

**President's State of the University Address  
Rice Auditorium  
September 17, 2018**

Thank you Chair Komp.

Good morning friends and colleagues and thank you for being here today – welcome to the start of a new academic year!

As I call your name, I would like all of our trustees to stand---

Zellee Allen  
Jaime Arredondo  
Gavin Keulks  
Betty Komp  
Cecelia Koontz  
Malissa Larson; and,  
Lane Shetterly

I am so appreciative of the support we receive from our trustees – it is clear to me that they hold Western in high esteem and have high expectations for our continued success. Please join me in thanking them for their dedicated service.

I would also like to recognize members of our Foundation board that are here today. President of the Alumni Board Tony Crawford, please stand so you can be recognized.

At Western we know that shared governance is of paramount importance to our long-term health and future – I would like to recognize the president of the Faculty Senate, Dr. Greg Zobel, the acting president of the Staff Senate, Rip Horsey, and the ASWOU president, Evelyn Guzman.

I would like to also recognize our elected officials and their representatives who are here.

Steve Milligan, Mayor – Monmouth  
Scott McClure, Monmouth City Manager  
Evan Source, Chief of Staff for Representative Paul Evans  
Jennifer Kubista, Superintendent, Central School District

Next I would like to recognize our **new tenure-track faculty, new non-tenure-track faculty, and staff that have joined the WOU** team this past year, and importantly,

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serve our students and faculty alike. A list of all new employees is included in your program.

Would all of the new faculty please stand? And, would all of the new staff also stand?

Thank you—we are so excited to have you join the Western community. I know your contributions will help the university continue its journey of student success, academic excellence and community engagement.

Academic programs are central to the success of any university. And faculty have primary responsibility for nurturing and developing academic programs that attract and graduate students. In addition our faculty are engaged in original scholarship that keeps them engaged in their professional disciplines. Staff have responsibility to apply best practices to their areas of service and many staff write successful grants to support these efforts.

I would like to invite all of the faculty and staff who have **published an article, book, book chapter, exhibited your work at a juried conference or written a grant to stand and be recognized**. Your intellectual and creative pursuits enable Western to excel—thank you.

Finally, I would also ask all of the **recently tenured faculty** to stand, as well as those faculty who earned a **promotion**. Your promotion and tenure is a tribute to your accomplishments in teaching, scholarly and creative activities, and service. Thank you.

I am pleased to introduce Dr. Tatyana “Ana” Karaman who started as Vice President of Finance and Administration on July 2, 2018. Ana has served higher education through several high-level administrative roles in finance, administration and planning, including her most recent role as vice president for finance and administration, CFO and treasurer at Webster University. She previously worked at University of Washington Bothell, University of San Francisco and Samford University. Prior to immigrating to the U.S. and earning both her doctorate in political science and master’s in criminal justice from the University of Wisconsin-Milwaukee, she was a practicing attorney in Russia. Ana went on to serve National Science Foundation Fellowships at both Harvard and Princeton. Finally, she is currently working on her MBA. Welcome Ana.

Before we look to 2018-19, let’s take a moment to reflect on 2017-18.

### Year in review—graduation

- The graduating class of 2018 totaled 1,753 individuals earned a total of 1,767 degrees. Over 960 of these students attended commencement.
- 86% received a bachelor's degree and 14% received a master's degree.
- Our youngest student receiving a bachelor's degree was 18 years old.
- Our youngest student receiving a master's degree was 22.
- The most experienced graduate receiving a bachelor's degree was 69 years young, while the two most experienced graduates receiving their master's degrees were 64 years young.
- We even had a father and daughter graduate together.
- Our graduates represented:
  - 34 of 36 counties in Oregon;
  - The states of: Alaska, Arizona, California, Colorado, Florida, Georgia, Guam, Hawaii, Idaho, Illinois, Louisiana, Maryland, Massachusetts, Michigan, Montana, Nevada, North Carolina, Ohio, Pennsylvania, South Dakota, Tennessee, Texas, Utah, and Washington.
  - And, 9 countries are represented: Bangladesh, China, Ghana, India, Libya, Mexico, Saudi Arabia, Singapore, and Taiwan.

