



**PUBLIC MEETING OF THE BOARD OF TRUSTEES
MEETING NO. 16
OCTOBER 26, 2016
2:00-6:00 PM
COLUMBIA ROOM, WERNER UNIVERSITY CENTER
wou.edu/livestream**

AGENDA

- I. CALL-TO-MEETING/ROLL CALL
- II. CHAIR'S WELCOME
- III. CONSENT AGENDA
 - (1) [January 27, 2016 \(Meeting No. 11\) Minutes](#)
 - (2) [July 27, 2016 \(Meeting No. 15\) Minutes](#)
- IV. [PRESIDENT'S REPORT](#)
- V. SHARED GOVERNANCE REPORTS
 - (1) Faculty Senate
 - (2) Staff Senate
 - (3) ASWOU
- VI. PUBLIC COMMENT
- VII. COMMITTEE/VICE PRESIDENT REPORT
 - (1) EGTC
 - (a) [Vice President & General Counsel](#)
 - (b) Committee Chair
 - (c) Committee Recommendations for Board Action (none)
 - (2) FAC
 - (a) [Vice President for Finance & Administration](#)

- (b) Committee Chair
- (c) Committee Recommendations for Board Action
 - (i) [Fiscal Year 2017 Initial Budget](#)
 - (ii) [FY2017 Q1 Management Report](#)

VIII. (3) ASAC

- (a) [Provost & Vice President for Academic Affairs](#)
- (b) [Vice President for Student Affairs](#)
- (c) Committee Chair
- (d) Committee Recommendations for Board Action (none)

IX. [UPDATE ON STRATEGIC PLANNING](#)

X. [OCTOBER DISCUSSION THEME: ENROLLMENT MANAGEMENT](#)

XI. FINAL ANNOUNCEMENTS

XII. ADJOURNMENT



**WESTERN OREGON UNIVERSITY BOARD OF TRUSTEES
REGULAR MEETING OF THE FULL BOARD
JANUARY 27, 2016
WERNER UNIVERSITY CENTER, COLUMBIA ROOM
2:00-6:00 PM
MEETING NO. 11**

BOARD MINUTES

(1) Call-to-Meeting/Roll Call

Chair Jim Baumgartner called the meeting to order at 2:00 PM.

The following trustees were present:

Arredondo
Baumgartner
Fuller (non-voting)
Guthrie
Hurtado
Ingle (arrived at 2:15 PM)
Koontz
Llamas
Minahan
Mladenovic (participated by phone and joined at 2:10 PM)
Paraskevas
Shetterly

The following trustees were absent:

Kulongoski
Taylor

(2) Chair's Welcome

Chair Baumgartner welcomed the audience and explained the protocol for the large number of audience participants interested in public comment, referenced the work required in the first year of independence, and reviewed the agenda.

(3) President's Report

President Fuller explained that his written report was a part of the docket and touched on the highlights, including an enrollment update, the new sustainable investment fund of the WOU Foundation (with assistance from the WOU Foundation Executive Director Tommy Love), Oregon Department of Environmental Quality settlement agreement, commencement update, including Representative Betty Komp as speaker, development of the Oregon Council of Public University Presidents (including WOU serving as the host institution because, in part, of proximity to Salem), and collective bargaining chronology. Chair Baumgartner and the Board asked follow-up questions about enrollment trends and work with community college partners. President Fuller observed that enrollment would be discussed more thoroughly later in the meeting. The Board asked whether or not the Oregon Promise would have a negative impact on first-year student enrollment.

(4) Shared Governance Reports

(a) Faculty Senate

Dr. Laurie Burton, Faculty Senate President, offered a brief report to the Board, highlighting Faculty Senate committee structure, work of the assessment facilitating steering committee, including the collection of assessment data for general education courses in Spring Term, various presentations to the Senate, including emergency preparedness and Academic Works, and curricular changes.

(b) Staff Senate

Chris Solario, Staff Senate President, shared a brief report with the Board, highlighting Senate vacancies, professional development efforts, development of the Staff Senate website and newsletter, development of a mentoring program, and staff efforts to improve efficiency.

(c) Associated Students of Western Oregon University (ASWOU)

Associated Students of Western Oregon University Vice President Dean Wright addressed the Board, focusing on the Northwest Leadership Conference for students, the incidental fee committee process, the Oregon Student Association Lobby Day in the February legislative session, and the students' legislative agenda. Chair Baumgartner asked if the students were active in recruitment and retention efforts and Vice President Wright indicated that students and ASWOU were engaged.

(5) Public Comment

Chair Baumgartner facilitated significant public comment focused on the state of faculty collective bargaining. Several faculty and others expressed concern with the progress of faculty collective bargaining. David Rives (AFT-Oregon President), Dr. Mark Perlman (WOU Faculty, WOUFT President), Dr. Peter Callero (WOU Faculty, WOUFT), Dr. Emily Plec (WOU Faculty, WOUFT), Michael Olivier (WOU Faculty), Ben Goreman (Central ESD), Dr. Ed Dover (WOU Faculty, WOUFT), Kara Gournaris (WOU Faculty), Dr. Molly Mayhead (WOU Faculty, WOUFT), David McCall (WOU student), Dr. Chloe Hughes (WOU Faculty, WOUFT), and Dr. Becka Morgan (WOU Faculty, WOUFT) all addressed the Board. Jenesa Ross, a WOU student, addressed the Board regarding increasing costs of attending WOU. Chair Baumgartner thanked the audience for the comments and recognized the faculty and students for the passion and commitment.

(6) Executive, Governance and Trusteeship (EGT)

(a) Committee Chair Report

Chair Baumgartner offered a brief report of the Executive, Governance and Trusteeship Committee's work, including protocols for board vacancies, the development of the long-term planning meeting agenda, process to develop a new strategic plan for the university, and various legislative issues. Baumgartner observed that he has weekly meetings with the president in order to stay abreast of campus developments. The Board asked if there was going to be time on the agenda of the upcoming long-range planning meeting to consider finance in more depth.

(b) Vice President & General Counsel Report

Vice President & General Counsel Ryan Hagemann offered brief comments on the upcoming 2016 February legislative session, highlighting the Council of Presidents, Lobby Days, including the OSA Lobby Day and the seven-university Lobby Day, \$15M budgetary request, capital repurposing requests for other universities, the renewal of the University Venture Development Fund tax credits, a constitutional referral equities ownership by the universities, legislation concerning student health records and privacy, a Current Service Level budget work group, and the minimum wage. Trustee Guthrie asked about the projected minimum wage impact on the University. The Board asked about the vacancies on the Higher Education Coordinating Commission (HECC).

(7) Academic and Student Affairs (ASA)

(a) Committee Chair Report

Dr. John Minahan offered a brief report of the work of the Academic and Student Affairs Committee (ASAC), including extensive discussion of the NWCCU accreditation seven-year report and visitation and planning for a student health and counseling center.

(b) Provost & Vice President for Academic Affairs Report

Provost & Vice President for Academic Affairs Steve Scheck shared brief comments with the Board regarding tenure and rank review, NWCCU accreditation and the availability of the draft report, the need for Board members at the April 11, 2016 site visit, enrollment, the reaccreditation of the College of Education, and WOU's success in securing a HECC grant for mentorships and career services.

(c) Vice President for Student Affairs Report

Vice President for Student Affairs Gary Dukes offered a brief report to the Board, highlighting the hire of a new veterans' services coordinator, the progress of the incidental fee committee, and the upgrade of the Safe Ride program.

(d) ACTION ITEM: Minor, Educational Psychology

Committee Chair Minahan introduced the action item. He described the proposed minor in Educational Psychology, distinguishing it from the current offerings in the Psychology Department. The Board confirmed that the courses for the proposed minor were already a part of the curriculum and it would not require additional budget.

Chair Baumgartner called for a motion to approve the proposed minor in Educational Psychology. After the motion, he called for a vote. The following trustees voted in favor of the motion:

Arredondo
Baumgartner
Guthrie
Hurtado
Ingle
Koontz
Llamas
Minahan
Mladenovic
Paraskevas
Shetterly

Fuller is non-voting.

The following trustees voted against the motion:

None.

The motion passed.

(e) DISCUSSION ITEM: NWCCU Draft/ Progress Report

Chair Baumgartner recognized Provost & Vice President for Academic Affairs Steve Scheck to discuss the NWCCU accreditation report and visit in more detail. Scheck described the process of the written report and site visit. He offered that any Board members that participate in the site visit will need to up-to-speed with the written report submitted to the Commission.

(8) Finance & Administration (FA)

(a) Committee Chair Report

Trustee Koontz, in the absence of Chair Louis Taylor, offered the brief Finance & Administration Committee report, focusing on the action items were on the current meeting's agenda, including 2014-2015 financial statements, the 2016 budget, the 2016 Q2 Management Report, electrical grid bond repurposing, and bridge funding for the new Student Health & Counseling Center.

(b) Vice President for Finance & Administration Report

Vice President for Finance & Administration Eric Yahnke offered a report to the Board, including Current Service Level budget work, indirect cost recovery calculations, discussion about the budgetary impact of PERS increases, and the HECC funding formula.

(c) ACTION ITEM: 2014-2015 Audited Financial Statement

Vice President for Finance & Administration Eric Yahnke recognized the external auditors to represent the 2014-2015 Audited Financial Statements. The auditors acknowledged the change in materiality thresholds with governance changes, noted the unqualified opinion, noted changes to accounting standards focused on acknowledgment of PERS liabilities, reviewed the footnotes of the Audited Financial Statement, reviewed the Uncorrected Audited Adjustments and Corrected Audited Adjustments, observed that there were no management disagreement, and highlighted the change in the Perkins Loan Program.

Chair Baumgartner called for a motion to accept the 2014-2015 Audited Financial Statement as included in the Board's materials. After the motion, he called for a vote. The following trustees voted in favor of the motion:

Arredondo
Baumgartner
Guthrie
Hurtado

Ingle
Koontz
Llamas
Minahan
Mladenovic
Paraskevas
Shetterly

Fuller is non-voting.

The following trustees voted against the motion:

None.

The motion passed.

(d) ACTION ITEM: FY2016 Budget Document

Vice President Yahnke reviewed the FY2016 Budget Document. He observed that this document was more detailed than the previous, preliminary review of the budget. Chair Baumgartner clarified that the previous Board action was to approve the budget and this action was to approve the additional details. Yahnke noted the enrollment decline and its impact on the budget. He highlighted the PERS assessment increase. Yahnke described the assumptions made in developing the budget detail. He noted the projected decline in the university's fund balance. He noted that the minimum wage projections were not included in the budget document.

Chair Baumgartner called for a motion to approve the FY 2016 Budget Document as included in the Board's materials. After the motion, he called for a vote. The following trustees voted in favor of the motion:

Arredondo
Baumgartner
Guthrie
Hurtado
Ingle
Koontz
Llamas
Minahan
Mladenovic
Paraskevas
Shetterly

Fuller is non-voting.

The following trustees voted against the motion:

None.

The motion passed.

(e) ACTION ITEM: FY2016 Q2 Management Report

Vice President Yahnke continued with the FY2016 Q2 Management Report. He started his presentation focusing on the key variances, including the \$1M drop in tuition revenue. He noted the vacancy savings. Yahnke described the difference in Education & General and the auxiliary budgets. He noted that the FAC recommended acceptance of the Management Report.

Chair Baumgartner called for a motion to FY2016 Q2 Management Report as presented and included in the Board's materials. After the motion, he called for a vote. The following trustees voted in favor of the motion:

Arredondo
Baumgartner
Guthrie
Hurtado
Ingle
Koontz
Llamas
Minahan
Mladenovic
Paraskevas
Shetterly

Fuller is non-voting.

The following trustees voted against the motion:

None.

The motion passed.

(f) ACTION ITEM: Repurpose Electrical Grid Repair/XI-Q Bonds

Vice President Yahnke presented the electrical grid repurposing action item. He noted that the Board previously approved the use of reserves to fund the electrical grid update. He shared that there was XI-Q bonding capacity that should be used for projects, such as the electrical grid repair project. Yahnke noted that there was no additional outlay of funds. He confirmed, after Board questions, that it was essential an

accounting matter. Yahnke confirmed that the proposed action item was to repurpose existing XI-Q bond capacity, as opposed to reserve, to fund the electrical grid repair previously approved by the Board.

Chair Baumgartner called for a motion to approve the XI-Q repurpose to fund the electrical grid repair previously approved by the Board. After the motion, he called for a vote. The following trustees voted in favor of the motion:

Arredondo
Baumgartner
Guthrie
Hurtado
Ingle
Koontz
Llamas
Minahan
Mladenovic
Paraskevas
Shetterly

Fuller is non-voting.

The following trustees voted against the motion:

None.

The motion passed.

**(g) ACTION ITEM: Student Health & Counseling Center
Construction Bridge Funding**

Vice President Yahnke and Vice President for Student Affairs Gary Dukes presented the proposed bridge funding for the Student Health & Counseling Center. He noted that the initial proposal was to construct an addition to the current Student Health & Counseling Center. Dukes observed that President Fuller asked if an addition would meet current needs. Dukes noted that architect's renderings for a new building landed on \$3.9M. He shared that the students were interested and supportive of a new health center fee to help fund the project. The proposal, as described in the Board materials, would be to use bridge funding from specific reserve accounts to fund the new construction and pay the reserves back with the new student health fee. The Board clarified that the reserves were not the general fund reserves. Yahnke noted that that it was an indirect cost recovery reserve account and had been used in similar ways in the past for various projects. Because it was yet undetermined how to repurpose the current building that houses the Student Health & Counseling Center, Trustee Guthrie abstained from the vote.

