	\$1,594,011,844	9.8%
2022						
EOU	22	904,597	664,765	410,727,795	106,845,145	26%
OIT	29	891,905	771,116	590,758,955	112,323,443	19%
OSU	476	6,817,968	6,780,873	4,057,181,733	353,836,393	9%
PSU	44	4,238,379	2,527,824	2,270,802,650	82,761,085	4%
SOU	40	1,174,374	953,390	700,721,180	137,000,000	20%
UO	168	5,092,788	4,669,819	3,896,156,549	451,111,360	12%
WOU	39	905,590	815,410	458,079,757	54,937,357	12%
Total	818	20,025,601	17,183,197	\$12,384,428,619	\$1,298,814,783	10.5%
Note: The Facility Condition Index (FCI) is the amount of deferred maintenance divided by the current replacement value.						

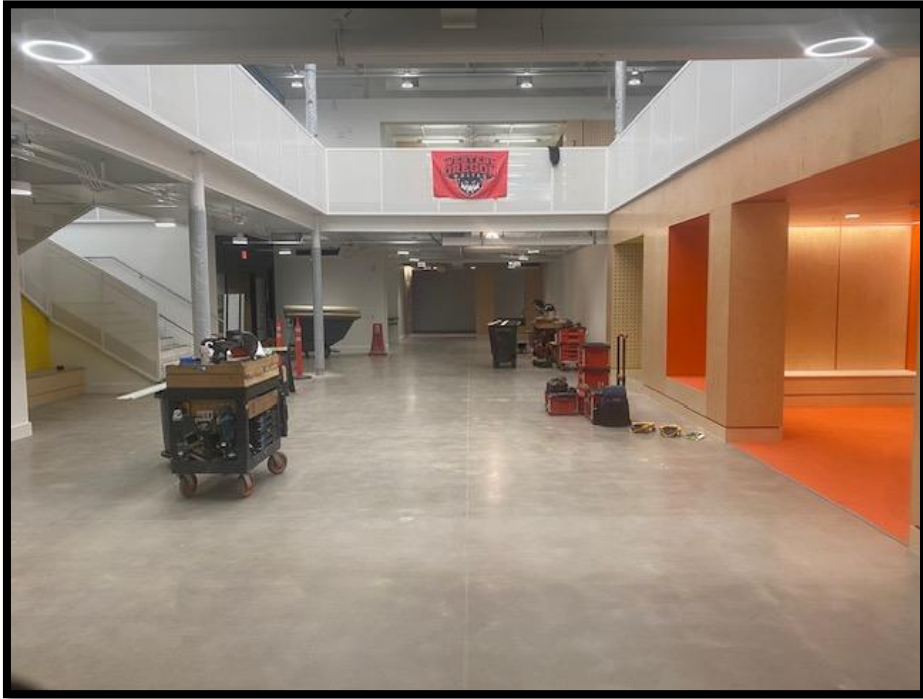