### Strategic Planning Implementation

Much of our work in 2017-18 was guided by our strategic plan, *Forward Together* and a set of goals that were approved by the Board of Trustees in July 2017. Highlights include:

- WOU established the Office of Institutional Research and we continue to develop resources, including website with dashboards, for improved transparency and accountability. The website also includes access to reports from IPEDS, NSSE and historical data on enrollment and number of degrees granted. Going forward, the office will be essential in our effort to continue to move toward evidence-based decision making.
- WOU established the University Council which has general oversight for ensuring mission fulfillment. The Council met two times each term last year and developed a set of actions items that were reviewed at a retreat last week.
- A key outcome of the meeting was to identify a need to focus on improving retention and graduation rates—that is to improve student success for what many call the “murky middle” and to identify new pathways for increased enrollment. This will include new locations such

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as Salem including improved access through hybrid programs as well as new programs that serve new markets such as health science and organizational leadership.

- Last year, we also continued our work with the University Budget Advisory Committee to implement a more transparent budgeting process. Going into this year, we have made several exciting changes:
  - We have added designated seats for SEIU and WOUFT;
  - We are nearly ready to roll out a new online submission system for proposals;
  - This year, the UBAC will be the first to review proposals for initiatives and efficiencies that are submitted for consideration, and this is quite different from last year's process which included an initial evaluation by the Cabinet members who forwarded a subset of proposals to the committee for consideration; this year, the recommendations of the UBAC will be used by the Cabinet in its review as the process unfolds in 2018-19;
  - Finally, we will be calling for budget proposals that address (1) **affordability for students and (2) new programs**, which can be new programs and/or pathways and locations that are designed to **grow enrollment**.
  - Affordability refers to the net cost of attendance—tuition, fees, housing less tuition remissions. With our population of students from low and middle income families we need to be attentive to the net cost of attendance. Both affordability and new programs are directly tied to *Forward Together* strategic priorities: student success, academic excellence, and sustainability as these impact enrollment growth, student retention, and degree completion.

An all campus communication calling for proposals will be sent out in early October.

- Going forward, we must continue to be mindful of the overall cost of attendance to insure that Western remains affordable for Oregon families. One metric that we track is tuition and cost of attendance in relation to median household income for Oregon. Our goal is to be the most affordable four-year public university in Oregon. ***Access to higher education without affordability is not opportunity.***
- Following input from governance groups, we have established a University Technology Advisory Committee, which will begin in fall 2018. All members have been appointed and the first meeting will be in early October. Bill Kernan will serve as co-chair and the other co-chair will be selected from the committee. The committee already has a website with its charge and membership.

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**Charge:** The University Technology Advisory Committee (UTAC) is an advisory committee charged with receiving, developing, and submitting recommendations related to the use of technology for university technology systems and academic technologies that are aligned with the strategic plan, *Forward Together*.

**Some Key Responsibilities include:**

1. Create and maintain a Campus Technology Plan (CTP) that articulates a vision for implementation, adoption, integration, and maintenance of technologies across campus that are aligned with the WOU Strategic Plan.
2. Review new building and renovation projects that are pertinent to the academic technology environment.
3. Develop and monitor policies related to university technology systems and academic technologies.
4. Prioritize proposals for new university technology systems and academic technologies and present technology financial-purchasing recommendations and plans to University Budget Advisory Committee.
5. Explore and engage in reviews of new developments in university and academic technologies for potential use, relevance and future needs of the university.
6. Evaluate the progress and success of technology initiatives.

**Academic Affairs: 2017-2018 Accomplishments**

**General Education**

- WOU is moving forward together this year with the formation of the revised General Education program.
- This is a faculty-led effort, and General Education Committee Chair Breeann Flesch, Director Erin Baumgartner, First Year Seminar Coordinator Shaun Huston have already been working hard this summer to make sure the process goes well. I encourage you to reach out to these people with *any* questions. I believe all three faculty are here today, please join me in thanking them.
- Faculty are particularly encouraged to take part in the First Year Seminar proposal workshops that will be held throughout the fall. We'll need 72 of these seminars ready to be offered in the 2019-20 academic year and look forward to offering them on a diverse range of topics.
- All General Education courses will be need to be approved by the General Education Committee which includes representation from all academic divisions. Information about this process is on the General Education webpage.

