



Board of Trustees Meeting – February 26, 2025
Appendix B

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FROM: Maureen Brakke, Director of Marketing & Communications

TO: Western Oregon University Board of Trustees

RE: February 2025 Board Update: **Marketing & Communications**

Recent News:

- ***Giving day takes place on March 4:*** Western's annual Giving Day, Howl from the Heart, is a crowdfunding day inviting everyone to contribute financially to the projects and initiatives that matter most to them. This year there are over 60 projects to support, spanning departments, scholarships, athletic programs, and campus organizations. Every gift, regardless of size, contributes significantly to enhancing the educational experiences of students. Service projects such as a blood drive, park cleanup, and working with local senior citizens are also taking place during this time.
- ***Kwabena Boakye selected as Vice President for Finance and Administration.*** Kwabena Boakye has been selected as the new Vice President for Finance and Administration for Western Oregon University, effective February 28. Boakye is a financial and audit professional with expertise in higher education financial management, resource prioritization and allocation, strategic planning, and budget integration, enrollment and revenue forecast integration, facility operations and space utilization, enterprise risk management, internal controls and compliance, policy and procedures formulation and continuous improvement, financial resources review, audit management, and organizational review.
- ***Joy Brown selected as Director of Admissions.*** Joy Brown was selected as the new Director of Admissions, effective January 22. With nearly a decade of experience in higher education, Brown brings a wealth of knowledge and expertise to her new role.
- ***Maps Community Foundation donates \$25K toward student success.*** Their vital support of \$25K toward supporting the new Student Success Center will enhance the student experience and provide essential resources for students on their journey from enrollment to graduation.
- ***Burlingham Trust contributes \$50K to support student resources.*** With a large portion of students, faculty, staff, and alumni coming from surrounding communities, their donation to the new Student Success Center will expand and strengthen the ties between these communities and have a profound impact on students in the region.
- ***Students receive the American Red Cross Lifesaving Award.*** Students Robert Shidek, Mimi Swetish, and Sophia Espinoza, along with Assistant Director of Campus Recreation Zachary Hammerle, played a crucial role in saving the life of an 11-year-old boy while obtaining their sports climbing certification at Smith Rock State Park.
- ***The Research Institute received a Ford Family Foundation grant to support childcare providers:*** The Research Institute at Western was awarded the Rural Early Learning Facility Improvement Grant to continue its vital work in enhancing capital improvements for childcare providers across Douglas, Klamath, Lake, Coos, and Curry counties. This grant marks a significant continuation of efforts that began in 2021.
- ***Western Oregon University awarded \$650K Latinx Student Success Grant.*** Western's College of Education was awarded this grant from the Oregon Department of Education to enhance partnerships with Central School District and the communities of Monmouth and Independence, to expand resources and programs for bilingual education.

- ***Wolves Rising fundraising campaign launches to bolster student success.*** The university launched its first comprehensive fundraising campaign in December 2024, *Wolves Rising: The Campaign for Western Oregon University*. The fundraising goal of \$20 million will support current and future gift commitments, and will support and ensure Western’s nearly 170-year-old legacy of providing a personalized learning community where students feel a sense of belonging and empowerment.
- ***Family Weekend returns with a new all-inclusive pass.*** The university welcomes students and their families to campus for Family Weekend, an annual celebration of connection, community, and fun. After a four-year hiatus, this cherished tradition returns, taking place February 28 through March 2, 2025, with the exciting addition of a new all-inclusive pass, providing families with a convenient way to access all activities and meals with one purchase.
- ***Provost Faculty Fellows.*** The Office of the Provost launched a new initiative, Provost Faculty Fellows to recognize faculty’s commitment to academic leadership, while also recognizing the significant contributions faculty make to the university community.

Social Media Engagement:

January 2025: Western’s social media accounts saw upticks in engagement and content interaction in January. Compared to December 2024, Instagram engagement increased by 20% and Facebook’s page visits increased by 34%. LinkedIn page views increased by 80% and TikTok content interaction (likes, comments, views, shares) increased by 5%.

Academic Affairs ASAC/Board of Trustee Report
 February 2025
 Jose E. Coll, Provost & Vice President of Academic Affairs

Continuous: Academic Affairs Strategic Plan:

The strategic plan for academic affairs centers on teaching excellence, shared governance, effectiveness.:

I. Excellence in Teaching & Learning

Outcome: Graduates realize a range of transferable skills and knowledge that position them to be competitive in the job market and succeed regardless of their chosen career path.