SSC 1st Floor





SSC 1st Floor



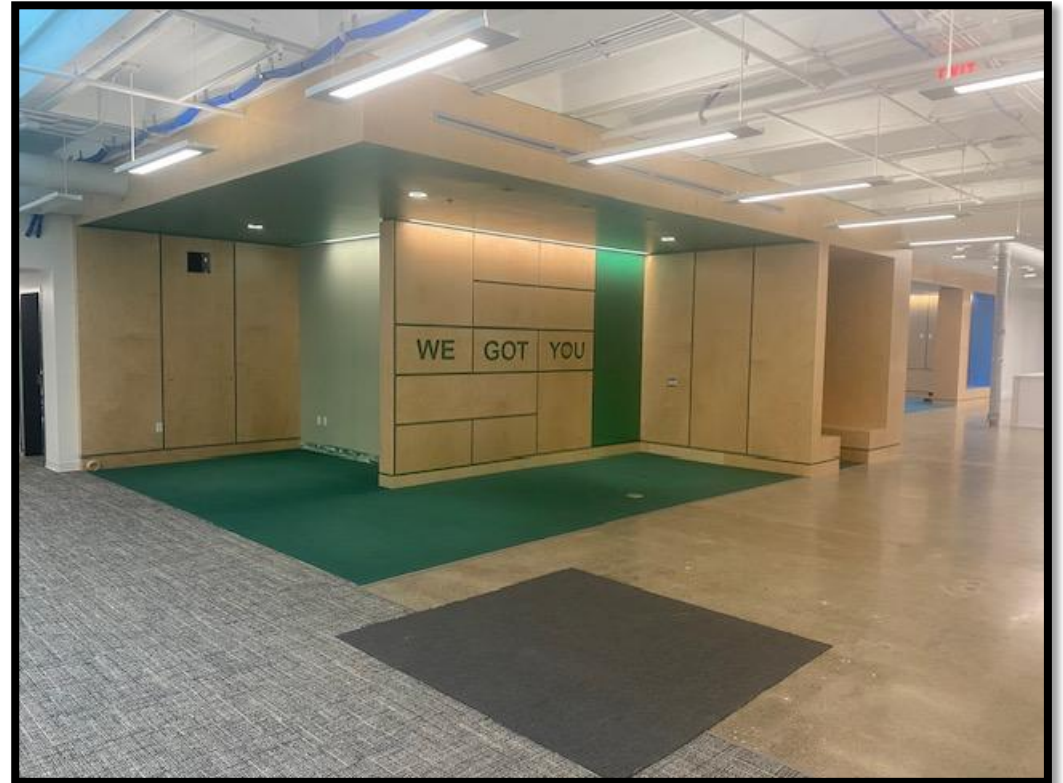


SSC 2nd Floor





SSC 2nd Floor





SSC Exterior Plan

Buildings Design allows every floor to be accessible from exterior and utilized storefront doors to eliminate the need to acuate doors.





SSC 1% for Art

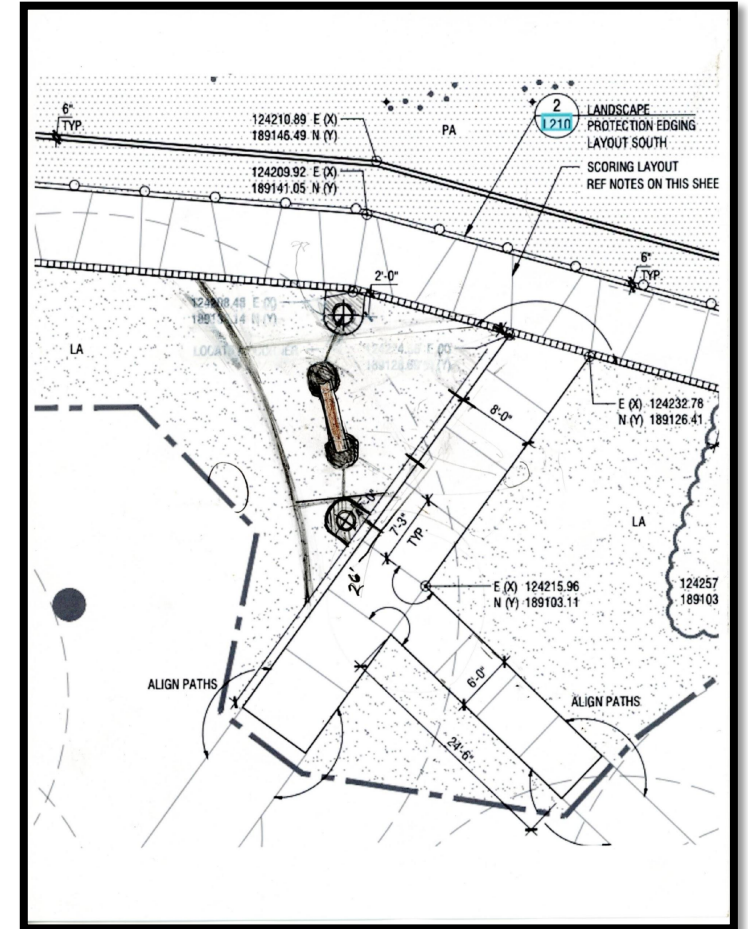
Student Success Center project consists of two large, life-size bronze Wolves, the WOU mascot, two granite boulders and a bronze bridge plank; one wolf is standing atop the taller granite boulder and the other wolf is striding up the inclined bronze plank bridging the space between the boulders, toward the slightly higher wolf.