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- The General Education program redesign is a campus-wide effort that relies on transparency. Expect regular reports on this year's activities to campus. I also want to thank interim Provost Rib Winningham for his leaderships in developing this team in academic affairs, I have great confidence in our direction.

### **New programs**

- A new undergraduate major in sustainability. I want to thank Mark Van Steeter for his leadership on this initiative. We look forward to seeing students attend WOU to pursue this new major, which includes courses in sustainable development, environmental policies, ethics, ecology, geography, urban and regional planning, economics, natural resources, sociology, and anthropology.
- The new Art & Design major and an associated minor are designed to allow students to take coursework that merges two existing degree programs: Art Major and Visual Communication Design Major. The new Art & Design Major will enable greater scheduling flexibility for students, thereby improving student's ability to graduate in a timely manner. The new program reflects changes in values and goals within the Art Department, within the global employment market and within society as a whole.
- The Department of History at Western Oregon University (WOU) developed a new minor in Public History. The minor integrates expertise from several other departments. Public History is a growing field that allows historians to use their skills in researching, interpreting, and presenting history to a broad and diverse audience. Public historians work in a variety of positions in archives, museums, heritage societies, corporations, nonprofits, and government entities, and may be found working in all six of the career categories identified by the American Historical Association: historians as educators, researchers, communicators, information managers, and advocates, and historians in business and associations. The Oregon State Archives in Salem is an important partner in this effort and many students have been actively engaged in undergraduate research projects related to this area of focus.
- The Applied Baccalaureate in Liberal Studies is an undergraduate degree that empowers students to draw upon, compare, contrast and integrate broad approaches to knowledge (i.e., scientific, humanistic and creative), and explore connections among and applications of those approaches. The program will serve students who have earned an Associate of Applied Science (or comparable career-related 2-year degree) and seek to complete a four-year degree with an emphasis on breadth of education and developing the essential skills inherent in all WOU undergraduate degrees: Foundational and multidisciplinary learning,

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engaged citizenship, critical thinking, and integration and synthesis. I want to thank Dr. Monahan for her work on this project.

- A new graduate program in Organizational Leadership. This effort was led primarily by David Foster and Paul Disney and reflects an effort to develop a graduate program that spans several disciplines. It is designed to allow working professionals in Salem an opportunity to advance their respective careers. I am confident that this program will gain immediate traction with the large number of professionals working in state government. Recently, the program received unanimous support from the Oregon Provosts' Council and is just steps away from final approval. We expect to offer it the program in fall 2019, however, some courses may be offered in Salem in winter and spring 2019 as we ramp up the effort.
- WOU also has new graduate Certificates in Interpreting Studies. Three Certificate programs in Educational interpreting, Research, and Professional Practice. The primary objectives of the certificate programs are to: 1) Provide professional interpreters with the opportunity for growth and development, 2) Provide opportunities for professional interpreters to participate in observation, practice, and supervision, and 3) Fulfill national need for professional interpreters to earn Continuing Education Units to maintain certification and/or licensure.
- Within the Willamette Promise program, more than a dozen WOU faculty were connected with teachers in 58 Oregon school districts, and oversaw accelerated credits earned by over 2,000 students. Of particular note, the proficiency test developed by Dr. Patricia Gimenez and Dr. Kate Connolly for Willamette Promise is now used by the State of Oregon as one route to earning the state's new Seal of Biliteracy. (<https://sealofbiliteracy.org/>).
- Western added dual enrollment agreements with Mt. Hood Community College, Portland Community College, and we are in the final stages with Linn-Benton Community College. These efforts complement the work from earlier years and the work related to HB 2998. Many Western faculty have been engaged in this effort for state wide transfer agreements in biology, business, education, and English. I especially want to thank Thad Shannon for his efforts on our behalf.
- An online catalog has been implemented. I want to thank Amy Clark and her staff in the Registrar's Office for this important work. It represents an important step forward as we move toward scheduling options that will enable our students to optimize their class schedule to accommodate their time constraints.