Chair Baumgartner called for a motion to approve bridge funding for the Student Health & Counseling Center as presented and described in the Board materials. After the motion, he called for a vote. The following trustees voted in favor of the motion:

Arredondo
Baumgartner
Hurtado
Ingle
Koontz
Llamas
Minahan
Mladenovic
Paraskevas
Shetterly

Guthrie abstained and Fuller is non-voting.

The following trustees voted against the motion:

None.

The motion passed.

(9) BOARD DISCUSSION: Enrollment Update and Forecast

Chair Baumgartner recognized Associate Provost David McDonald with an enrollment update. McDonald reviewed the data with the Board, including increases in graduate enrollment and first-year students and decreases in international students. He noted that WOU is about 85% resident students. McDonald described tuition equity students and access to resident tuition rates. McDonald reviewed the tuition choices programs. He shared data about the number of credits that WOU students take. He noted ethnic demographic data with the Board. McDonald focused on retention efforts. He observed discussions on whether the minor should be required and the impact on retention efforts. The Board discussed the difference between a faculty-driven curricular approach and a student-driven outcome approach. The Board and McDonald discussed the phenomenon of the student that attends various institutions to accumulate credits. McDonald described Western Undergraduate Exchange students. Provost Schenk cautioned the Board, amid the discussion on international student recruitment, that the population of Saudi students would decrease.

(10) BOARD DISCUSSION: March 10-11 Planning Meeting

Chair Baumgartner offered brief comments about the agenda of the upcoming March 10-11 planning meeting.

(11) Final Announcements

There were no other final announcements.

(12) Adjournment

The meeting adjourned at 6:12 PM.

A handwritten signature in black ink, appearing to read "Ryan J. Hagemann". The signature is written in a cursive style with a long horizontal stroke extending to the right.

Ryan J. Hagemann
Secretary to the Board of Trustees



**WESTERN OREGON UNIVERSITY BOARD OF TRUSTEES
REGULAR MEETING OF THE FULL BOARD
JULY 27, 2016
WERNER UNIVERSITY CENTER, WILLAMETTE ROOM
2:00-6:00 pm
MEETING NO. 15**

BOARD MINUTES

1. CALL-TO-MEETING/ROLL CALL

The meeting was called to order by Chair Jim Baumgartner at 2:03 PM.

The following trustees were present:

Arredondo (joined at 2:09 PM)
Baumgartner
Fuller (phone)
Guthrie
Hurtado (left at 4:33 PM)
Ingle (phone)
Kulongoski (joined at 2:11 PM)
Llamas
Mladenovic (joined at 2:09 PM)
Shetterly (left at 5:18 PM)
Taylor

The following trustees were absent:

Koontz
Minahan
Paraskevas

2. CHAIR'S WELCOME

Chair Baumgartner offered opening comments regarding the upcoming board meeting and agenda. He congratulated the Board and the staff on the hard work necessary to complete the first year of independence. Baumgartner noted that the first year was focused on internal mechanisms by design, but that it was time to turn to the

achievement issues facing the university. Baumgartner recognized Sofia Llamas on her last meeting as the designated student trustee.

3. PRESIDENT'S REPORT

President Fuller, with reference to his written report materials in the Board docket, reviewed highlights and shared that he would address accreditation and strategic planning later in the agenda.

4. SHARED GOVERNANCE REPORTS

a. Faculty Senate

Incoming Faculty Senate President Dr. Adele Schepige offered comments from Faculty Senate, including elections for the 2016-2017 academic year, review of Faculty Senate committee charters, work of several faculty members with the Western Interstate Commission of Higher Education (WICHE), assessment, and curriculum proposals.

b. Staff Senate

Crystal Ross, Staff Senate Vice President, offered comments from the Staff Senate, including elections and the revision of the Senate's bylaws.

c. Associated Students of Western Oregon University (ASWOU)

Corbin Garner offered comments on behalf of ASWOU and its President Alma Pacheco. He discussed SOAR and affordability. Kulongoski asked Garner about the passport proposals between universities referenced in the Faculty Senate's report and he shared that he thought it was a great idea.

5. PUBLIC COMMENT

No individuals offered public comments at the July 27, 2016 meeting.

6. CONSENT AGENDA

Chair Baumgartner asked for a motion to approve the consent agenda, which consisted of FY2016 Board minutes as included in the docket. Shetterly moved approval and Taylor seconded the motion.

The following trustees voted in favor of the motion:

Arredondo, Baumgartner, Guthrie, Hurtado, Ingle, Kulongoski, Llamas, Mladenovic, Shetterly, Taylor (Fuller is non-voting).

The following trustees voted against the motion.

None.

The following trustees abstained from the vote.

None.

Motion passed.

7. EXECUTIVE, GOVERNANCE AND TRUSTEESHIP

a. Committee Chair Report

Chair Baumgartner offered brief comments about EGTC work, observing that much of the work was later on the agenda. Baumgartner reviewed the process behind the self-evaluation presentation, board elections, and board vacancies.

b. Vice President & General Counsel Report

Vice President & General Counsel Ryan Hagemann offered a brief report about upcoming legislative work and PURMIT meetings. Trustee Kulongoski asked whether there were differential costs for risk management and Hagemann explained the major cost impact occurred when the universities withdrew from the state's risk management portfolio in 2012. Trustee Shetterly asked whether the universities were developing alternative budgets depending on whether or not the gross receipts tax proposal passed or failed. Hagemann offered that several budget scenarios were submitted to the HECC. There was a brief conversation about the Oregon Council of Public University Presidents. After questions, President Fuller shared some clarifications about the approach and role of the Oregon Council of Public University Presidents.

c. DISCUSSION ITEM: Board Self-Evaluation

Baumgartner turned the Board's attention to the Board self-evaluation. He noted that a self-evaluation would occur every year and that candid feedback was necessary. Baumgartner shared that in order for the Board to address high-level, strategic external issues, it would need to rely on its committees more for operational or management matters. Baumgartner stated that he will work harder with other trustees and staff to develop the agendas in order to focus on strategic matters. Trustee Taylor noted that he appreciated the shift in focus and was trying to condense his committee report.

Baumgartner stressed that he wanted to build topicality into the meetings. Trustee Llamas offered that it might help to make the role of the designated student trustee clearer to campus. She asked how much she could work with in the incoming designated student trustee. Baumgartner offered that the discussion about the effective roles of trustees was useful. Trustee Arredondo noted the steep learning curve and desire to make the most impact as a trustee. Kulongoski asked if the university's mission would be a feature of the strategic planning process and President Fuller noted that it would be. Kulongoski noted that he would not want the strategic planning process to reinvent the wheel or eliminate the university's core mission of education. Baumgartner stated that a robust discussion of the university's strengths and opportunities would surface in the strategic planning agenda item later in the meeting.

d. DISCUSSION ITEM: Board Vacancies

Chair Baumgartner updated the Board on vacancies, sharing that consistent with the Board Statement on Board Vacancies, he made recommendations for the Governor's consideration for the at-large vacancy and the three designated positions (student, staff, and faculty) on the Board. Because of the urgent need for continuity, with accreditation and strategic planning on the horizon, Baumgartner shared that he recommended incumbents Dr. Cornelia Paraskevas and Marshall Guthrie to the Governor, as well as Representative Betty Komp for the at-large position. He did not share the name of the student recommended for the designated student position because Baumgartner was unable to connect with the student before the Board meeting. Baumgartner noted that he was interested in staggering at-large terms in the future in order to facilities some overlap with vacancies.

e. ACTION ITEM: Board Chair Election

Baumgartner presented the Board Chair election item and asked Kulongoski for a motion. Kulongoski called for motion to elect James Baumgartner as Board Chair for a two-year term ending June 30, 2018 as included in the docket, and Shetterly seconded the motion.

The following trustees voted in favor of the motion:

Arredondo, Baumgartner, Guthrie, Hurtado, Ingle, Kulongoski, Llamas, Mladenovic, Shetterly, Taylor (Fuller is non-voting).

The following trustees voted against the motion.

None.

The following trustees abstained from the vote.

None.

Motion passed.

8. BOARD DISCUSSION

NWCCU Accreditation Report and Commission Meeting & University Strategic Planning

Baumgartner recognized President Fuller for a detailed presentation on the NWCCU Accreditation Report. Fuller asked to address strategic planning first and invited planning co-chair Dr. Laurie Burton to join him. Fuller outlined the process and reviewed the key outcomes and objectives included in the docket materials. Fuller shared the pillars—or strategic directions—that the planning committee had identified. He noted that there was a new mission statement and the plan would include outcomes in order to demonstrate that WOU was a good steward of state funds. Dr. Burton added that the energy devoted to strategic planning was positive and much work had already occurred in the committees, resulting in a first draft. Fuller addressed comments about education in the plan and Kulongoski offered that education reform was necessary for the United States to succeed. He noted, with WOU's history and strength, it was poised to assume a central role in this necessary reform. Trustee Mladenovic added that helping students complete their degree may be the best course for making progress. Shetterly noted that the plan was a framework to permit the university to engage in forward-looking thinking. Trustee Taylor questioned the value of the investment, particularly considering the cost associated with higher education. Baumgartner asked the Board to consider what the public mission of a public university known for public education would be. Kulongoski offered, in the strategic plan, the university should honor and encourage creativity, innovation and change. Baumgartner asked Fuller to outline next steps. Fuller shared that a refined product would be presented to the Board at its October meeting, with the goal of final approval at the January 2017 meeting.

After the discussion of strategic planning, Fuller turned attention to the NWCCU accreditation report. He noted that WOU would submit a Year One Report in March 2017, focused on mission and core themes. Fuller reviewed the seven recommendations in the NWCCU report. He noted NWCCU required an additional report on the seven recommendations due in September 2017. Baumgartner queried about the difference between the March 2017 and September 2017 reports. The Board asked for clarification on the written materials and what would be due in 2018. Fuller stressed that assessment was an essential focus of the NWCCU recommendations. He shared a written chronology of the back-and-forth between WOU and NWCCU regarding assessment, dating back to 2011. Mladenovic asked about the relationship between core themes and strategic planning. Fuller shared that the campus would see the significant progress with strategic planning in the fall and, sometime after that, a group would convene on core themes to ensure alignment. Fuller noted that NWCCU

reporting and strategic planning, although on an aggressive timeline, needed to move forward on parallel tracks. Scheck offered that there was significant attention focused on student learning outcomes. He observed that it was a significant task, but the groundwork was present. Fuller stressed that the report was a deep warning that the university needed to move beyond the debate about assessment and that, by fall 2017, WOU needed to demonstrate that program improvement had occurred. Kulongoski asked if there was a process in place to do the required assessments and evaluations and Scheck explained that WOU needed to expand what was already in place.

9. FINANCE & ADMINISTRATION

a. Committee Chair Report

Louis Taylor offered a brief FAC report, observing many of the topics were on the agenda, in addition to university debt financing and a debt policy statement.

b. Vice President for Finance & Administration Report

Vice President Yahnke offered a brief report, including an explanation of various funding sources for capital construction, the financial statement audit, the HECC funding formula, and the capital construction proposal list submitted to HECC

c. ACTION ITEM: FY2016 Q4 Management Report

Taylor introduced the FY2016 Q4 Management Report and noted that the FAC recommended acceptance. He observed that the university's fund balance was at 17.6%, mostly attributable to vacancies. Yahnke observed, with year-end adjustments, the fund balance was 17.4%.

Baumgartner called for motion to accept the FY2016 Q4 Management Report as recommended by the FAC and included in the docket. Mladenovic moved approval, and Shetterly seconded the motion.

The following trustees voted in favor of the motion:

Arredondo, Baumgartner, Guthrie, Hurtado, Ingle, Kulongoski, Llamas, Mladenovic, Shetterly, Taylor, (Fuller is non-voting).

The following trustees voted against the motion.

None.

The following trustees abstained from the vote.

None.

Motion passed.

d. DISCUSSION ITEM: Preliminary FY2017 Budget Outlook

Taylor and Yahnke offered a brief outlook on FY2017 budget development. Taylor observed the downward trend, with enrollment assumptions and salary obligations in the second year of the biennium. Yahnke clarified that the 10-year projection assumed level enrollment, but a 5% decline was modeled as well. Baumgartner asked about enrollment trends at other institutions. The Board discussed the impact of PERS, PEEB, and the minimum wage on the budget as well. Shetterly asked if WOU was an outlier as compared to the other institutions.

e. ACTION ITEM: Plant Fund Transfers

Taylor and Yahnke offered an explanation of the three requested plant fund transfers as recommended by the FAC and outlined in the docket. They explained three \$500,000 transfers in order to offer bridge funding for the natural sciences building and a bond match for two proposed projects—OMA and ITC. The Board asked questions about the proposed bonds. Kulongoski queried about the construction timelines for the projects.

Baumgartner called for motion to approve the Plant Fund Transfers as recommended by the FAC and included in the docket. Mladenovic moved approval, and Shetterly seconded the motion.

The following trustees voted in favor of the motion:

Arredondo, Baumgartner, Guthrie, Ingle, Kulongoski, Llamas, Mladenovic, Shetterly, Taylor, (Fuller is non-voting).

The following trustees voted against the motion.