Alignment with Education. Innovation. Community.

University Goal	Associated Outcome
Student Success	Students complete their educational goals and develop a lifelong learning mindset
Community Strength	Students feel connected to a larger community and see the real-world relevance of their academic pursuits.

II. Shared Governance

Outcome: Academic Affairs attracts and retains top faculty and staff talent who value a collaborative working environment and support the mission and values of Western Oregon University.

Alignment with Education. Innovation. Community.

University Goal	Associated Outcome
Institutional Sustainability	Western adapts to changes in the higher education landscape and implements strategic responses to emerging trends.
Transformational Diversity	Western establishes positive, collaborative, and accessible learning and working environments that promote creativity, innovation, and effective teamwork.

III. Effectiveness & Efficiency

Outcome: Students report satisfaction with their experience and report feeling empowered to navigate their academic journey.

Alignment with Education. Innovation. Community.

University Goal	Associated Outcome
Student Success	Students are supported in a way that fosters satisfaction, belonging, engagement, and empowerment.
Community Strength	Students feel connected to a larger community and see the real-world relevance of their academic pursuits.

Updates: Administrative Searches

Key positions within Academic Affairs are being filled, with target start dates between January and June 2025:

- **Director of Admissions:** Filled (start date January 22, 2025)
- **Dean of Graduate Studies and Sponsored Research:** Search paused due strategic restructure.
- **Dean of the College of Liberal Arts and Sciences:** Candidate visits scheduled for March.
- **Director, Honors Program:** Candidate visits scheduled for the first week of March.
- **Dean of the College of Education:** Search underway.

Enrollment Management & Retention

- **Applications for Fall 2025:** Up 30% year-over-year; admits up 37%, largely due to the implementation of the CommonApp. The focus is on maximizing yield through improved communications and promoting FAFSA/ORSAA submission.
- **Enrollment Fee:** Fully implemented to better assess the size of the incoming class, with data expected in the Spring term.
- **College Possible Oregon Partnership:** A new partnership aimed at increasing the enrollment of College Possible students, with a goal of doubling enrollment for Fall 2025.
- **Persistence Rates:** Preliminary data shows a 4% increase in term-to-term persistence for the Fall 2024 cohort, with 93% of students returning for Winter.
- **Enrollment Restructure:** Graduate admissions now report to the Assistant Provost for Enrollment Management, creating better alignment of enrollment initiatives and strategic plans.

Continuous Improvements and Academic Effectiveness

Title III Strengthening Institutions Program (SIP) Grant

Western Oregon University's retention efforts are supported by the Title III grant, focusing on first-time student retention and closing equity gaps. Key activities include:

- **Wolf Experience Survey & NSSE:** Data collection for informed decision-making.
- **First-Year Experience (FYE) Enhancement:** Improvement of First-Year Seminars (FYS) and faculty training.
- **Faculty Development:** Expanding Center for Teaching & Learning programs to include inclusive pedagogies and redesigning high-priority courses.
- **Advising & Degree Path Clarity:** Use of EAB Navigate for predictive analytics and creating detailed academic maps for students.
- **Career Readiness:** Developing career readiness modules and courses integrated into academic programs, with stronger partnerships between faculty and employers.

Sponsored Projects

Western Oregon University received a **\$2 million grant** for the **Future Ready Oregon Project**, focusing on bilingual behavioral health initiatives. This project is led by Principal Investigator Dr.

Rob Winningham and involves multiple campus units.

OMB Memo Impact on Grants

Western Oregon University has over 150 employees funded by federal grants, and the recent OMB memo has heightened awareness of potential vulnerabilities in grant management. While a federal judge issued a temporary restraining order preventing the freezing of payments, improvements are underway in our grant invoicing systems to align with best practices.

Library and Academic Innovations

Transition to Center for Teaching and Learning (CTL)

CTL has launched a **Foundation of Online Teaching course** for faculty who will be teaching online starting in Fall 2025. Positive feedback has been received, and continuous improvements are being made.

Library Speaker Series

Anna Nasset, author of *Now I Speak: From Stalked to Standing Up*, spoke at the Hamersly Library, which continues to serve as a center for academic community engagement.