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**Academic Affairs: 2018-2019 Projects and Initiatives**

- We will prepare to launch the new General Education beginning Fall 2019
- Salem campus initiative will begin offering classes. The plan calls for undergraduate programs in many areas including the applied baccalaureate. The program will focus on adult learners and classes will be offered in the evening and in a hybrid fashion. Oregon has over 500,000 adults with some college credit and no degree.
- Planning for a Doctor of Physical Therapy program will be proposed to Graduate Studies Committee and Faculty Senate.
- We will engage in renewed efforts to improve retention rates. This summer the division chairs made contact with continuing students who had not registered in an effort to reengage these students. Such efforts provide an encouraging nudge to our continuing students and encourage them to finish the race.
- New certificates, at varying levels of the development approval process, Organizational Leadership, Executive Leadership, Professional Writing, and Gerontology.
- Academic Affairs, both colleges will be more vigorously pursuing partnerships and grant/fundraising possibilities.
- New faculty orientation process is being developed that includes ongoing and targeted development opportunities throughout the year to support faculty during their first year on campus.
- Jensen Lecture: On April 9, 2019, WOU will host Mr. Ayad Akhtar. We are excited to have Ayad Akhtar, a Pakistani-American award-winning playwright and novelist, come to campus as part of WOU's Jensen Lecture Series. I hope you can connect your students and classes to this upcoming event.
- Finally, Northwest is coming. Yes, due to the hard work of many faculty and the leadership of Dr. Monahan, we are now back on track with regard to the accreditation process. In March 2019, we have our 3-year mid-cycle report due. And we will have a site team visit campus in April 2019. It is clear we are on track for a successful accreditation visit.

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**Administration/Human Resources/Board of Trustees: Key accomplishments in 2017-2018**

- Reorganization of HR/Payroll (within current FY2018 resources) to realign capacity with current needs, including payroll processing, investigations and labor relations.
- Creation of enhanced political advocacy/lobbying capacity for the Technical & Regional University (TRU) campuses. This will help the TRU's advance issues and perspectives common to Oregon's four regional and technical universities, including need for capital construction.
- Successful first year of WOUFT Labor-Management Committee, including, among other things, conversations on sabbatical forms, three-year contracts for our non-tenure track faculty, and WOUFT's role in legislative lobbying. This year, I hope the committee will meet more often and tackle issues related to interpretation of the contract as well as key issue of common interest. Specifically, I have discussed with WOUFT President Scott Beaver the idea of using the Labor Management Committee to engage in conversation around developing a set of peer institutions that we can use to monitor competitive faculty salaries and compensation.
- Finally, we have seen the successful transition to new designated trustees and several new four-year trustees after first, four-year term was completed.

**Administration/Human Resources/Board of Trustees: 2018-2019 Goals**

- Successful 2019 legislative session, including adequate operating funding and two WOU capital projects currently on HECC list.
- Public University Support Fund (PUSF) operating budget: the operating budget for higher education requested an increase of \$130 million to keep pace with cost increases. This amount is needed to keep tuition below 5% in coming years. The request also included an aspiration ask of nearly \$1 billion compared to our current funding of \$737 million. I am pleased that the Higher Education Coordinating Commission (HECC) has included a request for \$923 million in their agency budget. The next step is for Governor Brown to develop a Governor's Recommended Budget by December 1. This budget will be sent to the legislature once the new session begins in January 2019.
- I am pleased that WOU has two capital projects among the top ten projects that were ranked by HECC for consideration in the capital budget. Historically, the capital budget for higher education has averaged about \$275 million per biennium. In the

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original scoring, WOU's projects are ranked high enough to be included within this aggregate amount.

- This represents a positive start to the capital budgeting process with the legislature in 2019, but much work needs to be done. I will have a bit more detail on these two projects later in my address today.
- Process improvements such as Revision of Policy Council approval process, clarification of the general counsel's role in procurement process.

**Additional goals include:**

- Establishment of process/approach for cultural competence to satisfy new legislative requirements. The University Diversity Committee will be critical to this effort.
- Review, revise, and implement improvements in key HR processes, such as more timely resolution of complaints and investigations, review of search committee process to promote diverse well-qualified candidate pools and enhanced opportunities for professional development of **all employees**.

**Athletics: Key accomplishments in 2017-18:**

I want to highlight and underscore the academic achievement of our over 300 student athletes.