None.

The following trustees abstained from the vote.

None.

Motion passed.

- f. ACTION ITEM: Reimbursement Resolution and Delegation of Authority

Taylor and Yahnke offered a brief explanation of the reimbursement resolution. Yahnke explained that the delegation of authority was required by the Oregon Department of Administrative Services and permits the university to use bridge funding and be reimbursed with bond proceeds when they are available. Baumgartner called for motion to approve the Reimbursement Resolution and Delegation of Authority as recommended by the FAC and included in the docket. Shetterly moved approval, and Guthrie seconded the motion.

The following trustees voted in favor of the motion:

Arredondo, Baumgartner, Guthrie, Ingle, Kulongoski, Llamas, Mladenovic, Shetterly, Taylor, (Fuller is non-voting).

The following trustees voted against the motion.

None.

The following trustees abstained from the vote.

None.

Motion passed.

After the motion, Taylor and Yahnke offered some brief comments on the development of a dashboard.

10. ACADEMIC & STUDENT AFFAIRS

- a. Committee Chair Report

Chair Minahan was not at the meeting.

- b. Provost & Vice President for Academic Affairs Report

Provost and Vice President for Academic Affairs Dr. Steve Scheck offered a brief report, including items about enrollment projections and the Oregon Promise.

- c. Vice President for Student Affairs Report

Vice President for Student Affairs Dr. Gary Dukes offered a brief report, including items about the Student Health & Counseling Center groundbreaking, retirement of the campus dining director, search for the full-time director of Abby's House, preliminary results of the campus climate survey, and completion of the campus diversity climate survey.

- d. ACTION ITEM: BA/BS, Educational Studies (New Degree Program)

Provost Scheck described the proposed new degree program and outlined the docket materials. He noted that the degree was for those students interested in studying educational pedagogy, but did not want or need a teaching credential. Scheck shared that the degree program was existing curriculum, with a modified capstone project. Baumgartner asked Scheck to explain the need of the new program and Scheck offered that the demand, particularly with international students, was real.

Baumgartner called for motion to approve the BA/BS, Educational Studies (New Degree Program) as included in the docket. Kulongoski moved approval, and Shetterly seconded the motion.

The following trustees voted in favor of the motion:

Arredondo, Baumgartner, Guthrie, Ingle, Kulongoski, Llamas, Mladenovic, Shetterly, Taylor, (Fuller is non-voting).

The following trustees voted against the motion.

None.

The following trustees abstained from the vote.

None.

Motion passed.

11. FINAL ANNOUNCEMENTS

Trustee Guthrie returned to a previous conversation about the value of a degree and offered that a college degree, when viewed over a lifetime, was a good investment in the lives of students. Kulongoski observed that the privatization of the student loan market was a bad decision. Mladenovic turned attention to rural and undocumented students. Baumgartner turned the Board to the upcoming events sheet in the folders. Baumgartner thanked Trustee Llamas once again for her service.

12. ADJOURNMENT

Chair Baumgartner adjourned the meeting at 5:28 PM with a quorum (Arredondo, Baumgartner, Fuller (phone), Guthrie, Ingle (phone), Kulongoski, Llamas, Mladenovic, Taylor).

A handwritten signature in black ink, appearing to read "Ryan J. Hagemann", written over a horizontal line.

Ryan J. Hagemann, Secretary to the Board



Board of Trustees, October 26, 2016

President's Report

1. State of the University Address

Accomplishments in 2015-16

- Grand opening of the Woodcock Education Center. It will be the first time all of the COE faculty and staff will be in one location. It is a wonderful addition to campus and uses cross-laminated timber—a new Oregon technology.
- Broke ground on a new Student Health and Counseling Center, 12,000 square foot facility that will be located north of the math/Nursing building. It is scheduled to open in June 2017 and construction will begin soon. Students increased their fees to pay for this investment.
- Celebrated one of our largest graduating classes with over 1100 undergraduate degrees and over 220 graduate degrees and Oregon residents represented over 75% of all graduates
- Increased enrolment diversity: Hispanics have increased from 10% to over 13% and over 20% of new freshmen are Hispanic
- Western will be the permanent host for the César Chávez Leadership Conference, which will afford Western a leading role in shaping the college plans for nearly 2,000 high school students.
- Dual Enrollment agreement between Western and Clackamas Community College—this will prove to be a model for agreements with additional community colleges in Oregon. This year transfers are trending ahead of last year by about 8%.
- WOU was recognized as a “Tree Campus” by Tree Campus USA. Western is one of 5 Oregon campuses recognized.
- The honors program has the largest incoming class in its history (47), largest overall participation in the program (166 in fall 2016) and just had a record number of graduates (29).
- The Research Institute reported that we had more faculty submitting a larger number of grants, and our total funding increased to over \$11 million with four new funding sources.
- High academic success rates for student athletes—the NCAA Division II

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motto of “life in the balance “continues to serve our student athletes well. The GPA for all athletes was over 3.0.

- Improved access to college through our Willamette Promise program whereby high school seniors earn college credit in dual credit courses in Biology, Chemistry, Mathematics, Psychology, Writing, Communications, Spanish, and Computer Science. There were approximately 520 high school seniors of which 46 enrolled for classes this upcoming fall term. We will continue to work to provide access to Willamette Promise and work to convert these students into fully enrolled Western students.
- Finished last fiscal year with a fund balance that meets Board policy—slightly better than budget due to prudent management of our resources. These one-time savings enabled Western to meet required university match-funding to pursue critical construction/renovation projects such as renovation of the natural science building and the Oregon Military Academy.
- Held tuition increase for undergraduate residents to less than 3% and froze tuition for families with an EFC of zero. These steps demonstrate WOU’s continued commitment to access and affordability.
- On the alumni front—we expanded our reach through events in Salem, Portland, Hermiston, Bend and most recently Sacramento. These efforts have grown our Alumni network—and we connect on a regular basis though social media, monthly enews and regional volunteers.
- The Foundation received a gift of \$100,000 supporting the Annual Fund, enhancement of the TRiO Program, and also funds to help retention efforts.
- A gift to name the multi-purpose space of the new Richard Woodcock Education Center in honor of one of the university’s long-time supporters. This prominent space, with state-of-the-art technology, will be called the Mario and Alma Pastega Conference Center.
- The Foundation also realized an increase in the number of gifts received over the previous year. The number of gifts below \$100 grew, highlighting our efforts to engage more individuals in the life of the university and also emphasizing that every gift truly matters. The Foundation also realized an increase in the number of gifts received over the previous year.
- Overall, the Foundation received over \$1.8 million from generous supporters benefiting all areas of campus academic programs, facilities, and most importantly scholarships.
- Established new unit: Strategic Communications and Marketing provides oversight and services for internal and external communications and marketing for the entire university community. In addition to providing services for departments, we provides university-wide leadership for publications, graphic

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services, social media, web design, media relations, graphic identity/branding, writing, and editing. Our mission is to promote the university internally and externally in support of the university's mission and strategic plan.

NWCCU Accreditation

- Following the 7th year review by NWCCU, I can state that Western **is accredited**, and we are now in year one of the new seven year cycle. The Northwest Commission on Colleges and Universities found:

“that the accreditation of Western Oregon University has been reaffirmed on the basis of the Spring 2016 Year Seven Mission Fulfillment and Sustainability Evaluation which was to address Recommendation 1 of the Spring 2013 Year Three Peer-Evaluation Report.”

- This reflects a positive outcome; however, the decision also includes direction concerning a special report and on-site visit in September 2017. At the macro level, the Commission found that expectations had not been met related to mission fulfillment—a recommendation that was made in 2013.

Specifically, Western is expected to:

- Clarify its mission and provide better direction for mission fulfillment
- Identify outcomes that reflect achievement of the mission
- Identify objectives for each core theme and identify “meaningful, assessable, and verifiable direct and indirect measures of achievement”
- Identify student learning outcomes (SLOs) for all courses and programs, wherever offered and however delivered
- Identify SLOs that are “meaningful, assessable, and verifiable” and consistent with the mission
- Design and implement a planning process and a budgeting process that are broad-based, data-driven, and linked to mission fulfillment
- Engage in on-going systematic assessment of academic programs and core themes that leads to mission fulfillment

These expectations are directly related to the seven recommendations made by the site evaluation team in April.

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- Spring 2017: Address Recommendations 1, 2, and 3 in Spring 2017 Year One *Mission and Core Themes* Report. The report is due March 1, 2017 and needs to include evidence that the university has:
 - Clarified its mission statement to provide better direction for mission fulfillment
 - Defined mission fulfillment including outcomes that demonstrate achievement of mission
 - Defined objectives for each core theme using meaningful, assessable, and verifiable direct and indirect measures (indicators) of achievement
 - This means that we need to develop a systematic approach to assessment that will document that the information will be used for continuous improvement and mission fulfillment.
- Following the March 2017 report, WOU will submit another report on September 1, 2017 with a fall 2017 site visit that must address the following:
 - Ad hoc Report, with a visit, to address Recommendations 4, 6, and 7 Spring 2017 Year One *Mission and Core Themes* Report
 - Student learning outcomes for all courses, programs, and degrees, including general education, wherever offered and however delivered, that are meaningful, assessable, and verifiable and are consistent with the mission
 - An ongoing planning and budgeting process that is broad-based, inclusive of all appropriate constituencies, data-driven, includes Core Theme planning, and leads to mission fulfillment
 - A comprehensive, on-going, systematic assessment program that leads to mission fulfillment through the evaluation of Core Theme objectives and supports continuous improvement

2. Enrollment Data—4th Week

Fall Enrollment	2015 10.23.15	2016 10.18.16	Change	%Δ
Headcount				
New Freshmen	913	839	-74	-8.11%
Freshmen/Transfer	74	98	24	32.43%
Continuing Freshmen	371	372	1	0.27%
Sophomore	847	922	75	8.85%
Junior	1095	1111	16	1.46%
Senior	1401	1403	2	0.14%
Post Baccalaureate	80	64	-16	-20.00%
Graduate	592	497	-95	-16.05%

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Non-admit	59	89	30	50.85%
Total HC	5432	5395	-37	-0.68%
Total FTES	4633.08	4669.23	36.15	0.78%
Resident	4164	4096	-68	-1.63%
Non-resident--US	855	903	48	5.61%
Non-citizen Alien Resident	93	89	-4	-4.30%
International	320	307	-13	-4.06%
Fall Enrollment	2015 10.23.15	2016 10.18.16	Change	%Δ
Male	2097	2031	-66	-3.15%
Female	3335	3363	28	0.84%
Unknown	0	1	1	#DIV/0!
American Indian/Alaskan Native	95	88	-7	-7.37%
Asian	220	224	4	1.82%
Black	199	196	-3	-1.51%
Hispanic	567	710	143	25.22%
Hawaiian/Pacific Islander	120	145	25	20.83%
White	3646	3517	-129	-3.54%
2 or more races	15	8	-7	-46.67%
Declined	248	198	-50	-20.16%
*Note: -110 FTES → a loss in expected tuition revenue of about \$1,000,000 (assuming current mix of resident and non-resident tuition)				

3. Strategic Planning

- The 25 person Strategic Planning Committee (SPC) that is co-chaired by Dr. Burton and myself, starting meeting in April.
- The SPC has reviewed data from WOU, conducted a SWOT analysis and read supporting materials on strategic planning such as the strategic plan of the Higher Education Coordinating Commission.
- The SPC held town hall meetings in spring and provided a progress report to the campus and Board of Trustees at the July meeting.
- The SPC surveyed faculty and graduating students in June. Graduates stated that the personalized experience was paramount and 88% stated that they were satisfied or extremely satisfied with their total experience at WOU.

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- Earlier this month, the SPC held town halls to gather feedback from campus on the plan and the SPC continues to refine the plan as we move toward our deadline of January 2017.
- A community Town Hall is scheduled for November 16 at 6 pm in the Pastega Room of the Woodcock Education Center.
- Expect to have a final plan for Board review and action at the January 25, 2017 BOT meeting.

4. Alumni Receptions & Outreach

- July 23: Alumni event at Volcanoes baseball, Alumni Award of Excellence winner Dennis Tichenor recognized and threw out the first pitch with President Fuller
- July 31: Smith Fine Arts Auction
- August 10: Hermiston Alumni event
- September 2: Sacramento Alumni event in conjunction with football game against Sacramento State University
- September 6: Emeritus Society luncheon—campus update
- September 23: Woodcock Education Center grand opening
- October 4: Hosted Congressman Kurt Schrader
- October 11: Community Lecture Series: Retention and Student Success
- October 12: Canadian Consulate event in Portland

Upcoming Alumni Events between October and January Board Meetings

November 9	Senior Kick-off event <i>Note: Provides seniors the opportunity to meet with various departments including but not limited to financial aid, registrar's office, and Service Learning and Career Development to ensure they are prepared to graduate on time.</i>
November 13	Tentative date for special access event to Columbia Employee Store for WOU Alumni and employees.
December 2	Holiday Parade and Tree Lighting Annual reception held in the Cottage prior to tree lighting and beverage tent hosted by the Alumni Board
January 13	WOU Night with the Blazers <i>Note: Limited seating available as we are scheduled to have three combined suites for the game.</i>

Alumni Facts:

- Over 75% of alumni of record are in Oregon.
- Combined, Marion and Polk counties account for 35% of Oregon alumni
- Combined, Washington, Multnomah, and Clackamas counties account for 27% of Oregon alumni

Office of the President

5. Advancement/Foundation

- In August, Emily Swart was promoted to the position of Annual Giving Coordinator, a position to involve more constituents in their involvement and philanthropy. Also, effective September 16th a campus reorganization created the department of Strategic Communications and Marketing with Erin McDonough leading this new area for campus and realigned Alumni Relations under the Executive Director of Advancement and the WOU Foundation. As a result of both staff changes, a restructuring of duties for both open positions is planned to enhance our efforts on engagement and investment in WOU.
- Funds received by the Foundation to date trails last year due to three gifts: the final pledge payment received for the Richard Woodcock Education Center and two estate gifts. Combined these three gifts totaled nearly \$700k.
- The Board at its last meeting created a standing Gentle House Operations Committee to be more actively engaged in the operation of the asset owned by the Foundation.
- The Foundation will be replacing their financial accounting system and are currently researching products. As part of the process, staff will also research compatible alumni/donor management systems with a goal of improved efficiencies.
- The Board and staff are preparing for the finalized campus strategic plan and how the Foundation can support the university's goals.