Academic Affairs Challenges & Opportunities

- **Statewide Educational Challenges:** Oregon faces significant deficits in reading and math proficiency for 4th and 8th graders, leading to the admission of students who may lack the academic preparation necessary for college success. Academic Affairs is exploring collaborative models with partnering institutions to address this challenge.
- **Small Program Support:** Western and Southern Oregon University (SOU) are testing a **dual regional enrollment model** to support students in small majors. This initiative will allow students to complete their degrees while addressing low-enrollment courses. The **Chemistry program** will pilot this model in Fall 2025, with hopes to expand into a regional Memorandum of Understanding (MOU) with other institutions.

WOU Board of Trustees - February 2025 Student Affairs Report

I am pleased to share with you an update on the activities and achievements within Student Affairs over the past several months. Our departments have been coordinating important initiatives aimed at supporting our students, enhancing campus services, and improving the overall student experience at Western Oregon University. Additionally, each unit within the division is working on their departmental strategic plans, with a goal to complete their plans by the end of Winter term 2025. Below are key highlights from some of the areas of Student Affairs.

Campus Dining

Campus Dining conducted an RFP process during Fall term to seek a vendor for the Pouring Rights contract. WOU has enjoyed a long term relationship with Pepsi-Cola and following the RFP process, Coca-Cola Swire was awarded the contract. The transition as our fountain and bottled drink beverage provider was successfully completed without significant issues. This change is already having a positive impact on campus. Additionally, Fall term Campus Dining introduced a card swipe meal plan, which is helping to address food insecurity among students. This initiative has been met with positive feedback and is making a tangible difference in providing access to meals for students in need.

Center for Professional Pathways (CPP)

The Center for Professional Pathways (CPP) has recently moved to the newly established Student Success Center, providing an enhanced and centralized location for students seeking career readiness services.

CPP is actively participating in the Title III Grant project, which focuses on improving career preparedness among students by offering targeted support and guidance. This project aligns with our broader efforts to ensure students are well-equipped for their post-graduation careers.

Child Development Center (CDC)

The Child Development Center (CDC) is thriving, maintaining full enrollment with 41 children and employing 17 WOU students part-time. The CDC recently completed their staffing efforts by hiring a new full-time professional staff member, bringing the CDC closer to our pre-COVID staffing levels. To further improve our facilities, we are actively applying for new grants to enhance our outdoor space, providing a more dynamic environment for the children and campus community.

Disability Access Services (DAS)

Disability Access Services (DAS), formerly known as the Office of Disability Services (ODS), has undergone a successful transition, moving to the new Student Success Center over winter break, and updating its department name and mission to better align with the values and goals of the university. DAS continues to be at the forefront of implementing Universal Design practices, which benefit all students, not just those registered with the department. One example of this is the pilot program for a new note-taking software system that will eventually be available to all students, helping to improve accessibility across the campus.

WOU Board of Trustees - February 2025 Student Affairs Report

Financial Aid

The Financial Aid Office has begun processing applications for the 2025-2026 academic year, with FAFSA applications starting to load into Banner on January 8, 2025. They are also promoting the WOU General Scholarship and seeking scholarship reviewers.

It's important to recognize the financial aid staff for their outstanding work during the challenging 2023-2024 and 2024-2025 academic years. The implementation of the Banner Financial Aid system and the complications arising from the FAFSA Simplification Act created significant delays and confusion. Despite these challenges, the Financial Aid staff demonstrated incredible perseverance, working long hours and putting in tremendous effort to ensure that most students were processed in a compressed time frame of just three months.

Although some challenges remain with the FAFSA Simplification Act for the 2024-2025 year, Financial Aid is seeing improvements and faster processing times.

New Student & Family Programs (NSFP)

New Student & Family Programs (NSFP) is gearing up for the return of Family Weekend, scheduled for February 28 through March 2, 2025. 180 people have registered for the event and registration closes on 2/20. Thanks to a generous sponsorship from the Foundation, they are able to offer discounted tickets to families who might not otherwise be able to afford this experience.

NSFP's Winter Welcome program (orientation for incoming students) has supported 50% of incoming Winter 2025 students through outreach via phone, text, and email. Although the number of students attending in-person orientation was smaller than expected, a portion of those who couldn't attend in person have connected the department virtually.