**NCAA Division II –Life in the Balance**

<b>NCAA Division II –Life in the Balance Spring 2018 Team GPA's</b>			
<b>Men</b>	<b>GPA</b>	<b>Women</b>	<b>GPA</b>
Baseball	2.88	<b>Basketball</b>	<b>3.53</b>
Basketball	2.73	Cross Country	3.19
<b>Cross Country</b>	<b>3.10</b>	Soccer	3.31
Football	2.81	Softball	3.17
Track	3.00	Track	3.20
		Volleyball	3.29
<b>Men Average</b>	<b>2.90</b>	<b>Women Average</b>	3.28
<b>Overall</b>	<b>3.09</b>		

Will all the athletics staff and our faculty athletic representatives please stand and be recognized. Thank you.

**Athletics: 2018-2019 Goals**

- Drive for 325 – goal is to raise \$325,000 unrestricted funds from 325 new donors.
- Develop fund raising plans to support enhanced athletic facilities.
- Increase marketing efforts on campus and within Polk County for all home athletic events. As an example, at our home football opening game on September 1, we allowed free admission. It was exciting to see so many area families attend the game and enjoy a Division II level of competition.
- Develop an athletic strategic plan with head coaches and athletic administrative staff.
- Engage in design work for new PE.

**Finance and Administration: Key accomplishments in 2017-18**

- Campus Master plan: we are nearing the end of the master plan process that has been led by SRG—our consulting firm. The steering committee has engaged in a very thoughtful process that has led to a number of exciting elements.

## The plan:

- Has been guided by our strategic plan and its five initiatives: student success, academic excellence, community engagement, accountability and stewardship and sustainability.
- Provides a campus environment that enhances learning and the development of the whole person.
- Ensures appropriate class sizes to maximize faculty-student and student-student interactions
- Improves the connections between university programs and activities and surrounding communities.
- Expands activities and partnerships with local and regional organizations.
- Strengthens and expands community college partnerships.
- Increases and supports sustainable environmental systems for campus grounds, infrastructure and physical facilities.
- Ensures the availability and effective utilization of accessible & comfortable classrooms, offices and meeting spaces.

***Organizing Principles: “Keep the Core Compact”; “Create Active Areas on Campus”; and maintain “A Walkable, Sustainable Campus***

- In my view, two of the most exciting ideas are a **re-designed Grove** to allow for outdoor activities and concerts and the creation of **key east-west pathway from the Werner University Center to the Rice Auditorium complex.**

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**Update on capital projects:**

- Natural Science: remodeling is well underway and I wanted to thank the faculty in natural science for their involvement with a special thank you to Stave Taylor who has served as the principal liaison for project managers. As with any project, our Facilities Services staff have been instrumental in the process. Completion is expected by December 2019.
- OMA: the Oregon Military Academy building affords the campus a unique opportunity to develop space that will assist our efforts to create a welcome center for campus. The lower floor is likely to house admissions and financial aid, as well as classroom space to enable families to apply for financial aid in a one-stop shop environment. The second floor is envisioned as a combination of living and learning space to host groups and/or individuals on campus.
- ITC: Western also received funding to remodel the lower two floors of the Instructional Technology Center (ITC). The ITC project will include safety and seismic upgrades as well as improved classrooms and facilities. ITC is home to our programs in computer science, visual communication design and the Academic Innovation Center.
- Looking to the next biennium, I mentioned that WOU has two projects among the top ten identified by HECC for consideration by the legislature and Governor.
- Student success center: This concept will occupy the old College of Education building site and we are finalizing the best path forward related to remodeling or rebuild. The center is envisioned as a place where all students would gather to improve their academic performance. We have much planning to do and of course we need to secure funding. The center could house academic advising, the Student Enrichment Program, TRiO, the Math Center, the Science Center, the Writing Center, the Honors Program, Service Learning and the Career Development and the Veterans Center. It should be designed as a place for integrated services for continuing students. Finally, I hope the center would include open space for collaboration and learning.
- New PE: Constructed in 1971. Yes, New PE houses WOU's indoor varsity athletic courts and team/training/locker rooms, two multipurpose classrooms, as well as athletic department offices. Its gymnasium and multipurpose courts are scheduled

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each term to support the demand for Health and Physical Education division classes. As the largest venue on campus with seating for 3,000, New PE is used for various campus and community activities including the César Chávez Leadership Conference, the Multicultural Student Union Annual Native American Pow-Wow, and many other community events. Classes, activities, and sports events are heavily scheduled year-round in New PE making it difficult to schedule routine maintenance. As a result of heavy use and tight scheduling, it has numerous maintenance issues that can no longer be deferred: the need for additional space for team rooms, locker rooms, weight room, smart G & E classrooms, offices, and ADA issues that must be addressed. For example, New PE does not have an elevator making faculty offices and spaces located on the second floor inaccessible for some students, faculty, staff and the public.