Each wolf is balancing stones on its back with a supporting stick. The Wolves showcase the identity of the University and encompass many qualities that educators nurture in all students. Wolves are highly intelligent, inquisitive, caring and they succeed by cooperating with others. They display perseverance, form friendships and maintain lifelong bonds.





SSC 1% for Art Location





Steam line Project

Steamline Project	Bond \$16,500,000	\$16,429,720	\$12,373,560.83	
	Owner Contingency	\$330,000	-\$54,000	V.E. to add \$100,000
	Contractor Contingency	\$765,400	\$429,175	
Schedule				
	Monmouth St. Open	10/31/2024	Done	
	Road Paving Church to Gentle	6/20/2025	On Schedule	
	Summer 2025 Steam Work	6/13/2025	On Schedule	





Future Projects

Data Center



Proposed location of new Server building

In contrast to the well-designed computing centers found in various Oregon universities, Western Oregon University's (WOU) data center has evolved incrementally in an ad hoc manner. This facility, situated within a 60-year-old masonry building initially serving as an elementary school, now accommodates crucial IT equipment supporting significant prospective programs.

Project Summary

Project title: WOU University Data Center

Location: 388 Knox Street N., Monmouth, OR 97361

Total project cost: \$13,797,740

State funding request: \$13,107,853

Committed external funds: Institutional match of: \$689,887. All funds are on hand.

Total gross square feet: Data Center – 6,450 sf, Classrooms, UCS Offices, and EOC with studio – 6,548 sf and Parking and loading – 3,974 sf

Combined – 16,972 sf

Total project area on Campus - 22,271 sf

Project start and completion dates: Spring 2026 – Summer 2027

Deferred Maintenance Reduction: \$5,343,830



Tilt-up construction with steel frame front offices will reduce cost



Server towers with racks



Future Projects

Performing Arts Renewal

Project Summary

Project title: Performing Arts Renewal

Location: 344 Knox Street N., Monmouth, OR 97361

Total project cost: \$24,131,250

State funding request: \$23,407,312

Committed external funds: Institutional match of: \$723,938. All fund are on hand.

Total gross square feet: Rice Auditorium – 27,667 sf and Smith Music Hall – 14,315 sf
Combined – 41,982sf

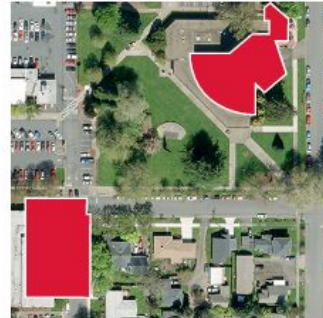
Total project area on Campus - 24,350

Project start and completion dates: Spring 2025 – Summer 2027

Deferred Maintenance Reduction: \$7,547,411



Current Rice Auditorium and Smith Music Hall



Proposed location of Performing Arts

Project Executive Summary Statement

The Performing Arts Renewal project involves two adjacent buildings. Rice Auditorium built in 1976 and SmithHall built in 1958 are used together to support academic programs in Performing Arts Program.



Rice Auditorium



Smith Music Hall



Questions

Facilities Services Purpose

Facilities Services is a service-oriented organization charged with the responsibility of maintenance and operation of the building and grounds allocated to Western Oregon University, which includes 157 acres and more than 60 buildings and facilities comprising over 1.3 million square feet of structures. In addition to the Monmouth campus, this department provides services for WOU: Salem.

We follow established campus standards, industry best practices, and all applicable code while striving for efficiency, sustainability, fiscal responsibility, and professional service.

Communication and collaboration are at the heart of who we are and what we do. We are here to provide safe, clean, comfortable environment for students, faculty, and staff to live, learn, and work.

Facilities Services

Areas:

Trades (Electrical, HVAC, Plumbing, Carpentry, Mechanical)

Purchasing/Property/Contracts/Office Staff

Custodial Services

Key Shop

Mailroom

Copy Center

Grounds

Environmental and Occupational Health and Safety

Giant Sequoia



Upcoming Projects

ADA sidewalk work

Rice-Fire Panel upgrade

NPE-Lights for Gym and Rubber Room

Hazmat Shed

Facilities-tree removal/lot drain

Boiler Room drain

Cottage



Campus Public Safety

Providing a safe and secure environment in which students, faculty, staff and visitors, can learn, work, and live.

Our office is open, and officers are on duty 24/7, 365.