As reported in the past, the benefit of a strong bridge program and strong orientation program is the impact on retention of first year students. Data from the Winter term Census report shows that the Destination Western Fall 2024 cohort is being retained at 97% from Fall to Winter.

NSFP is also facilitating the Leadership Common Application process for student leadership positions, including Peer Advisors, WOU Crew, Campus Ambassadors, and Resident Assistants. 177 applications were submitted, streamlining the selection process and making it more accessible to students.

Student Conduct

The Office of Student Conduct is preparing to attend and present at the Association of Student Conduct Administration's annual conference at the beginning of February. This will be an opportunity for our staff to showcase WOU's student conduct practices and learn from other institutions in the field, further enhancing our efforts to foster a positive campus community.

Student Engagement

In support of the Division of Student Affairs' strategic plan regarding leadership development, the Student Engagement team is supporting several students in attending the PSU Leadership Conference on February 6, 2025. This conference provides valuable leadership development opportunities and networking for our student leaders.

WOU Board of Trustees - February 2025 Student Affairs Report

Student Engagement conducted a major policy overhaul relative to the campus reservation process. They rolled out the updated Facilities Reservation Policy, streamlining the process for student groups reserving campus spaces, making it easier for them to engage in campus activities.

Student Media

WOU's student-run media outlets continue to thrive. *The Western Howl*, our award-winning weekly newspaper, has sparked discussions about producing a special edition to commemorate its 100-year anniversary in 2023. KWOU, our student-run internet radio station, is gaining popularity, offering a variety of student-led programs, interviews, and specials. The Northwest Passage, WOU's literary and arts publication, continues to provide students with a platform to showcase their creativity. Furthermore, the Pawdcast studio is now operational, allowing students to share authentic thoughts and ideas with the wider community. Student Media has also received a \$6,500 grant to fund the Spanish translation of *The Howl* through November 2025, expanding the reach of our publication to a more diverse audience.

University Housing

Currently, 864 students live on campus, a 6% decrease from the previous year. While new incoming student applications are down by 32% from last year and 48% from two years ago, Housing anticipates that the changes in enrollment fees and communication plans are contributing factors.

It's important to recognize our Residence Hall Student Leaders, including Resident Assistants and the Residence Hall Association Executive Board. These 36 student leaders have excelled academically, maintaining an average GPA of 3.5 in Fall 2024. They play an essential role in creating community in the residence halls, mediating roommate conflicts, supporting mental health needs, and helping students navigate campus resources.

Upward Bound (TRIO UB)

Governor Tina Kotek has officially [signed a proclamation](#) declaring February 28, 2025, as Oregon TRIO Day, recognizing the positive impact of TRIO programs on students across the state.

Upward Bound held a successful FAFSA Completion and Financial Literacy workshop for 12th-grade students and their parents, with significantly fewer technical issues than in previous years.

Veterans Resource Center (VRC)

The Veterans Resource Center (VRC) is back in full swing with a newly renovated space in the Werner University Center and experiencing noticeably increased engagement from students during the Winter term, including seeing more students spending time in the VRC, reflecting its growing importance as a resource.

**WOU Board of Trustees - February 2025
Student Affairs Report**

Wolfstore

A Request for Proposal (RFP) process was initiated late Fall term to seek interested parties for Bookstore Management Services. The process should be completed by the end of Winter term and a path going forward for Bookstore management will be announced.

Student Affairs is incredibly proud of the ongoing work and initiatives within Student Affairs, as we continue to support and engage our students in meaningful ways. Thank you for your continued support of our efforts.

Finance & Administration Committee (FAC) February 11, 2025 Vice President for Finance and Administration Report.

As I complete the 5th month of my tenure as Interim Vice President for Finance and Administration, I thought it would be important to share some important observations and actions being taken regarding the finance and administrative operations of the university. I am taking my cue from something that the former CFO of Nike, Don Blair, whom I had the pleasure of working with back in my old OUS days when he was the chair of the OUS Finance Committee, advised: “Master the Fundamentals.”

Cash Position and Cash Flow:

Given our financial trendlines of declining enrollments and deficit budgets, it was important to ensure that we have an appropriate focus on cash position, cash flows, and liquidity management.