6. Athletics: D-II—Life in the Balance

- **Division II Athletics Directors Association (D2ADA) academic achievement awards** - finished with **40 student-athletes earning the prestigious academic honor**. Student-athletes nominated for the award must meet three criteria: 1) have a cumulative grade point average of 3.5 or higher on a 4.0 scale, 2) have attended a minimum of two years (four semesters) of college level work, and 3) have been an active member of an intercollegiate team during his/her last academic year. WOU was one of two GNAC schools to earn D2ADA distinction.
- **Women's Basketball Coaches Association (WBCA) 2015-16 Academic Top-25 Team Honor Roll**. With a team grade point average of 3.57, the Wolves ranked 21st in NCAA Division II, and was first among all Great Northwest Athletic Conference (GNAC) women's hoops teams.
- **Soccer Coaches Association of America (NSCAA) Team Academic Award winners**. The 2015-16 Western Oregon Women's Soccer team earned a distinguished award for academics being named as **one of the top 20 of all NCAA Division II teams national wide**. To qualify for the award, teams must

maintain a minimum grade point average of 3.0 or higher for the entire academic year. Women's Soccer ended the academic year with a 3.64 team grade point.

This marks the fourth consecutive season the Wolves have earned this national distinction.

- **United States Track & Field and Cross Country Coaches Association All-Academic Team honors. Eight student-athletes (3 males and 5 females) from WOU's track and field team** earned this national distinction: maintain at least a 3.25 cumulative grade point average **and** reached a provisional or automatic qualifying standard for the NCAA II indoor and/or outdoor championships.
- **Faculty Athletic Representative Scholar-Athlete - Thirteen total student-athletes from Western Oregon University earned this prominent award.** Two WOU student-athletes had 4.0 GPAs for the academic year.

Board of Trustees - October 26, 2016

Vice President & General Counsel Report

(1) 2017 Legislative Assembly and the Legislative Advisory Council (LAC)

WOU, the Oregon Council for Public University Presidents, and the Legislative Advisory Council (LAC) are actively planning for the upcoming legislative session. The LAC, composed of the government affairs representatives of the seven public universities, is primarily charged with charting the collective agenda for the legislative session. The LAC also represents the space in which one or more universities can share pursuit of agenda items which the universities might not hold collectively. It is a group that communicates extensively and collaboratively, meeting once a week on Fridays and more often during the legislative session.

The budget is a central focus of legislative planning and strategy. The universities submitted a consolidated budget request to the Higher Education Coordinating Commission for consideration with ten different scenarios—ranging from a stark cut scenario to a dramatic investment scenario. In the 2015 session, with the help of the Ways & Means co-chairs, the universities were able to secure a \$700 million investment, with \$655 million going into the Public University Support Fund (PUSF) for distribution through the HECC's student success and completion funding formula. The HECC is responsible for submitting an agency request to the Governor for all of postsecondary education in Oregon. The Governor will release her recommended budget on or about December 1. On behalf of the public universities (and the other sectors and elements of Oregon's postsecondary education enterprise), the HECC requested \$943 million—echoing the transformative scenario of the universities' consolidated budget request. In addition, the HECC recommended the universities' "Tier One" capital construction requests as well. To review the HECC agency budget request, see http://www.oregon.gov/HigherEd/SiteAssets/Pages/meetings/5.22017-19AgencyRequestBudget_corrected.pdf. This document contains information about all elements of Oregon's postsecondary education enterprise.

The universities, and the rest of the state, are anticipating the November 8, 2016 election. Measure 97, a proposed gross receipts tax that could net \$3 billion for the state, is on the ballot. As such, the universities, including WOU, are planning for budget scenarios if the measure should pass or fail. As public entities, WOU may not use public resources to endorse or oppose Measure 97. Separate from advocacy, WOU is planning for all budget scenarios that might emerge on November 9, after the election. The campus was reminded of the applicable election and ethics law provisions in an all-campus email on September 28, 2016.

WOU and the universities were in the Capitol for legislative days September 21-23, 2016. The focus of the collective advocacy was the capital construction list. The universities are presenting a united front for all Tier One projects for all of the public

universities, including \$65 million for capital repair. The WOU projects on the Tier One list are Phase Renovation of the Oregon Military Academy (OMA) building and the Phase Three renovation of the Instructional Technology Center (ITC).

At this juncture, with much of the budget contingent on the election, WOU and the universities are united in messaging that a \$100 million investment to the PUSF in 2017-2019 is necessary to maintain 2015 investments and keep resident, undergraduate tuition under 5%. As reported earlier, the universities have worked hard with the state to recast the current service level (CSL) budget approach. With independence, the state assumed a flat inflationary escalator of approximately 3% when calculating budgets for inclusion in the agency's request. This does not approach the actual increase in cost, which includes many items, such as PERS assessments, PEBB increases, impact of the minimum wage increases, and salary increases. The true CSL facing the universities was calculated at closer to 7.9%. The \$100 million investment—separate from any budget discussions after the election—is the floor necessary to maintain legislative investments, pay for additional costs transferred to the universities, and keep resident undergraduate tuition under 5%.

In addition to the budget, many topics are on the universities' collective agenda for consideration. The Oregon Opportunity Grant, the Oregon Promise, veterans' benefits, research funding, "completer" scholarships and programs, and student debt relief are all under consideration.

The LAC will continue significant preparations for the upcoming session, including half-day and full-day meetings in October and November. The LAC will also consider how to best track bills for the collective good and use the expertise and skills of representatives across the campuses in order to maximize the positive impact of advocacy.

(2) WOU Policy Council

As reported at previous Board meetings, the WOU Policy Council ("Council"), created by the Board Statement on Delegation of Authority (see Sections 4.0 and 5.0), is working hard to establish transparent, thorough processes to amend, revise, and promulgate the policies and procedures that will guide most of the University's operational and management functions. In addition to the universe of policies and procedures already governing WOU, the university, through governance reform, inherited nearly 300 policies from the Oregon University System and State Board of Higher Education. Over the course of the year, the Council deliberated on an organizational structure and template in order to allow Information Technology and our interns to complete the website over the summer. At this juncture, all existing WOU and former OUS policies that still apply to WOU are cataloged and searchable on the Policy Council's website. From the outset, all of the policies, including the former OUS policies, were transferred into the new template, which allows them to be searchable on

the site and easily edited for the future. The project would not be where it is today without the hard work of our two interns—Beka Degner and Kaylee Church—that worked in our office over the past academic year and summer.

Please visit www.wou.edu/policycouncil for more information. The policies and procedures may be viewed at the Policy Library tab of that site. In addition to reviewing all of the outstanding policies for revision and/or deletion and introducing new policies, the Council will turn its attention to any processes that allow for proposed policies or revisions to be distributed to campus for public comment. We have also offered to train and demonstrate the Council website and Policy Library to various groups and stakeholders on campus. Hagemann demonstrated the site during the opening week training sessions on September 20, Staff Senate on October 12, and Faculty Senate on October 25.

(3) Human Resources

Effective September 15, 2016, Human Resources now reports to the Vice President & General Counsel. On September 15, 2016, Hagemann, Director of Human Resources Judy Vanderburg and all of the WOU HR professionals participated in a day-long HR retreat addressing major areas of focus and identifying numerous processes and functions to “work flow” in order to improve efficiency and efficacy over the course of the year.

(4) Public Universities Risk Management and Insurance Trust (PURMIT)

Western Oregon University is a member of the Public Universities Risk Management and Insurance Trust (PURMIT). PURMIT is a trust in which six of the seven public universities participate in order to pool resources for risk management purposes. The PURMIT facilitates the acquisition, on behalf of the pool, insurance coverage for educators’ legal liability (ELL), property, worker’s compensation, and other exposures which universities face. PURMIT contracted with Berkley Risk, which serves as the trust’s administrator. Each university has a trustee on the PURMIT board and Hagemann is WOU’s trustee. At the most recent meeting on August 9, 2016, the PURMIT discussed insurance placement services, worker’s compensation and cyber coverage. Currently, there is a Request for Proposals (RFP) open to place an insurance broker to place the various policies PURMIT requires for its members. Last month, WOU and the PURMIT were informed that it would receive a worker’s compensation dividend, based on claims history and safety performance. WOU’s dividend was nearly \$64,000.

Information on the PURMIT may be viewed at www.purmit.org.

Information the SAIF dividend may be viewed at: <http://saif.com/news/safety-pays-dividends.html>.

(5) University Attorneys

The in-house attorneys for all of the public universities met to discuss various issues that face all the universities on September 30, 2016. The attorneys meet three or four times a year in-person.

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Board of Trustees – October 26, 2016

Vice President for Finance & Administration Report July – October

Capital Repair and Renewal Funding Allocation

HB 5005 (2015), the “bond bill,” included the following project scope related to CR&R funds for the 2015-17 biennium; Capital renewal, code compliance, and safety: approved \$65,770,000 Article XI-Q bonds to maintain facilities and keep the deferred maintenance backlogs from growing. These projects do not involve acquisition of buildings, structures, or land. The approved amount includes \$65,000,000 for project costs and \$770,000 for issuance costs. HECC initially will allocate funds to the individual universities based on square footage in education and general services facilities, following past OUS practice.

WOU’s allocated portion is \$2.9M, a \$1.3M, or 82% increase over the prior allocation; bonds will be sold in spring of 2017 with funding available for the 2017-19 biennium.

Initial 2015-17 Capital Repair Allocation Summary							
Institution	2015-17 Preliminary			2013-15		Increase over 2013-15	% increase
	E&G SF	% of Total	Allocation	Allocation	%		
EOU	606,898	3.80%	\$ 2,467,491	\$ 1,345,525	4.5%	\$ 1,121,966	83.4%
OIT	666,922	4.20%	\$ 2,711,534	\$ 1,076,642	3.6%	\$ 1,634,892	151.9%
OSU	5,948,140	37.20%	\$ 24,183,610	\$ 10,232,574	34.3%	\$ 13,951,036	136.3%
PSU	2,741,717	17.10%	\$ 11,147,117	\$ 5,548,741	18.6%	\$ 5,598,376	100.9%
SOU	1,196,347	7.50%	\$ 4,864,040	\$ 1,993,648	6.7%	\$ 2,870,391	144.0%
UO	4,112,348	25.70%	\$ 16,719,751	\$ 8,005,917	26.9%	\$ 8,713,834	108.8%
WOU	714,865	4.50%	\$ 2,906,458	\$ 1,596,924	5.4%	\$ 1,309,534	82.0%
Total:	15,987,237	100.00%	\$ 65,000,000	\$ 29,799,970	100.00%	\$ 35,200,030	118.1%

There is concern about continuing this allocation based on E&G square footage alone, as growth at the three large institutions has significantly outpaced that of regional universities and this methodology does not recognize age or condition of university capital assets.

Developing an allocation methodology is a topic of ongoing discussions with HECC.

Capital Construction Update

Natural Sciences Building Renovation: Plans to launch this spring 2017 renovation project are developing.

The \$6 million project will renovate and update a 45 year-old, 47,000 square foot, science facility that provides for wet and dry-lab science disciplines such as Biology, Geology, Earth, and Physical Science.

A Request for Qualifications was let on September 29th and closed on Oct 13th; a review of submissions has begun. We expect the RFQ/RFP process to be completed and a design architect to be identified by mid-December.

Meanwhile, Provost Scheck is working with a group of Natural Science faculty to determine the operational and instructional needs of 26 faculty and staff for the 2017 academic year and to identify appropriate interim instructional space. Potential locations for this interim space could include the DeVolder Family Science Center, the Education Building, and various modular classrooms.

Richard Woodcock Education Center

With its opening on September 23rd, the 58,000 square-foot building provides a new home to Western Oregon University's College of Education.

For the first time the College's three divisions (Deaf Studies and Professional Studies, Health and Exercise Science, and Teacher Education) and administrative offices (Clinical Practice and Licensure, Regional Resource Center of Deafness, and the Teacher Education Programs Advising) will be under one roof.

With 23 new classrooms and nearly 100 new offices faculty and students have begun to settle in. We will continue to make necessary adjustments and address punch list items as they arise throughout the new academic year.