### **Division of Advancement: Key accomplishments in 2017-18**

- This past year, I asked Erin McDonough to look at how we could reorganize the Foundation/Advancement and Marketing and Communications. Moving forward we have formed the Division of Advancement, this includes strategic communications & marketing, development, alumni and the WOU Foundation.
- A year and a half ago a group of alums came to us with a dream – to name an area of campus after former Dean of Students, Jack Morton. After talking and brainstorming we settled on the lobby of the new welcome center and they got to work fundraising.
- Starting in September of 2017, the committee members committed half their \$150,000 goal and set forth to raise the rest. Two events, phone calls to friends, a magazine article, and a mailing later, they have raised more than the \$160,000! These funds will not only name the Jack Morton Memorial Lobby of the new Welcome Center, they will serve to **provide scholarships to continuing students** in perpetuity as part of the Jack Morton Scholarship Endowment.
- 2017-2018 saw three other significant development accomplishments. First, Dr. Richard Woodcock pledged \$1 million for a scholarship endowment to support underrepresented students in the STEM fields and students in education related to STEM. **This pledge is now fully paid** and by next fall we will be awarding \$40,000 in scholarships annually—forever.

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- We had an all-time high on giving day surpassing our goal of \$34,500. Why \$34,500? Because our address is 345 Monmouth Avenue North. I would like to applaud each of you that gave and remind us all we have the opportunity to make a difference.
- Lastly, we saw a major shift and reinvigoration of the WOU Foundation Board this year. Including, an enthusiastic development committee that embarked on the 100 opportunities campaign. They raised more than \$90,000 to support student scholarships. As part of this effort, WOU secured a gift from the Joseph Weston Foundation to support **eight Willamette Promise students** enrolled at WOU. Each student will receive \$2,500 for a total of \$20,000. We hope this will continue as an annual program.
- From our marketing and communications realm, the year included two important community events for campus. The Eclipse and the 50<sup>th</sup> Annual Holiday Tree Lighting. Through extra outreach and enthusiasm, we saw nearly 2,000 people gather around the tree with glowing lights and countdown to mark the 50<sup>th</sup>.
- The MarCom team also began shifting their focus to enrollment and after a year of planning, behind the scenes efforts, research, focus groups and some long hours and hard work, they launched a refresh of the website. This new layer to the site, designed specifically to appeal to prospective students provides an improved look at all of our academic programs and student life. The new homepages for current students, employees and alumni are designed with the goal to find what we need quickly. The team continues to tweak and adjust based on what data tells us.

### **Division of Advancement: 2018-2019 Goals**

- New alumni/prospect/donor/retiree database will be officially up and running by October 1, 2018. This new database will provide increased ability to share information across campus, to tailor messages to various audiences and help us engage our constituents in a meaningful way.
- To that end, the new database will be a critical component for the WOU Foundation Board's efforts this year. They have officially launched campaign readiness planning. This year-long initiative will involve interviews, research and planning as we look to formulate our next steps for a major fundraising initiative – this will be something that involves all of campus in the future.
- MarCom's focus this year, is around enrollment marketing initiatives, with the addition of staff-focused enrollment marketing, our efforts will focus on communications and marketing

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initiatives that drive positive gains in enrollment. This coordinated effort across functional areas has a focus on Salem and continuing to serve and expand outreach for Hispanic students and families.

- Each of these initiatives has a direct tie to the Strategic Plan and our long term success.