As our latest cash forecast (see below) shows, we currently project an overall decline in cash balance year-over-year of about \$13.1M, of which \$8.1M is related to the spend down of the Steamline Project funding from the state. The remaining \$5.0M cash balance decline, which is more than what we are expecting from the projections in the latest management report, is based on the broad assumptions in the model that we are working to hone. We will be monitoring how well our cash projections track with actuals in order to improve our forecasting and better manage liquidity.

One important factor that impacts our cash balances is our growing sponsored projects activity. My team has been working with the Sponsored Projects Office to help ensure that we submit reimbursement requests related to expenditures on cost-reimbursable grants and contracts to state and federal agencies as quickly as we can. An analysis of negative cash balances on such grants and contracts showed an average negative monthly balance of just over \$7M for the past three years. We are reviewing our processes and adding resources as needed to cut that balance down significantly in the near future. Besides the improvement in our cash balances and overall liquidity this would bring, it would also add to our investment earnings that can support operations.

As Shadron noted in his report on the 2023-24 audited financial statements, our working capital has been declining over the years. Our cash position has an impact on that liquidity metric. As we are managing the investment of our operating assets, we want to keep as much of the balance in a higher yielding investment as possible to maximize our investment earnings. That has a cost, as the amount of operating assets invested outside of the Oregon State Treasury Short-Term Investment Fund is categorized as

non-current in our balance sheet. We will monitor this condition carefully and adjust our cash/investment mix at year end to ensure that our current ratio remains above 1:1. We will also be examining all components of working capital to explore ways to improve that metric by year end.

Another tool in the toolbox for liquidity management is a line of credit, should we have another disruption in our operations that unexpectedly impacts our revenues. Our line of credit that we had with Washington Federal expired last December 31. I have hired Public Financial Management, LLC, to assist in seeking proposals from financial institutions to secure a new line of credit. I had hoped we would be in position to review proposals this meeting, but it will be delayed until April.

Updating our 5-Year Financial Plan

As you may recall, our last 5-year financial sustainability plan projected that WOU would, in FY25, generate \$1.0M in new net revenues (net of \$500k in new expenses), reduce recurring expenditures by \$3.5M, hit a recurring deficit target of \$3.5M, and have an ending fund balance of \$4.0M. This was predicated on achieving enrollment growth of 0% in FY24 and 5.1% in FY25. Our enrollment goals were not met, but we did establish a FY25 budget that projects to hit the \$3.5M recurring deficit target and to surpass the fund balance target, but we are projected to be well below the \$1.5M projected new recurring revenue target in that plan. Hitting the recurring deficit target for FY25 was primarily achieved through more precise budgeting of non-tenure track salary expense projections. Our student-to-faculty ratio remains at an unsustainable 13:1. This points to the need to rebase our long-range enrollment, workforce and financial plans and put in place an updated sustainability plan.

We are developing an updated sustainability plan that incorporates underlying baseline assumptions for tuition rate increases, state funding increases, faculty and staff salary and benefit rate increases, service and supplies inflationary adjustments, and updated enrollment projections.

Operational Efficiencies

We have begun the Banner Optimization Project and the project team and consultants are engaging in process redesign activities that will support a “back to baseline” approach to utilizing our ERP system and streamline our processes. The WOU administrative teams are excited at the opportunity to leverage the funding provided by the State to obtain the resources needed to fully support this multi-year effort. I have observed the strong collaboration of cross-functional teams with our project consultants as they walk through best-practice process flows and develop the pathways to a more modern system of administrative activities and actions. This work will result in efficiencies that can translate into cost savings and, perhaps just as important, workload

adjustments that can help re-focus efforts on more strategic activities and put in place a better work-life balance for our staff.

F&A Unit Strategic Plans

Below you will find the goals of each unit within F&A for the next 1-3 years, tied to the university's strategic plan. Given my relatively recent hire as the Interim Vice President for Finance and Administration, we engaged in a pretty rapid discussion and planning exercise in order to put this first set of goals together. When I first attempted this work while at OSU, it was a challenging thought exercise for me to connect the kinds of work we do through to things like "student success" or "community strength." In my first year as VPFA there, I was tasked to develop a shared sense of purpose and intent throughout the F&A division that encompasses a broad variety of functions and activities. After multiple years of collaborative work establishing divisional guiding principles, KPI's, and key activities and then developing measurable divisional goals that tied to the university's strategic plan through that framework, I believe we reached that goal. While we did not have the luxury of time with this first pass, we are committed to continue establishing our work priorities and focusing our limited resources in ways that help the university reach its strategic goals.