2016 Financial Audit

EideBaily auditors continue fieldwork at Western. Jodi Daugherty, CPA and EideBaily engagement partner, provided the Board F&A committee an update at their October 13th meeting. Ms. Daugherty is managing the current audit of WOU's financial statements which includes an evaluation our internal control and compliance with state and federal laws. Ms. Daugherty noted that EideBaily will issue their report in time for the State's November 15th deadline and will likely present the 2016 audited financial statements to the Board at their January meeting.

Internal Audit Function

The University Shared Service Enterprise (USSE) has added an internal audit service. The USSE has hired former OUS Chief Audit Executive Kathy Berg and is recruiting one staff auditor to provide internal audit support to the regional universities.

Specific to WOU, the USSE Internal Auditor has evaluated risks across the nine major functions, which consist of governance and leadership; instruction and academic support; research and development; student services; human resources management; fiscal and asset management; facilities management; auxiliary operations; and information technology.

Having identified high-risk areas at WOU the internal audit plan for the coming year will include information security related to electronic document management, contracting controls, and cash controls.

In addition to completing planned audits, USSE will perform complaint investigations and audit follow-up review for previously issued audit reports; changes to these plans may occur if issues arise during the year that are deemed of greater priority. Updates on plan progress will be provided to WOU management/Board.

Emergency Preparedness – Fall Gear-up

Emergency Management Table Top Exercise/Stimulation September 12

Director of Public Safety and Risk Management Rebecca Chiles led an emergency management tabletop exercise that addressed an earthquake event with emergency scenarios of increasing criticality. Participants included the Policy Team comprised of the President, VP's and staff, and the Operations Team, which was comprised of Building Managers, CERT team members, and various staff.

Through this exercise, we were able to identify response areas needing improvement and to further refine the role of Building Managers in an emergency.

Great Shake Out - October 20

WOU is one of many Oregon [universities](#) that participate in the Great Shake Out Earthquake Drill. As part of this drill, WOU issued a WOUAlert on October 20th at 10:20am notifying recipients of a major earthquake and directing them to drop, cover, and hold for 5 minutes to simulate their response during an actual earthquake. Then they were to safely exit the building to further simulate the evacuation process.

The message was delivered to all registered for WOUAlert and for the first time this message was pushed to all university owned computer monitors including smart classrooms, student computer labs, and employee desktops.

The annual drill is an opportunity for the university to organize and practice appropriate response during earthquakes, and to improve our preparedness.

[WOU Community Emergency Response Team \(CERT\)](#)

The WOU Community Emergency Response Team (CERT) Program continues to meet on a regular basis and is designed to prepare in the event of a major emergency or disaster. Because emergency services personnel will not be able to help everyone immediately, volunteer CERT members make a difference by using CERT Training to save lives and protect property.

Business Continuity Plans

The annual review and update of Business Continuity Plans (BCP) for each department and/or division on the campus is nearly complete.

The business continuity plans provide each area with the ability to respond to any disaster by having completed a business impact analysis and business continuity plan of the essential functions that are necessary to maintain the educational environment. The completed plans are kept at each department/division and a copy filed with the WOU Risk Office.

Summer Meetings & Conferences

August 1 – 2: [Chief Business Officer and Chief Academic Officer Collaborations](#) Yahnke/Scheck - Washington DC

Host: National College and University Business Officers (NACUBO);
National Student Affairs Administrators in Higher Education (NASPA)

A two day action-based workshop focused on the dynamics between CBOs and CAOs and their president providing tools to develop a shared action agenda, and find solutions to challenging problems they face individually and collectively.

Topics:

- Working Across "Cultures" (NACUBO)
- Building a Stronger Partnership for Economic Sustainability and Student Success (NACUBO)
- What You Need to Know About Student Affairs (NASPA)
- How the Other Half Lives – National Association of Colleges & Employers (NACE)
- An Eye on Graduates' Careers (NACE)
- What Teamwork Means to Us (NACUBO)
- Strategic Review of Institutional Activities (and Reallocation!) for Investment (*rpkGROUP*)

August 11: [Higher Education Coordinating Commission](#)

Fuller/Yahnke - Columbia Gorge Community College, The Dalles, OR

Selected Agenda Topics:

- HECC 2016 Budget Update
- 2017-19 Agency Request Budget Review and Discussion
- Adopt 2017-19 Agency Request Budget
- Funding and Achievement Subcommittee
- [Policy Report: State Capacity for Higher Education Policy](#)
- [Presentation: The Role and Functions of a Coordinating Board](#)

September 15: SEDCOR Fall Industrial Site Tour

Host: Strategic Economic Development Corporation (SEDCOR)

This popular tour provides SEDCOR members with a unique educational opportunity, to learn more about local industry, and better understand their impact on our economy. WOU's portion of the fall tour included a specialized behind-the-scenes tour of the Peter Courtney Health & Wellness Center, DeVolder Family Science Center and Ackerman Hall. The tour was followed by a hosted lunch for approximately 55 attendees with University President Dr. Rex Fuller and other WOU leadership.

Finance & Administration Committee Action Item - Fiscal Year 2017 Initial Budget

Draft available for your review: <http://www.wou.edu/board/files/2016/10/FY17-Budget-Document-DRAFT.pdf>

WOU enters fiscal year 2017 fiscally sound with a balanced budget. The 2017 General Fund budget includes plans for an \$11.3M, 17%, fund balance that is within the Board directive for fund balance reserves. The annual budget document reflects our continued effort to clearly and accurately report university budget plans in support of our continued success. The following is a summary of significant changes, which are reported in further detail within the 2017 budget document:

- ✿ Student full-time equivalency (SFTE) is projected to decrease 4.1% due, in part, to factors outside of WOU's control. This is the sixth year in a row due that enrollments have declined at WOU. Likely impacting enrollment figures is the new Oregon Promise, launched this year, which is reducing the number of new freshmen, most of whom have turned to community colleges in exchange for reduced tuition.
- ✿ In total, WOU is anticipating a \$791k increase in net tuition and fees this fiscal year over FY16, a result of increased tuition rates, a change in the mix of students enrolled (i.e. resident, WUE, non-resident, graduate, promise cohorts), and reduced fee remissions funding due to lower enrollment.
- ✿ While WOU is anticipating an additional \$1.5 million in total revenue this fiscal year, salary and benefit costs are expected to increase \$3.1 million over last year's actual costs. This is due to prior year vacancies expected to be filled and salary increases for faculty and staff. Additional information on salary increases can be found on page xx.
- ✿ Transfers out in support of university Athletics increased 5.6% or \$148k due primarily to salary and benefit cost increases. Budgeted at \$2.8 million, the general fund's contribution amounts to 52.9% of the total expense budget for Athletics with additional funding coming from student fees (24.3%), state lottery funding (11.0%), and self-generated revenue (11.8%). Additionally, E&G funds contribute \$290k annually for athletic fee remissions, an increase of \$130k over the prior year contribution. Additional information is available in figures xx and xx.
- ✿ Programmatically, 63.1% of WOU's annual E&G expense budget is dedicated to instruction, research, and academic support while the remaining 36.9% is allocated to student services, operations & maintenance, and institutional support.

- State appropriations are expected to increase \$900k in the current year. With the October 11th notice from HECC of the FY17 SSCM True Up budgeted State Appropriations, Western completed its FY17 Initial Budget development.

While the True Up resulted in both positive and negative variances between projected and actual funding within the SSCM model, the total net State Appropriations of \$21.6M did not change projected or budget.

WOU's reductions in funding are directly related to declining enrollment and resulted from reductions in activity based student credit hours, outcomes based degrees.

These decreases were offset, in part, by increases in Dual Credit programs and Regional University Support which provides \$601 per FTE for every FTE below 7,500 FTE at an institution.

Looking forward, as we work to improve enrollment and retention, we are aware of the challenges presented by planned changes in the SSCM. These changes include a shift toward outcomes based funding and a phase-out of the Stop Loss/Gain thresholds as noted below.

Table 1		Activity-Based and Outcomes-Based Funding Proportions				
Fiscal Year	2016	2017	2018	2019	2020	
Outcomes-Based Allocation Proportion	20%	40%	60%	60%	60%	
Activity-Based Allocation Proportion	80%	60%	40%	40%	40%	

The proportional funding split between Outcomes-Based Allocation and Activity-Based Allocation after Fiscal Year 2020 shall continue at same proportion as in Fiscal Year 2020.

Stop Loss and Stop Gain thresholds are established as follows:

(12) Table 10		Stop Loss and Stop-Gain				
Fiscal Year	2016	2017	2018	2019	2020	
Stop Loss	4.5%	2.0%	1.0%	0.0%	Disengaged	
Stop Gain	1.5 x ΔPUSF	2016+10%	2017+10%	2018+10%	Disengaged	

Staff Recommendation: Staff recommends that the Board approve the Fiscal Year 2017 budget.

**Finance & Administration Committee
Action Item - FY2017 Q1 Management Report**

The attached quarterly management report is as of September 30, 2016. Given the early nature of this first quarterly report, year-end projections for reflect the budget and no variances are reported. In addition to management report notes, budget detail is provided in the annual budget document.

Staff Recommendation to the Board: Staff recommends that the Board accept the September 30, 2016 Quarterly Management Report. The next management report for the quarter ending December 31, 2016 is scheduled to be presented to the FAC in January 2017.

Western Oregon University
Education and General Fund Operations
For the Fiscal Years Ending June 30th
Fiscal Year 2017 - Initial Budget

	2015	2016	FY16-15		2017	FY17 Budget -	
	Actual	Actual	\$ Δ	% Δ	Initial Budget	FY16 Actual \$ Δ	% Δ
Government Appropriations							
State Appropriations	17,620,235	22,988,339	5,368,104	30.5%	23,887,904	899,565	3.9%
Total Government Appropriations	17,620,235	22,988,339	5,368,104	30.5%	23,887,904	899,565	3.9%
Tuition and Resource Fees, Net of Remissions							
Tuition Revenue							
Academic Year Tuition							
Resident Undergraduate	19,727,161	19,696,359	(30,802)	-0.2%	19,662,345	(34,014)	-0.2%
Nonresident Undergraduate	5,462,194	5,002,912	(459,282)	-8.4%	5,151,195	148,283	3.0%
Resident Graduate	1,408,685	1,477,370	68,685	4.9%	1,528,956	51,586	3.5%
Nonresident Graduate	1,205,148	815,562	(389,586)	-32.3%	834,480	18,918	2.3%
Western Undergrad Exchange (WUE)	6,011,944	6,399,967	388,022	6.5%	6,351,885	(48,082)	-0.8%
Continuing Education	5,812,361	6,351,047	538,685	9.3%	6,519,286	168,240	2.6%
Faculty & Staff	302,214	336,949	34,734	11.5%	351,090	14,141	4.2%
Total Academic Year Tuition	39,929,708	40,080,164	150,456	0.4%	40,399,237	319,073	0.8%
Summer Session Tuition	1,266,769	1,184,784	(81,986)	-6.5%	1,187,217	2,433	0.2%
Total Tuition Revenue	41,196,478	41,264,948	68,470	0.2%	41,586,454	321,507	0.8%
Student Fees							
Technology	28,220	30,975	2,755	9.8%	30,975	-	0.0%
Matriculation	633,689	611,757	(21,932)	-3.5%	691,862	80,105	13.1%
Other Student Fees	1,027,715	1,074,666	46,951	4.6%	1,074,667	1	0.0%
Student Fee Revenue	1,689,624	1,717,398	27,773	1.6%	1,797,504	80,106	4.7%
Less Fee Remissions	3,413,328	4,594,335	1,181,007	34.6%	4,204,496	(389,839)	-8.5%
Tuition and Resource Fees, Net of Remissions	39,472,774	38,388,010	(1,084,764)	-2.7%	39,179,462	791,452	2.1%
<i>% Fee Remission to Gross tuition</i>	<i>8.29%</i>	<i>11.13%</i>			<i>10.11%</i>		<i>-1.0%</i>
Other Revenue							
Indirect Cost Recoveries	588,530	519,284	(69,246)	-11.8%	503,000	(16,284)	-3.1%
Sales & Services, Other Revenue	2,672,002	3,272,221	600,220	22.5%	3,058,285	(213,937)	-6.5%
Other Revenue	3,260,532	3,791,506	530,974	16.3%	3,561,285	(230,221)	-6.1%
Total Operating Revenue	60,353,541	65,167,855	4,814,314	8.0%	66,628,651	1,460,796	2.2%
Expenditures							
Personnel Services	48,598,676	51,508,959	2,910,283	6.0%	54,685,542	3,176,583	6.2%
Supplies & Services	7,767,116	7,050,683	(716,433)	-9.2%	8,757,964	1,707,281	24.2%
Capital Outlay	776,500	358,155	(418,345)	-53.9%	202,691	(155,464)	-43.4%
Total Expenditures	57,142,291	58,917,797	1,775,506	3.1%	63,646,197	4,728,400	8.0%
Transfers							
Transfers In	(453,114)	(529,062)	(75,948)	16.8%	-	529,062	-100.0%
Transfers Out - Other	1,573,648	2,410,365	836,717	53.2%	175,000	(2,235,365)	-92.7%
Transfers Out - Athletics Support	2,535,437	2,658,987	123,550	4.9%	2,807,453	148,466	5.6%
Total Transfers	3,655,971	4,540,290	884,319	24.2%	2,982,453	(1,557,837)	-34.3%
Change in Fund Balance	(444,722)	1,709,768			-		
Beginning Fund Balance	10,062,921	9,618,199			11,327,967		
Ending Fund Balance	9,618,199	11,327,967	1,709,768	17.8%	11,327,967	-	0.0%
% Operating Revenues	15.9%	17.4%			17.0%		