### **Student Affairs: Key Accomplishments 2017-2018**

- Aislinn Addington, Abbey House Director, led the effort for a successful grant application for part-time staff person and direct service funds towards relationship and sexual violence from the Oregon State Attorney General's Task Force.
- Andrew Holbert, Veteran's Resource Center Director, led a successful grant application for funds to assist student-veterans and their dependents from the Oregon Department of Veteran Affairs and the Student Veterans of America club was named outstanding club in the nation.
- Opened the new Student Health and Counseling Center and the center reinstated a programs for expanded services for our female students. Additionally, the center has expanded space for private consultation and mental health services.
- Successful launch of "ReWOUusable" reusable dining containers.
- Relocated the Food Pantry to OMA in a larger more desirable space and we have hired additional staff to provide oversight.

### **Student Affairs: 2018-2019 Goals**

- **Enrollment management plan** that will lead to sustainable enrollments. The most important aspect of the enrollment management plan will be the identification of new markets, new degree programs and new (or enhanced) degree pathways.
- As one of our objectives in this plan, WOU should embrace the goal of becoming a **Hispanic Serving Institution**. Once achieved, WOU would be the only four-year institution in Oregon with such a designation. To achieve this, we need to see Hispanic enrollment grow from 16% to 25% of total enrollment. Or, we need to grow from just under 800 to 1,200 Hispanic students.
- Western Promise: WOU will be moving to a single tuition plan for Oregon residents and it will eliminate the Western Promise in fall 2019. This change will improve our

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ability to predict revenue and we believe it will enable WOU to have a more coherent tuition message around affordability for Oregon families.

- Texas WUE: Western is offering Texas residents tuition at 150% of Oregon rates—this effort is designed to recruit addition students from one of the few regions in the nation with a growing high school population.

### **So, What Lies Ahead?**

As of Friday, enrollment projections for fall 2018 show that overall enrollment will be down between 1 and 2%. This is due to smaller number of continuing students and an overall decrease in Oregon resident enrollment. Our freshman class is up by 30 and transfers are flat despite declining enrollment at community colleges throughout Oregon. Finally, overall undergraduate enrollment from other states is up about 40 students.

This year, enrollment of Hispanic students will exceed 16% of total enrollment and Hispanics represented a rising share of all students. Closing the educational attainment gap for Hispanics remains a top priority for Oregon and our nation and advancing Hispanic enrollment is essential to WOU's future. Toward this end, we will continue to host events such as the César Chávez Leadership Conference, which gives Western a leading role in shaping the college plans for nearly 2,000 high school students each year. And, as I stated earlier, we need to embrace the goal of becoming a Hispanic Serving Institution.

We will know our **final fall enrollment after the 4<sup>th</sup> week**, and at that time we will evaluate the impact of final enrollment on our budget planning for 2018-19. The Board approved budget is based on **an increase in enrollment of 1%**--about 50 students. This was based on an increase in new students—which we have achieved and we owe our Admission staff our appreciation and thanks for this encouraging result. We also expected to see our retention rates continue to improve. Our fall 2018 retention rate are not finalized, but, it appears that our greatest challenge lies in our efforts to see students persist and graduate.

Toward this end of improving retention and graduation, I am confident that our faculty will develop a general education program that engages our students in deep learning activities. Our size and student-to-faculty ratio give us a comparative advantage in integrating high-impact practices into our curriculum. We must harness the power of personalized support our students in their pursuit of a college degree.

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I am also confident that if we focus efforts on:

- developing new programs and new pathways; and,
- improving retention and graduation, with an overreaching eye on affordability, then our future will be secure.

So, as we begin a new academic year, I want to take this opportunity to remind us all of our purpose—**our shared value and goals.**

I ask each of you to re-commit yourselves to our core values and our mission.

Western Oregon University creates **lasting opportunities** for **student success** through **transformative education** and **personalized support.**

Next week as classes begin, we start another academic year and, for a significant number of freshmen, ***they will be the first in their families to attend college, and, as faculty, you will be their first college professor. Other colleagues will be their first advisor, residence hall director, financial aid advisor, librarian, business office professional, college coach, or campus safety officer.*** Each of us has an opportunity to be a positive force in this ***transformational process*** which is designed to help each student graduate. If we do this, Western will thrive as we will build and nurture our learning community.

After some time for questions and comments, I invite you to the Pacific Room for lunch. Thank you and I wish all of you a great academic year. Go Wolves.