Department of Athletics Board of Trustees Report- February 2025

Student Success

Academic Stats (Fall Quarter 2024)

Women: 3.45 GPA, -104 Honor Roll

Men: 3.36GPA, -80 Honor Roll

GNAC Academic All-Conference Winter Sports (3.2 GPA or higher/2nd year on team)

Men's Indoor Track & Field- 18 student-athletes

Women's Indoor Track & Field- 22 student-athletes

Men's Basketball- Frincke, Gallant, Murphy, Wilmot

Women's Basketball- Pedrojetti

GNAC Athletics Update (as of 2/12; TF championship on 2/24-25)

Track & Field Athletes of the week- Burchfield, Nwokoma, Sanchez, Thompson, Warren

WOU program records- Warren, Burchfield, Thompson, Murphy, Burgett

Mark Warren set GNAC record in the weight throw (18.99)

Men's Basketball (4-18), Women's Basketball (8-13)

Transformational Diversity

437 SA (275 M/162 W) **1 in 8** WOU students is a student-athlete (13.5%)

Percentage of **student athletes** within the total university population:

52% of WOU students who identify as Black (57) are student-athletes

36% identify as two or more races (87)

31% identify as Native Hawaiian (18)

10% identify as White/Non-Hispanic (223)

9% identify as Native American (4)

5% identify as Hispanic (48)

Community Strength

In January, our softball student athletes joined forces with Monmouth city leaders and community members to participate in a morning of service on MLK Jr Day. It was a wonderful opportunity for our students to engage within our community. SAAC (Student Athlete Advisory Committee) collected toys and donations over the holiday season in support of the annual Toy Drive for Foster Youth in Polk and Marion County. In addition to our 100+ yearly home Athletic events, this winter we brought over 50 former men's basketball players back to campus for the Marr/Bradshaw Alumni scholarship social.

Institutional Sustainability

Athletics staff and university administration have been working to contain costs, develop new funding sources and make informed decisions for the future of WOU Athletics. Sport programs are completing current year expense analysis that will help us as we make budgetary decisions for FY26. The Athletics department continues to work closely with the University Advancement staff to expand our fundraising efforts and donor base.

The Campus Recreation Strategic Plan 2022-2026 is focused on five areas, targeted participation, improving efficiency, skill development, fiscal responsibility, and saving WOU. The full plan can be found [here](#).

WOU Core Values

Centering Students -

Club Sports

- [Positive] Club Sports has seen 254 participants for the 12 active clubs while playing in 42 matches/games. WOU was also the National Collegiate Rugby (NCR) West Regional Host site for Mens 15 where WOU played against Cal Poly Humbolt, New Mexico Tech.

Intramural Sports

- [Positive] Intramural Sports has seen over 714 participations from 243 unique student users throughout the fall into the winter term.

Health and Wellness Center

- [Positive] There have been 27,664 student visits with 51.53% unique student body usage from the fall to the winter term (1684 out of 3268 students). Last year the overall usage of the Health and Wellness Center was 56.92% unique student body usage.
- [Positive] Through Campus Recreation's collaboration with Campus Public Safety and Abby's House there were 2 free self-defense courses held with 29 participants.

Fostering Accessibility -

Intramural Sports

- [Positive] We have expanded Drop-In Intramural opportunities as we continue to adapt to the demand for more "no commitment" style Intramural sports. This is a further adjustment away from the more traditional league format that required creating a team, signing up in advance, and committing to a regular schedule of weekly matches. (See below for some challenges with this). Water Volleyball was our latest expansion of Drop-In programming, and we saw roughly 20 participants and received multiple requests to offer it again.
- [Challenge] Drop-in-style programming creates unique challenges for our Associate Director and RecSports student staff. Although they are adapting well, here are the challenges they are facing:
 - The primary challenge for professionals is that it is difficult to budget, and effectively schedule the appropriate staffing, for events that do not have advanced registration numbers to refer to.
 - Student staff are now required to be more flexible and adaptable as they have very limited time to plan and implement a structure for the activities as an unpredictable number of students start to drop in. Although this is a challenge, the benefit is that they are getting more "think on your feet" experience.