Officers receive 12 weeks initial training along with annual in-service training on Use of Force, Crisis Intervention, DEI, Gender Equity, Trauma Interviewing, just to name a few.

We provide:

- Safety escorts from dusk till dawn
- Vehicle assists: Unlocks, Flat tires, Jump starts, Loaner gas can.
- Building unlocks or Room Access

Annual Security and Fire Safety Report



Campus Public Safety

Campus Public Safety is responsible for security for all events on campus. This includes

- Commencement
- Move-In Day
- Holiday Tree Lighting
- Sporting Events
- Conferences and workshops.

Parking

Parking is an auxiliary service managed by CPS

Responsible for enforcement, setting of costs associated with permits and violations.

Also responsible for parking lot management, ie, paving, striping, lighting, and grounds.

New this year: Permit Stations

Upcoming: EV Chargers

Emergency Management

EPT-meets monthly

Conducts TTX, Drill, or Exercise quarterly

Maintains campus emergency supplies and maintains AED's in buildings

CERT

CPR

Active Shooter Training (ALICE)

Fire Extinguisher Training

WOU Alert





Western Oregon
UNIVERSITY

Questions

Western Oregon Board of Trustees Meeting November 20, 2024

FY25 Proposed Adjusted Budget

Education & General (E&G) Fund Component:

The FY25 Education & General Fund totals \$73.148M in revenues and \$76.649M in recurring expenses and transfers, resulting in a recurring deficit of \$3.501M. As outlined in the five-year NWCCU Fiscal Sustainability Plan, our goal was to reduce the recurring E&G budget deficit to \$3.5M in FY25. Combined with one-time activities of \$1.107M, this results in a budget deficit of \$4.608M. Beginning FY25 Fund Balance totals \$13.754M; this deficit level would reduce the fund balance to \$9.146M, or 12.50% of revenues by the end of FY25. See the FY25 Education & General Fund Summary worksheet for a comparison of the FY25 Proposed Adjusted Budget to the FY25 Preliminary Budget, as well as FY24 Actuals.

Revenue Assumptions:

Total Revenues for the FY25 Adjusted Budget are \$73.148M, up \$949K from the FY25 Preliminary Budget. The changes in assumptions resulting in the increased revenue are detailed below.

- Tuition & Fees – FY25 Preliminary Budget Tuition assumed 2% UG and GR enrollment declines from Fall 2023, with an additional 20 Occupational Therapy (OTD) students. Actual fall enrollments are approximately a 3.0% decrease for UG and a 2.7% increase for GR, which is inclusive of 17 OTD students. These enrollment changes combined with reducing the fee remissions budget by \$500K (in collaboration with Financial Aid), results in Net Tuition & Fees totaling \$32.686M, a \$112K increase from the Preliminary Budget.
- Government Resources & Allocations total \$34.961M compared to the Preliminary Budget of \$34.830M. The \$131K difference resulting from the true-up for the latest three-year rolling data.
- Other Revenues total \$5.5M, an increase of \$706K. \$406K of the increase was in Gift Grants and Contracts related to grant indirects in collaboration with the Dean of Graduate Studies and Sponsored Research, bringing the budget total to \$2.6M. The remaining \$300K relates to Interest Earnings/Investment, bringing the budget total to \$2.3M.

Expense & Transfer Assumptions:

Total Expenses & Transfers for the FY25 Adjusted Budget are budgeted at \$76.649M.

Personnel budget totals \$60.459M, \$361K more than the FY25 Preliminary Budget. This includes:

- T/TT faculty salaries have been updated according to the Collective Bargaining Agreement (4.09% on average raise for T/TT), \$390K
- Increasing the budgeted rate used for NTT salary pools by 4.09%, \$310K
- Incorporates \$830K of centralized faculty salary savings and associated \$296K of OPE
- Incorporates an increase of 4.09% for unclassified staff to be held centrally for the unclassified salary study/raises, \$785K. Offset by removing \$285K of funds centrally held for salary equity study.
- Maintains \$1M of centralized staff salary savings and associated \$357K of OPE
- \$770K of reductions in Academic Affairs that were made to offset increases incorporated in the FY25 Preliminary Budget
- Increase of health rate component of OPE to \$19,200 per eligible FTE from \$17,004, \$1.05M

Services & Supplies net of Internal Sales budget totals \$10.592M, \$158K more than the FY25 Preliminary Budget.