Expenditures & Transfer Out by Program							
Instruction & Dept. Research	29,481,083	30,910,860	1,429,777	4.8%	31,863,391	952,531	3.1%
Research	481,349	752,953	271,604	56.4%	656,604	(96,348)	-12.8%
Academic Support	9,484,276	9,043,877	(440,399)	-4.6%	9,509,964	466,087	5.2%
Student Services	5,812,588	6,203,442	390,854	6.7%	6,626,976	423,533	6.8%
Operations/Maint.	4,534,196	4,511,721	(22,475)	-0.5%	4,943,874	432,153	9.6%
Institutional Support	8,922,448	9,905,309	982,861	11.0%	10,220,387	315,079	3.2%
Athletics Support	2,535,437	2,658,987	123,550	4.9%	2,807,453	148,466	5.6%
Total Expenditures & Transfers by Program	61,251,377	63,987,149	2,735,772	4.5%	66,628,651	2,641,501	4.1%

Western Oregon University
Quarterly Management Report
(Unaudited, non-GAAP, For management purposes only)

As of September 30, 2016
For the Fiscal Year Ended June 30, 2017

	Year-to-Date					Budget		Projections				Notes
	YTD Actual	YTD as a % of Projected	Prior YTD as % of PY Actual	% chg Current/Prior YTD	Notes	Prior Yr. Actual	Adjusted Budget	Projected 6/30/2016	Variance from Adj. Budget	Chg since Prior Report	% chg Projection to PY Actual	
(in thousands except enrollment)												
EDUCATION & GENERAL												
State General Fund	8,557	36%	35%	6%		22,988	23,888	23,888	0	0	4%	
Tuition & Resource Fees, net of Remissions	15,311	39%	39%	3%		38,388	39,179	39,179	0	0	2%	
Other	845	24%	24%	-8%	(1)	3,792	3,561	3,561	0	0	-6%	(1)
Total Revenues	24,713	37%	37%	4%		65,168	66,628	66,628	0	0	2%	
Personnel Services	(8,107)	15%	15%	6%	(2)	(51,509)	(54,695)	(54,695)	0	0	6%	(2)
Supplies & Services & Capital Outlay	(1,775)	20%	25%	-5%	(3)	(7,409)	(8,851)	(8,851)	0	0	19%	(3)
Total Expenditures	(9,882)	16%	16%	4%		(58,918)	(63,546)	(63,546)	0	0	8%	
Net from Operations	14,831					6,250	3,082	3,082	0	0		
Transfers In	0	n/a	24%	-100%		529	0	0	0	0	-100%	(4)
Transfers Out	(695)	23%	18%	-26%	(6)	(5,069)	(2,982)	(2,982)	0	0	-41%	(5)
Fund Additions/(Deductions)	0					0	0	0	0	0		
Change in Fund Balance	14,136					1,710	100	100	0	0		
Beginning Fund Balance	11,328					9,618	11,328	11,328	0	0		
Ending Fund Balance	25,464					11,328	11,428	11,428	0	0	1%	
% Operating Revenues						17.4%	17.2%	17.2%			-1%	
Student FTE Enrollment - Summer	288	6%	6%	-2%		4,744	4,552	4,552	0	0	-4%	
AUXILIARY ENTERPRISES												
Enrollment Fees	2,618	38%	36%	5%	(6)	6,844	6,845	6,845	0	0	0%	
Sales & Services	1,775	12%	11%	7%	(7)	14,865	15,075	15,075	0	0	1%	
Other	440	26%	18%	42%	(8)	1,714	1,706	1,706	0	0	0%	
Total Revenues	4,833	20%	19%	8%		23,423	23,626	23,626	0	0	1%	
Personnel Services	(2,169)	20%	21%	2%		(10,176)	(10,668)	(10,668)	0	0	5%	(9)
Supplies & Services & Capital Outlay	(2,296)	16%	33%	-47%	(10)	(13,016)	(14,367)	(14,367)	0	0	10%	
Total Expenditures	(4,465)	18%	28%	-31%		(23,192)	(25,035)	(25,035)	0	0	8%	
Net from Operations	368					231	(1,409)	(1,409)	0	0		
Transfers In	675	24%	22%	5%	(11)	2,930	2,807	2,807	0	0	-4%	
Transfers Out	0	0%	21%	-100%		(2,558)	(514)	(514)	0	0	-80%	(12)
Additions/(Deductions) to Unrestricted Net Assets	(1,665)					(1,292)	(660)	(660)	0	0		
Change in Unrestricted Net Assets	(622)					(689)	224	224	0	0		
Beginning Unrestricted Net Assets	8,841					9,530	8,841	8,841	0	0		
Ending Unrestricted Net Assets	8,219					8,841	9,065	9,065	0	0	3%	
						37.7%	38.4%	38.4%				

Western Oregon University
Quarterly Management Report
(Unaudited, non-GAAP, For management purposes only)

As of September 30, 2016
For the Fiscal Year Ended June 30, 2017

	Year-to-Date					Budget		Projections				Notes
	YTD Actual	YTD as a % of Projected	Prior YTD as % of PY Actual	% chg Current/Prior YTD	Notes	Prior Yr. Actual	Adjusted Budget	Projected 6/30/2016	Variance from Adj. Budget	Chg since Prior Report	% chg Projection to PY Actual	
(in thousands except enrollment)												
DESIGNATED OPERATIONS, SERVICE DEPARTMENTS, CLEARING FUNDS												
Enrollment Fees	84	59%	55%	35%	(13)	112	143	143	0	0	28%	(13)
Sales & Services	110	28%	18%	29%	(14)	469	397	397	0	0	-15%	(14)
Other	528	20%	22%	18%	(15)	2,067	2,645	2,645	0	0	28%	(15)
Total Revenues	722	23%	22%	22%		2,648	3,185	3,185	0	0	20%	
Personnel Services	(210)	20%	33%	12%	(16)	(566)	(1,038)	(1,038)	0	0	83%	(16)
Supplies & Services & Capital Outlay	(607)	34%	24%	100%	(17)	(1,251)	(1,811)	(1,811)	0	0	45%	(17)
Total Expenditures	(817)	29%	27%	67%		(1,817)	(2,849)	(2,849)	0	0	57%	
Net from Operations	(95)					831	336	336	0	0		
Transfers In	6	11%	44%	-87%		103	54	54	0	0	-48%	(18)
Transfers Out	0	n/a	100%	-100%		(126)	0	0	0	0	-100%	(19)
Additions/(Deductions) to Unrestricted Net Assets	(82)					(302)	(302)	(302)	0	0		
Change in Unrestricted Net Assets	(171)					506	88	88	0	0		
Beginning Unrestricted Net Assets	1,307					801	1,307	1,307	0	0		
Ending Unrestricted Net Assets	1,136					1,307	1,395	1,395	0	0	7%	
Total unrestricted fund balance						49.4%	43.8%	43.8%				
Days of expenditures						93	87	87				

Notes:

General Fund:

- (1) Other Revenue, budget and projected, reduced from prior year due to the prior year sale of University House.
- (2) Personnel Services budget and projection increase reflects negotiated salary increases and new positions beginning this fiscal year.
- (3) Supplies, Services & Capital Outlay budget and projection increase reflects conservative prior year investment in IT infrastructure and computer replacements and lower than expected bad debt expense. Current year to date S&S expense is lower than the prior year and will be monitored through Q2.
- (4) Prior year Transfers-in are related to capital construction bridge funding returned from the RWEC project.
- (5) Budgeted transfers out lower than prior year due to bridge funding in prior year to support upcoming capital projects.

Auxiliary:

- (6) Current YTD enrollment fees higher than prior year due to increase in Incidental fee charged to students. Fee increase for current year was \$14/term or 4.2%.
- (7) Current year to date sales and services revenue higher than the prior year and will be monitored through Q2 for changes.
- (8) Current YTD other revenue higher than prior year due to earlier payment to Housing for classroom use in Ackerman Building.
- (9) Budgeted increase in personnel services due to salary increases, associated OPE, and staffing changes across auxiliary departments.
- (10) Variance between prior and current YTD Supplies & Services due to timing of debt service payment accounting change.
- (11) Transfers In actual YTD higher than prior fiscal year due to pay raises and staffing changes in Athletics.
- (12) Prior year transfers out higher than current year budget to support the Landers Hall remodel completed in 2016.

Designated Ops/Service Cntrs:

- (13) Enrollment Fees actual YTD and budgeted increased for the addition of the Traffic Safety Program.
- (14) Sales & Services YTD revenue higher than prior year related to timing of Telecommunications receipts. Budget and projected Sales & Services expected to be lower than prior year
- (15) Other Revenue budget increased due to the addition of the Council of Presidents this fiscal year.
- (16) Personnel Services budget higher for 2017 due to addition of the Council of Presidents and staffing changes in Telecommunications.
- (17) Service & Supplies budget increased for the addition of the Council of Presidents.
- (18) Transfers-In made in 2016 for Telecommunications equipment are not expected in 2017.
- (19) Transfers-out in FY17 are not expected.

Western Oregon University
Transfers schedule - Projected
As of September 30, 2016
For the Fiscal Year Ended June 30, 2017
(Unaudited, non-GAAP, for management purposes only)

	E&G		Auxiliary		Des Ops - Serv Dept.	Grants	Plant fund		Total
<u>Transfers In E&G</u>									-
<u>Transfers Out E&G</u>			(a)	(b)			(c)	(d)	
			414,984	2,392,469			34,668	140,332	2,982,453
<u>Transfers In AUX</u>	(a)	(b)							
	414,984	2,392,469							2,807,453
<u>Transfers Out AUX</u>					(e)		(f)		
					48,356		465,221		513,577
<u>Transfers In DO, SD</u>				(e)		(g)			
				48,356		5,694			54,050
<u>Transfers Out DO, SD</u>									-

Type	Description
(a) Actual	Year to date Athletic operations support
(b) Budgeted	Athletic operations support - Staff/Coach salaries and OPE
(c) Actual	Year to date transfer out of funds to SELP
(d) Budgeted	Transfer out of funds to SELP debt service fund for payment
(e) Budgeted	Auxiliary funded scholarships
(f) Budgeted	Fund building & equipment replacement reserves for Housing, Dining, Parking, Health & Wellness Center, and the Werner University Center.
(g) Actual	Transfer from TR grant funds to close fund.

Board of Trustees – October 26, 2016

Provost and Vice President for Academic Affairs Report

1. Leadership changes in academic affairs

- a. Dr. Sue Monahan has stepped down from her role as dean of the college of liberal arts and sciences to take on a new assignment this year as associate provost for academic effectiveness. Dr. Monahan's duties are linked to leading WOU's work on aligning our curricula with student learning outcomes and implementation of a systemic assessment process. This activity is in response to recommendations made by the Northwest Commission on Colleges and Universities (NWCCU) during our Year-7 accreditation review.
- b. Dr. Rob Winningham, professor of gerontology and psychology has taken on the role as interim dean of the college of liberal arts and sciences. Dr. Winningham is highly regarded by the faculty and has served as chair of the behavioral sciences division and was instrumental in introducing our first applied baccalaureate programs (AB in psychology; AB in gerontology) at WOU.
- c. A national search is underway for the new dean of the college of liberal arts and sciences. The planned time-table will have final candidates coming to campus early in spring term. The search committee, which includes faculty representatives from both colleges and the library, will be chaired by Dr. Carol Harding, humanities division chair.

2. Higher Education Coordinating Committee (HECC) update

- a. The Educational Studies BA/BS degree approved by the WOU Board of Trustees at its July 27th meeting went through the review process at Provosts Council and was approved by the HECC at its October 13th commission meeting. We will be submitting paperwork to the NWCCU for its approval once we have received HECC's approval letter.
- b. At the October 11th Faculty Senate meeting the faculty formally endorsed WOU's participation in the Western Interstate Commission for Higher Education (WICHE) Passport Initiative (<http://www.wiche.edu/passport/home>). WOU is the lead university in Oregon that has had multiple faculty members engaged with HECC staff and faculty from other WICHE campuses for the development of a general education transfer "certificate" or passport. This passport assures for a transfer receiving institution that general education learning outcomes have been met. This is similar to the Associate of Arts Oregon Transfer (AAOT) degree, but across state lines. WICHE recently has

received a \$3M US Department of Education First in the World Grant to support the passport initiative. Blue Mountain Community College is the lead community college in Oregon.

- c. The HECC's strategic plan notes the need for universities and community colleges to strengthen transfer pathways so that community college students will not lose credits upon matriculating at a public university. At the October 13th HECC meeting, commissioners stated that if the universities do not establish better transfer pathways, "someone else" will. WOU will ramp up its efforts to publish new recommended pathway tracks for our principal feeder campuses.

Board of Trustees, October 26, 2016

Vice President for Student Affairs Report

Move-In

We had a successful move-in as students arrived to move into the residence halls. Occupancy is down slightly from last year with 1231 total students living in the residence halls as compared to 1246 last year at this time. With freshmen being the primary occupants and the freshmen class being smaller this year than last, this is the major reason for the difference. We are up in the number of upper class students.