Outdoor Program

- [Positive] Access to trips has become streamlined with the addition of DSE trip sign-ups and the liability forms have become very accessible to students and community members by allowing early registration and detailed information on trips. Silver Falls trip this year had a full van ride of 8 participants and 2 Outdoor Specialists.

Valuing Community -

Intramural Sports / Health and Wellness Center

- [Positive] Intramural Sports and HWC facility are supporting the return of Family Weekend (New Student and Family programs) by bringing back the Family Cornhole event that was extremely popular when WOU last offered a Family Weekend. In this event, a WOU student partners with their parent/guardian or any family member and competes for the Family Weekend Cornhole tournament championship

WOU Institutional Goals

Institutional Sustainability -

Club Sports / Recruiting

- [Challenge] As recruiting efforts ramp up for the year, the Men's Lacrosse and Men's Rugby coaches have expressed that it is increasingly difficult to recruit males to WOU. Many high school males expressed that WOU does not offer the degrees that interest them. These males seem to increasingly show no interest in WOU because degrees such as engineering or construction management are not offered.

Climbing

- [Positive] In continuing to invest in sustainable climbing programming our Assistant Director is now teaching off-campus to increase the national credibility of the program. This outreach style was pioneered by Oregon State University's Adventure Leader Institute and now WOU is offering to teach at other schools helping fund the climbing program. This is due to the continued push to get WOU out across the PNW in a positive helpful way.
- [Positive] Outdoor climbing certifications have driven collaboration efforts with other schools and programs in the area. Partnerships and pathways for student learning are essential for running a sustainable climbing program. We have partnered with OSU to have developing instructors shadow WOU CWI classes and have launched an academic certification class with the College of Education Health and Exercise Science Department.

Outdoor

- [Positive] The outdoor program will continue to offer Spring Sport Climbing and Wilderness First Aid training. We have a full list of outdoor programs planned for each term including Silver Falls Hike, Snowshoeing, Smith Rock climbing, and Whale Watching due to last year's IFC funding enhancements..
- [Positive] The Outdoor Pursuits club is running several activities this fall including a recruitment meet-up at the Hoodoo ski area and a snowshoeing trip this winter. As a developing club, they have met the criteria to ask to be funded through IFC enhancement funds and will be participating in Giving Day.
- [Positive] With the DSE software, we have moved to a streamlined rental program allowing folks to reserve and pay online or with credit cards at the front desk. We maintain the most affordable rental program in Oregon.

Aquatics

- [Positive] Uptick in participation has occurred due to the hours of operation expanding and continued student and community programming. We have seen an increase of 50% from winter 2023.
- [Positive] Year two with student staff leads has led to a positive impact on community youth swimming lessons. Having student leadership of instruction-based youth classes is a benefit to program areas.
- [Challenge] Additional maintenance and upkeep are important to ensure the life of the aquatics center here on campus. We take pride in the functionality of the facility but updates will be required this year and coming years. The resurfacing of the pool deck is a high priority this year and will reinforce the ground level of the pool. With higher volumes of patrons forecasted we need to focus on the facilities' needs.
- [Challenge] Steam and Valve issues continue to threaten the aquatic facilities. The power outages paired with a faulty steam valve can and have in the past destroyed critical components of the piping. Currently, we are manually operating the steam for the main pool.
- [Challenge] Mechanical needs in filtration and water quality will continue to need to be addressed.

Turf Field

- [Challenge] Turf Field referendum presentation was provided to ASWOU with a positive reception. After discussing the possibility of resurfacing the Turf Field utilizing the original installers of Shaw Sports Turf the VP of Finance and their team indicated that the Legislative Session has closed for F-bond approval. Additionally, Rico Lujan Valerio departure from WOU has put a hold on the project until the new biennium. The challenge of waiting that long is the age of the Turf Field, compaction, heavy usage, and recruitment events which may make the field unplayable before that opportunity arises.

Student Success -

Aquatics

- [Positive] Training and Certification have opened up Campus Recreation as a hub in local training for American Red Cross courses and have allowed students to become trained CPR and Lifeguarding instructors. With 3 trained Instructors we aim to capitalize on courses and open more opportunities up to the public. With DSE we can now offer online payment platforms and allow students more opportunities to teach.