- \$35K to continue existing library subscriptions
- \$40K in support of Destination Western
- A correlating \$130K increase in indirect grant spending was budgeted (in line with the grant indirects policy)
- PURMIT S&S budget was trued up to FY25 actual rates, an increase of \$92K
- Internal Sales were increased by \$200K for General Administrative Overhead based on FY24 Actuals.
- Parking's support of Public Safety of \$60K is now reflected as a transfer in instead of internal sales.

Total Net Transfers are budgeted at \$5.598M, an increase of \$20K from the Preliminary Budget.

- Athletics subsidy was increased by \$80K to cover the increase in Health OPE.
- Parking's support of Public Safety of \$60K is now reflected as a transfer in instead of internal sales.

Other Activity Assumptions:

Total Other Activities representing one-time resources and expenses are budgeted at \$1.107M, an increase of \$244K from the FY25 Preliminary Budget.

- \$33K of rollover has been added for OTD start-up S&S, bringing the total to \$158K
- \$211K has been added for a contract with EAB to cultivate Juniors

Auxiliary Component:

The auxiliary component is composed of Athletics, Housing, Dining, Parking, Conference Services, Bookstore, Student Health & Counseling Center (SHCC), Child Development Center (CDC), and other minor operations. See the Auxiliary Detail worksheet below for a budget summary by major auxiliary. The net budget for all Auxiliaries (excluding IFC) totals \$682K. Auxiliary budgets have been updated for the increase to Health OPE, and \$80K additional E&G subsidy to athletics to cover the Health OPE increase and other minor adjustments. Housing revenue has also been updated to reflect the ~80 fewer students living on campus. See the Auxiliary Detail worksheet included for a budget summary by auxiliary area.

Incidental Fee (IFC) Component:

Incidental Fee has a net deficit budget of \$117K, with intentions to utilize their reserve to cover the deficit. Health OPE rate increases have been offset by decreases to S&S budgets (as incidental fee allocations are determined by the Incidental Fee Committee).

Designated Operations & Service Departments Component:

Designated Operations & Service Department budgets are inclusive of primarily Council of Presidents and Telecommunications, as well as other small miscellaneous budgets. As such, the budgets have no significant changes from the FY25 Preliminary Budget.

FY25 Adjusted Budget across Component Funds:

As shown on the Component Funds Budget Summary worksheet included below, combined component budgets results in a total net budget deficit across these funds of \$4.301M.

COMMITTEE RECOMMENDATION:

The Finance and Administration Committee recommends that the Western Oregon Board of Trustees approve the FY25 Adjusted Budget as presented in the docket.

**Western Oregon University
 FY25 Proposed Adjusted Budget
 Component Funds Budget Summary**

	Education & General (E&G)	Auxiliary (excluding IFC)	Incidental Fee (IFC)	Designated Operations & Service Depts	Total	Total FY25 Prelim Budget
Revenues						
Enrollment Fees	32,686,226	2,161,241	3,753,557	48,134	38,649,158	38,537,372
Government Resources & Allocations	34,961,339	1,396,015	-	-	36,357,354	36,226,312
Gift Grants and Contracts	2,600,000	104,369	3,000	-	2,707,369	2,301,439
Investment	2,300,000	26,000	-	4,175	2,330,175	2,030,175
Sales & Services	500,000	12,035,251	195,450	126,630	12,857,331	13,479,066
Other Revenues	100,000	614,480	190,000	2,087,550	2,992,030	2,992,030
Total Revenues	73,147,565	16,337,356	4,142,007	2,266,489	95,893,417	95,566,394
Expenses						
Personnel	60,459,097	9,459,218	2,014,429	1,029,539	72,962,283	72,356,774
Services & Supplies	10,591,506	9,000,871	3,926,528	1,236,950	24,755,855	24,463,592
Total Expenses	71,050,603	18,460,089	5,940,957	2,266,489	97,718,138	96,820,365
Net Transfers	5,597,998	(1,440,338)	(1,681,690)	-	2,475,970	2,482,987
Total Expenses & Transfers	76,648,601	17,019,751	4,259,267	2,266,489	100,194,108	99,303,352
Net Recurring Budget	(3,501,036)	(682,394)	(117,260)	-	(4,300,690)	(3,736,958)
One Time Activities	1,107,346	-	-	-	1,107,346	863,275
Net Budget	(4,608,382)	(682,394)	(117,260)	-	(5,408,036)	(4,600,233)