New Student Week

New Student Week occurs for new freshmen and transfer students the week prior to the start of classes. The intent of the week is to acclimate students to campus and provide important information on how to be a successful student at WOU. Students hear from national speakers on issues of diversity, sexual violence and healthy relationships, and alcohol education and awareness. There are a wide array of informative and educational sessions available to students during the week. In addition there are multiple social opportunities for students. Each residence hall floor has an Orientation Leader assigned to work with students to answer questions, take on tours around campus, and assist students in their transition to WOU.

Neighborhood Walks

Each year for the last 13 years, we have conduct Neighborhood Walks through Monmouth where there are a high concentration of students. On September 27, 2016, four staff from Western Oregon University (Tina Fuchs, Dean of Students; Jeff Hawthorne, Conduct Officer; Rebecca Chiles, Director of Campus Public Safety; and myself) walked neighborhoods with three Monmouth Police Officers and Chief Darryl Tallon. The Monmouth Police Department identified several areas in Monmouth to canvas based on calls from this past year. It was a very successful night. Community members are always appreciative of our efforts as are our students.

Student Health and Counseling Center Construction Update

Ground has now literally been broken on the site. At this point, footings are being poured and underground utilities are being roughed in. Completion date is set for mid-June and the contractor feels comfortable at meeting this date.

Upward Bound

Upward Bound is a U.S. Department of Education TRiO Grant which promotes college education to low-income, first-generation high school students. It is a five-year renewable grant. WOU's current grant serves 52 students from Dallas, Central and McKay High schools. We have begun working on our re-application for this grant and gathering necessary information to support a successful renewal. Our application is due November 28, 2016. On average, 50% of students who participate in Upward Bound attend WOU straight out of high school. We also usually see additional who start at Chemeketa and transfer to WOU after a couple of years.

Activities

Homecoming Week happened this past week. Many traditional events occurred this past week such as Powderpuff Football, Painting of the Wolf on Church Street, and the Bonfire followed by fireworks. A few new events have been added to the week, one of which is Powderpuff, which is a men's volleyball game between on and off campus men. Student Activities Board also sponsored a comedian on Wednesday night.

Abby's House had its annual Take Back the Night program last night. This program is designed to bring attention to relationship violence, which frequently occurs between the hours of 6pm – 8pm. The event centered on a speaker and participants walking through campus to bring attention to the issue.

Abby's House has also been working with the "It's On Us" campaign. The purpose of this campaign is to education students on issues related to sexual violence and assault and have them sign pledges to not engage in this behavior and intervene in situations of such behavior they observe. The hope is by educating more students on this issue, we can help reduce the number of incidents of sexual violence on campus.

New Staff

We have two new directors who have joined WOU since our last Board Meeting.

- *Albert Worotikan* has joined WOU as the new Director of Campus Dining, replacing Karen Nelles who retired at the end of August. Albert comes to us from OSU.
- *Aislinn Addington* has joined WOU as the new Director of Abby's House. Aislinn recently completed her Ph.D from the University of Kansas. Abby's House is WOU's center for women and families. This is a new position as WOU has never had a full-time position for this center. WOU has been utilizing a U.S. Department of Justice, Campus Against Sexual

Assault grant to partially staff this center for the past six years. With the renewal of this grant, funding for staffing was greatly reduced initiating the process to hire a full-time director.

The Student Enrichment Program recently hired two new advisors. *Gabriel Hernandez* joins SEP having recently completed his Master's degree from Oregon State University. *Billie Puyear* joins SEP from Portland State University where she served as a Resident Director.



Western Oregon UNIVERSITY

Western Oregon University Strategic Plan 2017 - 2023

Forward Together: A Strategic Framework



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Strategic Plan Committee Members

First Name	Last Name	Category	Unit
Laurie	Burton	Faculty	Mathematics
Adry	Clark	Career Center	Service Learning
Betty	Crawford	Alumna	Alumni Board
Paul	Disney	Faculty	Business
David	Foster	Faculty	Psych
Rex	Fuller	President	President
Camila	Gabaldon	Faculty	Library and Media Services
Corbin	Garner	Student	ASWOU
Megan	Habermann	SA	Student Leadership & Activities
Mark	Henkels	Faculty	Political Science
Ivan	Hurtado	BOT	WOU Board of Trustees
Cec	Koontz	BOT	WOU Board of Trustees
Paul	Kyllo	Foundation Board	Foundation
Melanie	Landon-Hays	Faculty	Teacher Education
Randi	Lydum	Athletics	WOU Athletics
Dave	McDonald	Associate Provost	Enrollment Management
Alma	Pacheco	Student	ASWOU
Peggy	Pederson	Faculty	Health and Exercise Science
Chris	Solario	SEP	Student Enrichment Program
Adele	Schepige	Faculty	Teacher Education
Linda	Stonecipher	Grad Director	Graduate Programs
Dan	Tankersley	Faculty	Art
Ella	Taylor	TRI	The Research Institute
Steve	Taylor	Faculty	Earth and Physical Sciences
Shelby	Worthing	Student	ASWOU
Ginny	Lang	Facilitator	

Mission, Vision, Values and Purpose

Our Mission Western Oregon University creates opportunities for student success through transformative education and personalized support in an accessible collaborative community.

Our Vision To be a renowned campus of choice for students, faculty and staff seeking a student-centered learning community that prepares graduates for enriched pathways to be professionals, leaders, and compassionate global citizens.

Western Oregon University will achieve this vision by:

- Achieving excellence in all programs.
- Adapting to the changing world through continuous institutional improvement, evolving pedagogies and expertise, sustained scholarly and creative activities, and delivery of innovative programs.
- Challenging students, faculty and staff through an inspiring, thought-provoking educational environment.
- Engaging students through service, experiential learning, creative problem solving, and co-curricular collaboration.
- Promoting the well-being of students, faculty, staff, and the environment.
- Supporting student success through personalized attention, mentoring, and affordability.

Our Values Our practices are guided by our values:

- Accessibility - programs, resources, media, and structures that support the needs of our community members; affordable cost of attendance; welcoming, efficient, and user-friendly systems and procedures.
- Accountability – evidence-based decision making, integrity and ethical transparency.

- Collaboration - cooperative exploration, problem solving, and teamwork; shared governance; dialogue.
- Community - a trusting, caring, safe environment for the cultivation of peace, civility, and social justice; connections extending beyond the classroom, across campus, and into our local and global communities.
- Empowerment - knowledge, skills, pathways, technologies, and resources for all community members to effectively identify and utilize opportunities; student success in degree attainment; critical thinking.
- Excellence - high standards for teaching, learning, scholarship, and service; advancement of knowledge, analytical skills, creativity, and innovation.
- Respect - equity and inclusion; appreciation for human diversity and the complexity of the world; strength drawn from our variety of backgrounds, abilities, cultural experiences, identities, knowledge domains, and ways of expression.
- Sustainability and Stewardship - leadership in service of the public good; action to improve the health of our planet; responsibility for preserving and enhancing the natural, structural, financial, intellectual, and human resources entrusted to us.

Our Purpose We empower our students, employees, and alumni to lead meaningful, responsible lives. As the first public institution of higher education established in Oregon, we uphold an enduring commitment to teaching and learning. We contribute to the economic, cultural, and intellectual vitality of our region. We offer an undergraduate experience in the liberal arts tradition that is unique among Oregon’s public universities and graduate programs designed to meet the needs of the region and the state of Oregon. We connect the knowledge and abilities cultivated at WOU with work and service beyond our campus.

Strategic Framework 2016 – Institutional Priorities

- I. Student Success
- II. Academic Excellence
- III. Community Engagement
- IV. Accountability and Communication
- V. Sustainability

Draft 10.03.16

I. Student Success

Promote student success and learning through personalized support in a student-centered learning community.

Strategic Initiatives

1. Streamline university requirements and academic pathways.
 - 1.1. Ensure all undergraduate degrees can be completed in four years (180 credits), including between 15 and 30 elective credits.
 - 1.2. Establish effective 2+2 transfer options for Oregon transfer students in the top ten WOU transfer majors
 - 1.3. Develop a fully online registration process for all undergraduate and graduate students.

Sample outcomes and metrics

Outcome: Transfer pathways created by June 2017

Metric: Number of pathways created by June 2017

2. Engage in a systematic assessment program to align, assess and improve course, program and university learning outcomes, provide evidence of student learning and success, and provide evidence of mission fulfillment.
 - 2.1. Demonstrate achievement of undergraduate student learning outcomes for all General Education courses.
 - 2.2. Ensure achievement of undergraduate student learning outcomes for all undergraduate programs.
 - 2.3. Ensure achievement of graduate student learning outcomes for all graduate programs.
 - 2.4. Ensure that learning outcomes for all programs are assessable, verifiable, and consistent with NWCCU core themes and the university mission.

Sample outcomes and metrics

Outcome: All undergraduate and graduate programs have learning outcomes that are aligned with the university mission by June 2017

Metric: Number of degree programs with approved learning outcomes by June 2017

3. Improve academic resources related to teaching and learning that improve student success.

3.1. Improve effective teaching resources through Academic Infrastructure Committee investments.

3.2. Improve IT support related to teaching and student learning.

Sample outcomes and metrics

Outcome: Students, faculty and staff can receive IT support 24/7 by June 2017

Metric: Number of daily hours that live IT support is available

4. Strengthen resources beyond the classroom and employ best practices that improve student success, retention and graduation.

4.1. Expand and enhance student success programs such as the Student Enrichment Program (SEP) and academic advising.

4.2. Support and enhance specialized services for HECC priority student groups.

4.3. Further develop academic support programs (e.g., Advising & Learning, Math, Science and Writing Centers) and create a centralized location for ease of student access.

Sample outcomes and metrics

Outcome: Increase the number of students effectively served by SEP and academic advising

Metric: Headcounts of students served, program year-to-year retention, and staffing levels for these services.

5. Support and enhance student co-curricular activities.

5.1. Develop co-curricular activities that support an inclusive student-centered learning community.

5.2. Enhance specialized co-curricular activities for HECC priority groups.

Sample outcomes and metrics

Outcome: Increase in the number of students served and number of programs offered

Metric: Number of students served by MSSP, Veterans Success Center, and Office of Financial Aid; year-to-year retention/graduation rates for HECC priority groups.

II. Academic Excellence

Promote academic excellence in an engaged student-centered learning community.

Strategic Initiatives

1. Strengthen WOU as an institution that transforms students.
 - 1.1. Ensure appropriate class sizes to maximize faculty-student and student-student interactions.
 - 1.2. Support programs focused on academic excellence (e.g., Honors Program, Academic Excellence Showcase, and Pure Insights Journal).
 - 1.3. Develop comprehensive public relations strategies that highlight Western's academic strengths.
 - 1.3.1. Showcase more student, faculty, and staff accomplishments for internal and external audiences.
 - 1.3.2. Leverage alumni relations to increase opportunities for students through such things as internships and promote community connections.
 - 1.3.3. Support publication efforts, conference presentations, and other opportunities to help showcase WOU's educational practices and unique accomplishments.

Sample outcomes and metrics

Outcome: Increased participation/enrollment in programs related to academic excellence.

Metric: Annual tally of entries in Academic Excellence Program Guide

2. Attract and retain diverse faculty who are excellent teachers and leaders in scholarly and creative pursuits within their respective fields of expertise.
 - 2.1. Enhance faculty development support for scholarly and creative pursuits.
 - 2.2. Establish and maintain a tenure-track based instruction system that properly reflects what each discipline needs for quality instruction and programming. Targets to be established by each college, division, or program.
 - 2.3. Support professional development opportunities such as effective ways to engage a diverse community of learners.

- 2.4. Align promotion/tenure opportunities with outcomes related to mission.
- 2.5. Provide competitive salaries for faculty.

Sample outcomes and metrics for 2.1

Outcome: Increased financial support for scholarly work and conference travel.

Metric: Analysis of Faculty Development Award levels

3. Attract and retain diverse staff who excel in their areas of expertise and support academic excellence.
 - 3.1. Provide professional development opportunities for staff who directly facilitate teaching, research and service.
 - 3.2. Provide competitive salaries for staff.

Sample outcomes and metrics

Outcome: Increase number of professional development opportunities for staff

Metric: Number of trainings or conferences attended as reported in annual staff evaluations

4. Maintain an academic program array that is aligned with state needs and educational goals.
 - 4.1. Develop internal program review processes that regularly review academic programs to ensure relevance, quality, and currency.
 - 4.2. Design innovative undergraduate and graduate programs that meet state-, societal-, and global needs (e.g., sustainability, organizational leadership, policy analysis, and others).
 - 4.3. Create new innovative undergraduate and graduate pathways that utilize online/hybrid platforms and other alternate delivery pathways to enhance student access.
 - 4.4. Create partnerships with other educational stakeholders and organizations such as K – 12 Educational Service Districts in ways that increase student preparation and transition to higher education.
 - 4.5. Enhance and create pathways for degree completion for Oregonians with Some College - No Degree.
 - 4.6. Promote interdisciplinary courses and programs that support collaborative and multi-dimensional perspectives on issues and problem solving.

4.7. Adapt General Education to align with national standards such as LEAP outcomes and the WICHE Passport program.

Sample outcomes and metrics

Outcome: LACC syllabi learning outcomes clearly align with LEAP

Metric: Annual review of LACC course syllabi

5. Support high impact undergraduate practices in all majors.

5.1. Create opportunities for all undergraduate programs to include at least one high impact experience (e.g., first-year experience; service learning community engagement; diversity/global learning experience; writing intensive capstone experience in every major; research experience or creative activity; internships and practicums).

Sample outcomes and metrics

Outcome: All undergraduate degree programs include at least one high-impact practice.