**Western Oregon University
 FY25 Proposed Adjusted Budget
 Education & General Fund Summary**

	FY25 Proposed Adjusted Budget	FY25 Prelim Budget	Increase/ (Decrease)	FY24 Actuals	Increase/ (Decrease)	Note
Revenues						
Tuition & Fees (net of remissions)	32,686,226	32,574,440	111,786	32,665,815	20,411	
Government Resources & Allocations	34,961,339	34,830,297	131,042	34,769,732	191,607	
Other Revenues	5,500,000	4,794,070	705,930	5,995,804	(495,804)	
Total Revenues	73,147,565	72,198,807	948,758	73,431,351	(283,786)	
Expenses						
Personnel	60,459,097	60,098,526	360,571	56,435,687	4,023,410	
Services & Supplies	10,591,506	10,433,886	157,620	9,814,701	776,805	
Transfers	5,597,998	5,578,238	19,760	7,446,572	(1,848,574)	
Total Recurring Expenses & Transfers	76,648,601	76,110,649	537,952	73,696,960	2,951,641	
Net Recurring	(3,501,036)	(3,911,842)	410,806	(265,609)	(3,235,427)	NWCCU goal of -\$3.5M
Other Activities	1,107,346	863,275	244,071	-	1,107,346	
Net	(4,608,382)	(4,775,117)	166,735	(265,609)	(4,342,773)	
Beginning Fund Balance	13,753,975	10,172,273		14,019,584		
Projected Ending Fund Balance	9,145,593	5,397,156		13,753,975		NWCCU goal of \$4M
Fund Balance as a Percentage of Revenues	12.50%	7.48%		18.73%		

**Western Oregon University
 FY25 Proposed Adjusted Budget
 Auxiliary Detail**

	Athletics (excluding IFC)*	Bookstore	Dining	Parking	Student Health & Counseling	University Housing	Other Auxiliaries	Total
Revenues								
Enrollment Fees	-	-	-	-	1,879,186	(50,000)	332,055	2,161,241
Government Resources & Allocations	1,396,015	-	-	-	-	-	-	1,396,015
Gift Grants and Contracts	-	-	-	-	-	-	104,369	104,369
Investment	-	-	-	-	-	26,000	-	26,000
Sales & Services	31,000	750,000	4,163,188	435,455	-	6,271,000	384,608	12,035,251
Other Revenues	-	-	450,294	-	23,686	139,500	1,000	614,480
Total Revenues	<u>1,427,015</u>	<u>750,000</u>	<u>4,613,482</u>	<u>435,455</u>	<u>1,902,872</u>	<u>6,386,500</u>	<u>822,032</u>	<u>16,337,356</u>
Expenses								
Unclassified Salaries	1,748,709	68,604	209,724	65,862	326,698	584,860	208,541	3,212,998
Unclassified Pay	-	-	500	-	16,124	7,500	25,000	49,124
Classified Salaries	103,778	131,798	825,441	65,649	423,035	105,000	41,673	1,696,374
Classified Pay	-	10,000	26,250	5,000	23,877	12,700	-	77,827
Student	-	12,500	463,250	30,000	-	297,304	74,790	877,844
OPE	1,279,285	152,246	797,989	88,117	500,592	527,544	199,277	3,545,051
Total Personnel	<u>3,131,772</u>	<u>375,148</u>	<u>2,323,154</u>	<u>254,628</u>	<u>1,290,326</u>	<u>1,534,908</u>	<u>549,281</u>	<u>9,459,218</u>
Services & Supplies	1,730,270	651,012	2,025,218	160,771	613,484	3,685,705	134,411	9,000,871
Total Expenses	<u>4,862,042</u>	<u>1,026,160</u>	<u>4,348,372</u>	<u>415,399</u>	<u>1,903,810</u>	<u>5,220,613</u>	<u>683,692</u>	<u>18,460,089</u>
Net Transfers	<u>(3,435,027)</u>	<u>-</u>	<u>208,000</u>	<u>20,240</u>	<u>-</u>	<u>1,581,449</u>	<u>185,000</u>	<u>(1,440,338)</u>
Total Expenses & Transfers	<u>1,427,015</u>	<u>1,026,160</u>	<u>4,556,372</u>	<u>435,639</u>	<u>1,903,810</u>	<u>6,802,062</u>	<u>868,692</u>	<u>17,019,751</u>
Net Budget	(0)	(276,160)	57,110	(184)	(938)	(415,562)	(46,660)	(682,394)

*Athletics also receives \$925,048 of funding from incidental fee.



November 2024 Equity Assessment Update



Equity Assessment Action Plan

- Equity Assessment Team
 - Reviewed reports of findings and recommendations, aligned equity assessment themes with the university diversity action plan goals, and emerging strategic plan values
- Equity Assessment Action Plan
 - Accessibility, technology, recruitment and retention of students, recruitment and retention of employees
 - Short-, mid-, and long-term initiatives
 - Accountability leaders provide updates in alignment with BOT meetings



Examples of Completed Initiatives

- Established accessibility as the 2023-2024 cultural competence focus
- Established open contract for Spanish interpreting services
- Ensured all university event spaces are equipped for microphone usage and hybrid modality either through in room resources or through check-out from University Computing Solutions
- Added the Director of University Computing Solutions to Cabinet



Examples of Completed Initiatives Continued

- 123 Chromebook Plus items added to Library's Equipment Lending program
- Held three fireside chats to provide more opportunities for senior leadership to engage with students
- Joined the common application, started receiving applications for Fall 2025 on September 1
- Updated the university harassment and dissemination policy



2024 – 2025 Equity Assessment Action Plan

- Included in docket for review
- Removed completed initiatives
- Updated to align with university strategic plan goals
- Updated timelines and deliverables as needed
- Added initiatives
- Expect more updates following Phase IV



Equity Assessment Phase IV: Climate Survey

- Open to all current WOU students, staff, and faculty
- Open October 14 – November 1



Climate Survey Committee

- Patrick Aldrich
- Georgia Armitage
- Maureen Brakke
- Connor King-Goehring
- Tom Litterer
- Kathy Espino Perez
- Wendi Mars
- Maddux Gillet
- Dina Miller
- Chien-Chun Lin
- ASWOU students



Response Rates

WOU Response Rates			
	Total Headcount	Final (Total <i>n</i>)	Final (Response Rate %)
Classified Staff	157	70	44.60%
Unclassified Staff	275	167	60.73%
Non-Tenure Track Faculty	85	34	40%
Tenure Track Faculty	133	72	54.14%
Undergraduate Students	3140	435	13.85%
Graduate Students	500	53	10.60%
Total Respondents	4565	831	18.20%

Student numbers provided by the office of institutional research
Employee numbers provided by the office of human resources



Highlights from Quantitative Data

- The majority of undergraduate and graduate students indicated that they feel supported, found a community, and aware of resources at the institution
- Over 80% of faculty and staff indicated they feel supported in their department/unit and 60% of faculty and staff indicated they feel supported by the university
- The majority of respondents indicated that they have never thought about or not seriously considered leaving WOU
- Over 60% of respondents indicated that they found community at WOU
- The majority of respondents indicated that WOU is “somewhat” to “definitely” a collaborative environment