Metric: Number of 409 classes that include one high-impact practice

III. Community Engagement

Promote community based service learning, research opportunities, internships, industry connections, and government partnerships.

Strategic Initiatives

1. Enhance research, internship and service learning opportunities for all students.
 - 1.1. Articulate internship or service learning opportunities and outcomes.
 - 1.2. Develop, adopt and align institutional standards and outcomes related to internships and service learning
 - 1.3. Strengthen partnerships with community organizations, business, and local, regional and state government agencies.

Sample outcomes and metrics

Outcome: Programs have greater access to building internship and service learning opportunities for students

Metric: Increased number and distribution of internships and service learning projects across programs

2. Encourage institutional integration with local and global communities.
 - 2.1. Establish process to recognize faculty and staff public service--community volunteer work, public speaking and engagement, and community leadership.
 - 2.2. Support and encourage cultural connections between Western and local communities for outreach and recruitment.
 - 2.3. Connect to tribal communities for outreach and student recruitment.
 - 2.4. Cultivate broad community support via WOU Board of Trustees, HECC, WOU Foundation, Alumni, staff-faculty-students; public relations.

Sample outcomes and metrics

Outcome: Increased opportunities for partnering with community based organizations

Metric: Number of volunteer opportunities for students per program

3. Strengthen WOU's visibility in the region and the state.
 - 3.1. Develop comprehensive communication and public relations strategies that highlight Western's strengths.
 - 3.2. Collect data on public perceptions of WOU.
 - 3.3. Support publication efforts, conference presentations, and other opportunities to help showcase WOU's educational and co-curricular practices and unique accomplishments.

Sample outcomes and metrics

Outcome: Enrollment increases

Metric: Increased student fulltime equivalent enrollment numbers

4. Support knowledge/experience in diversity-related topics
 - 4.1. Provide and enhance diversity related programs for campus community
 - 4.2. Recognize that knowledge of, and experience in, diversity-related topics are professional competencies that are expected of all employees.
 - 4.3. Develop sense of responsibility for alumni to give-back to their respective communities and Western.

Sample outcomes and metrics

Outcome: Increased participation and support for diversity programming

Metric: Annual number of diversity-related programs

IV. Accountability and Communication

Promote teamwork and transparency in budgeting and decision-making, stewardship of resources, and processes that support the regional accreditation of Western Oregon University.

Strategic Initiatives

1. Develop budget process aligned with the current Strategic Plan to ensure budget allocations support achievement of mission and core themes.
 - 1.1. Create campus budget committee incorporating shared governance principles.
 - 1.2. Align budget process with the current Strategic Plan, mission and core themes.
 - 1.3. Maintain budget reserves to meet WOU Board of Trustees approved policies.

Sample outcomes and metrics

Outcome: Establish budget committee that represents all stakeholders

Metric: Budget committee makes recommendations to the president representing all stakeholders

2. Increase campus visibility and awareness within Oregon.
 - 2.1. Create strategic communications and marketing unit.
 - 2.2. Support and enhance effective marketing and consistent branding.
 - 2.3. Utilize web presence, social media and other forms of media to expand Western's visibility.

Sample outcomes and metrics

Outcome: Create office of Strategic Communication and Marketing

Metric: Office of Strategic Communication and Marketing presents plan and monitors Google Analytics

3. Enhance and support campus communication systems.
 - 3.1. Establish communications systems to provide information across borders and boundaries to break down silos, to close the feedback loop, and to share expertise, successes, and challenges.
 - 3.2. Improve teamwork and collaboration among students, faculty, staff, and administration.

- 3.3. Provide sufficient resources to develop and maintain timely communication avenues such as websites and social media.

Sample outcomes and metrics

Outcome: Monitor campus climate through surveys of faculty and staff regarding teamwork and related topics

Metric: Results of survey are shared, discussed and acted on

4. Create an evidence-based culture supporting continuous improvement.
 - 4.1. Develop and use institutional data to inform decisions, address program outcomes, strategic goals, and accreditation standards.
 - 4.2. Develop and use institutional data to address accreditation standards and goals.

Sample outcomes and metrics

Outcome: Create institutional data warehouse that is widely available

Metric: Increase number, use and effectiveness of institutional research reports

V. Sustainability

Promote effective stewardship of educational, financial, technological and environmental resources.

Strategic Initiatives

1. Meet enrollment targets through effective recruitment and retention strategies.
 - 1.1. Support and enhance recruitment efforts for first generation and underrepresented students as well as a broad base of all Oregonians.
 - 1.2. Support growth of graduate programs to include new and innovative degree programs and certificate programs.

Sample outcomes and metrics

Outcome: Increase enrollment by 1 - 2% per year to reach 5,000 SFTE by 2023.

Metric: Yearly enrollment reports

2. Maintain access and affordability with regard to cost of degree attainment.
 - 2.1. Evaluate net cost of attendance vs. median household income vis-à-vis peers and maintain (or improve) level of affordability.
 - 2.2. Provide students with meaningful financial support and effective connections to other educational institutions.
 - 2.3. Expand support for undergraduate scholarships in second, third and fourth years of attendance.
 - 2.4. Evaluate the effects of tuition assistance programs on enrollment, retention and graduation.

Sample outcomes and metrics

Outcome: Net cost of attendance is comparable to peer institutions

Metric: Yearly reports for net cost of attendance

3. Ensure that organizational structures are financially viable and support the mission and goals of the university.
 - 3.1. Evaluate organizational structure, staffing levels and financial support for all administrative units.
 - 3.2. Ensure that academic programs are sustainable and aligned with university mission.

3.3. Ensure that administrative programs are sustainable and aligned with university mission.

3.4. Develop financially sustainable operating and capital budgets.

Sample outcomes and metrics

Outcome: Develop internal review process that is aligned with WOU mission

Metric: On-going usage of internal review process

4. Diversify and expand revenue sources.

4.1. Cultivate sustainable financial resources to achieve goals of the strategic plan.

4.2. Advance financial resources through state appropriations, HECC, grants, WOU Foundation, with all sources considered and developed.

4.3. Support efforts to attract external funds to support the mission and goals of the university.

Sample outcomes and metrics

Outcome: Increased funds from donors and partners that support the WOU mission.

Metric: Annual report from WOU Foundation

5. Improve the efficiency and effectiveness of campus facilities and grounds management.

5.1. Ensure the availability of comfortable and accessible classrooms, offices and meeting spaces (heating and cooling issues, accessible furniture, smart stations, computer labs etc.).

5.2. Enhance the physical environment, increase capacity in human resources, and improve academic infrastructure to support student success and overall productivity.

Sample outcomes and metrics

Outcome: Monitor student, faculty, and staff satisfaction with classrooms, offices and meeting spaces

Metric: Annual survey (students, faculty, and staff)

6. Support and develop sustainable environmental systems for campus grounds and all campus buildings, especially for new construction.
 - 6.1. Promote a beautiful and collegiate campus.
 - 6.2. Develop and maintain long-term mission-aligned facilities master plan.

Sample outcomes and metrics

Outcome: Develop campus facilities master plan aligned with WOU mission and goals.

Metric: Existence and on-going usage of campus facilities master plan

7. Create and maintain robust mission-aligned IT infrastructure.
 - 7.1. Provide appropriate technology systems and IT infrastructure that effectively supports the campus learning community and its activities in teaching, scholarly/creative activities and service.

Sample outcomes and metrics

Outcome: Develop IT-academic plan to support teaching, research, and creative endeavors of WOU students, faculty, and staff

Metric: Existence and on-going usage of IT academic plan

Metric: Survey data on satisfaction with IT support

Glossary

Design elements

I, II, III, IV & V: Pillars

1, 2, 3, ...: Strategic Initiatives

1.1, 1.2, 1.3, ...: Action Items

Outcomes & Metrics

Pillar

Strategic Framework category; example - Student Success

Strategic Initiative

A project (or initiative) that is designed to help achieve an institutional priority (or goal); example – streamline university requirements and academic pathways

Action Item

A specific activity that is aligned with an initiative or strategic goal with measurable outcomes; example – establish effective 2+2 transfer options for Oregon transfer students in the top 10 WOU transfer majors

Outcome

Measurable results for actions that measure progress in meeting an initiative; example - transfer pathways created by June 2017

Metric

Measure of progress toward outcome; example - number of pathways created by June 2017

HECC

Higher Education Coordinating Commission, a State of Oregon commission and staff organization tasked with duties related to public universities, community colleges, and private institutions of higher education.

HECC priority groups

Veterans, first-generation, rural, underrepresented minorities (URM) and international students

Mission, Vision, Values

A mission statement identifies the university's primary purpose and its reason for existence—it focuses on the current state and not what it would like to be in the future.

A vision statement is the view of future aspirations—what we hope to become

Values are the principles that guide the university's daily work and relationships—these help to define the culture of the university (source: *A Practical Guide to Strategic Planning in Higher Education*, by Karen E. Hinton)

NSSE

National Survey of Student Engagement: Student engagement represents two critical features of collegiate quality. The first is the amount of time and effort students put into their studies and other educationally purposeful activities. The second is how the institution deploys its resources and organizes the curriculum and other learning opportunities to get students to participate in activities that decades of research studies show are linked to student learning. wou.edu/institutionalresearch/additional-info/

SFTE

Student fulltime equivalent enrollment, 15 credits per term for undergraduates and 12 credits per term for graduates



Summary of Enrollment (10/14/16)

WOU Totals

Category	Fall 2016	Change from '15	Change from '15%	Change from '11
Headcount	5,381	-47	-0.9%	-787
FTE	4,677.87	+24.82	+0.5%	n/a
Oregon resident	4,083	-77	-1.9%	-1037
Out-of-state	902	+47	+5.5%	+215
African American	196	-2	-1%	+31
Asian American	224	+4	+1.8%	+83
Hawaiian/ Pac Isl	145	+25	+20.1%	+44
Latino	709	+143	+25.3%	+58
Native American	88	-7	-7.4%	-26
White	3,506	-143	-3.9%	-971
International	306	-15	-4.7%	+31

Undergraduate

Category	Fall 2016	Change from '15	Change from '15%	Change from '11
Total undergrads	4,834	+28	+5.8%	-592
New freshmen	839	-75	-8.2%	-151
Transfers	572	+44	+8.3%	-49

Graduate

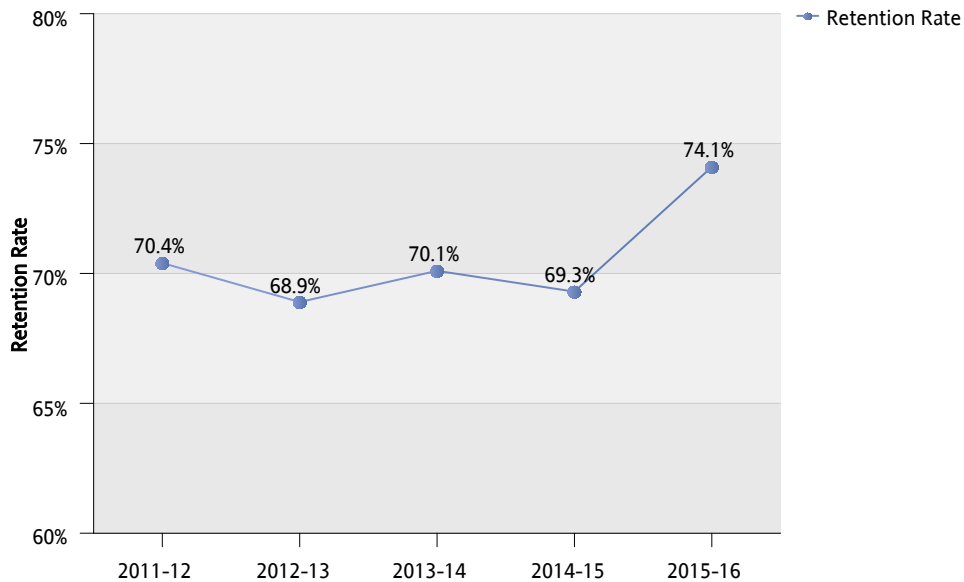
Category	Fall 2016	Change from '15	Change from '15%	Change from '11
Total graduates	547	-76	-12.0%	-195
Master's degree	497	-95	-16.0%	-25
Non-admit grad	50	+19	+61.3%	-170

Sources: WOU Mreport 10-14-2016 and WOU Mreport 10-14-2011

Freshman Retention - Fall 2015 to Fall 2016 (Preliminary)

	<u>Initial Headcount 2015</u>	<u>Returned Fall 2016</u>	<u>Retention Rate</u>
Freshman Cohort	911	675	74.1%
Female	577	444	76.9%
Male	334	231	69.2%
Other	0	0	0.0%
Oregon Residents	711	532	74.8%
Out of State Residents	200	143	71.5%
First Generation (Self Reported)	375	268	71.5%
Nonresident Alien	19	15	78.9%
Hispanic or Latino	123	93	75.6%
American Indian/Alaskan Native	12	7	58.3%
Asian	62	42	67.7%
Black/African American	46	34	73.9%
Pacific Islander	30	19	63.3%
White	576	435	75.5%
Two or More Races	1	1	100.0%
Unknown/Did Not Respond	42	29	69.0%

Freshman Retention Rate - 5 Year Trend



Freshman Retention Rates are based on New Freshmen (the Freshman Cohort) and if they return in the Fall of the year following their first year as a student.