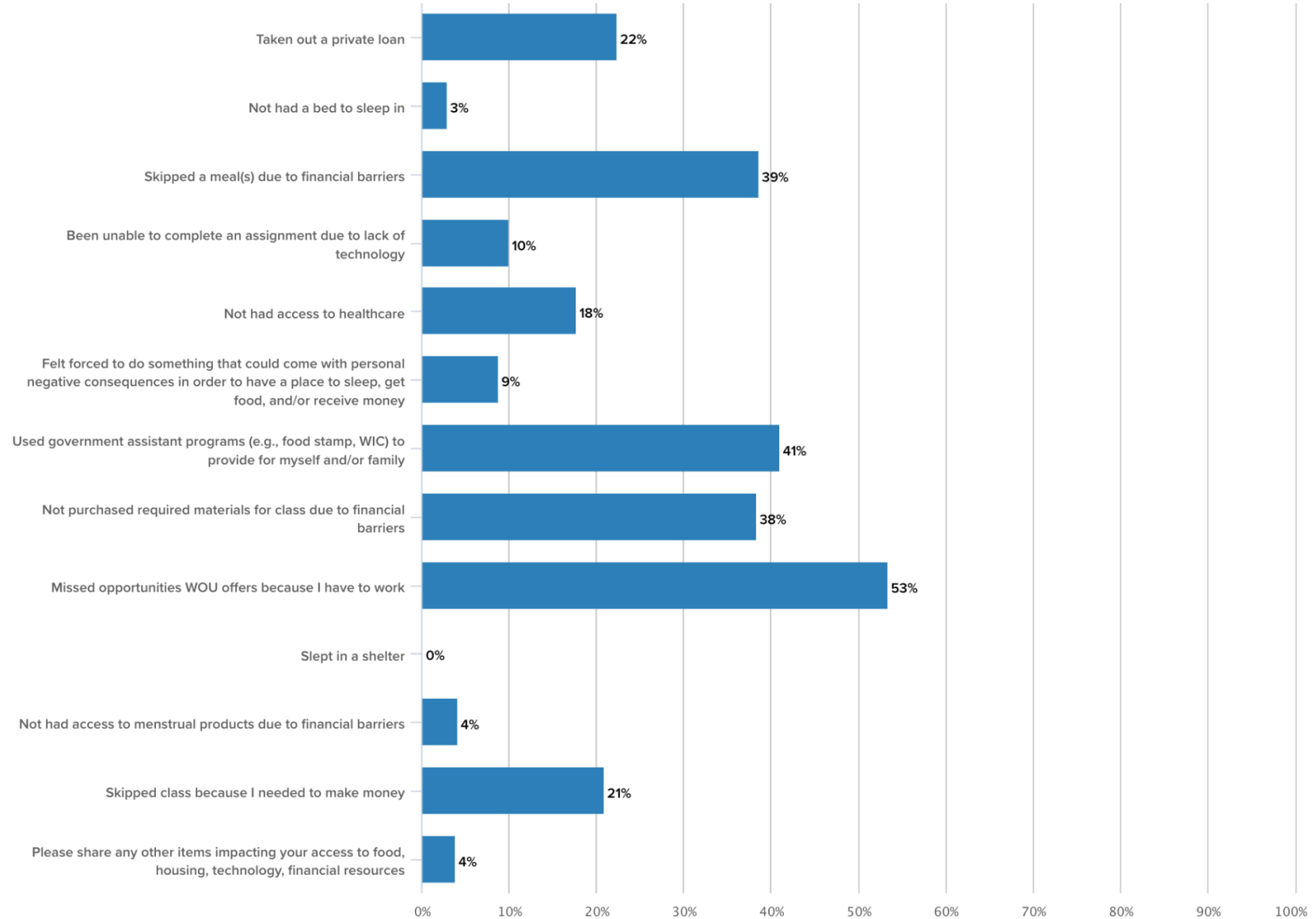
Highlights from Quantitative Data Continued

- Approximately 50% of respondents indicated that they personally experienced negative treatment at WOU
- Over 50% of respondents indicated that they observed negative treatment toward another person at WOU
- Of those who reported an incident of bias, discrimination, or harassment at WOU and sought university follow up from the university, about 60% indicated they felt supported by the university
- Over 70% of students work on or off campus, with over 70% of those who work, exceeding 20 hours per week
- 60% of students indicated difficulty affording items, such as food, tuition, books, housing, clothing, and personal care items



17. UNDERGRADUATE & GRADUATE STUDENTS: At some point in the last six (6) months, I have (check all that apply):

(N=339)





UNDERGRADUATE & GRADUATE STUDENTS: At some point in the last six (6) months, I have (check all that apply): N = 339

- Missed opportunities WOU offers because I have work (53%)
- Used government assistant programs (e.g., food stamp, WIC) to provide for myself and/or family (41%)
- Skipped a meal(s) due to financial barriers (39%)
- Not purchased required materials for class due to financial barriers (38%)
- Taken out a private loan (22%)
- Skipped class because I needed to make money (21%)



Next Steps

- Jordan Shelby West, PhD reviewing, coding, and analyzing data
- Presentation of findings and recommendation
 - January 29, 2025
 - 1 pm – 2:30 pm
 - Werner University Center, Columbia Room