Health and Wellness Center

- [Positive] The Health and Wellness Center student staff retention rate from the fall to winter term was 94.6% or 53 out of 56 staff members.

Community Strength -

Health and Wellness Center

- [Positive] In January 2025, we had 79 Faculty and Staff Memberships, including partners and dependents. This has been a very steady monthly amount.

- [Positive] Community Memberships were 37 in the fall term and 40 in the winter. The membership allows Community members to use the Aquatic Center, Climbing Wall, and Indoor Track during all operational hours and the lower courts until 1 pm Monday-Friday.
- [Challenge] Conversations are happening more frequently regarding allowing more community membership access into the HWC. While this may seem like a revenue and community boost it may create a negative impact from the student's view. The majority of student usage is 3:00-10:00 pm Monday-Thursday and 3:00-8:00 pm on Friday, while for for-profit fitness centers their prime usage is 4:00-9:00 pm Monday-Friday. This combination of demand as mentioned before could create an overcrowding effect. There may need to be a more in-depth study of this before deciding to open up more to community memberships.

Aquatics

- [Positive] In the fall we have continued to offer a robust swimming lesson program and support the education of our community. With the introduction of DSE Facility Management software, we see a streamlined way of waivers and payment options for parents in the community. We have already seen over 110 swimmers register for lessons this winter term.
- [Positive] Revenue generated from classes and activity registrations has increased.

Climbing

- [Positive] We have doubled our offerings in the Winter and Spring terms to capitalize on revenue, offer more teaching opportunities for our CWI instructors, and expand our community outreach. Just this term we have already taught 16 climbing lessons with 4-6 youth participants in each class.
- [Positive] Campus Recreation is still maintaining a positive relationship with the Gate community center. Their climbing club is not climbing every Wednesday before the wall opens. We hope to partner with the high school in the future to build stronger community presents as our climbing wall is an absolute asset to the facility and the community.
- [Positive] We seem to have homed in on high school PE options as we are currently providing one-on-one instruction to serve as a high school student's PE credit.



Western Oregon University Board of Trustees – February 12, 2025

Desiree Noah, Chief Human Resources Officer

General Updates: HR/Payroll/Interpreting Restructure

To improve efficiency, ensure compliance, and enhance service delivery within WOU's HR and Payroll functions, we have implemented a strategic reorganization. This initiative streamlines processes, strengthens compliance measures, and increases service accessibility by optimizing leadership roles, enhancing functional oversight, and improving the division of responsibilities.

Key Changes and Improvements

Creation of the Director of Payroll Services - To enhance payroll operations and regulatory compliance, we established the Director of Payroll Services position, held by Crystal Ayres since October 2024. In this role, Crystal oversees payroll operations, regulatory adherence, and process improvements. She also directly supervises a Payroll Coordinator, who manages daily payroll functions, and two Payroll Technicians, ensuring consistency, accuracy, and compliance with labor and tax regulations.

Enhanced Access and Accommodation Services for Faculty & Staff - Recognizing the need for a more integrated and proactive approach to accessibility, we have restructured our services to better support faculty and staff. As part of this initiative, ASL staff interpreters now report to the newly established Director of Faculty and Staff Access Services, a role held by Emily Herb.

In her new position, Emily has already begun developing policies and procedures to strengthen accessibility, ensuring equitable support and resources for our university community. As part of this transition, she will also oversee accommodations, further enhancing our ability to meet the diverse needs of faculty and staff. This restructuring reflects our continued commitment to fostering an inclusive and accessible work environment for all.

Restructured HR Leadership for Efficiency and Oversight - To improve operational efficiency and strengthen HR oversight, we have restructured our leadership team by eliminating the Associate Director of HR position and establishing the Director of Human Resources role. This position is now held by Kirsty Pinchuk, who previously served as a Senior HR Generalist. Kirsty brings over eight years of direct HR experience, not only at WOU but also from Oregon State University and the University of Idaho.

In this expanded role, Kirsty provides direct oversight of:

- Benefits Management
- Talent Acquisition
- Training & Development
- Title IX Coordination
- Administrative Support (including an APA and a future OS2 hire for HR paperwork processing)

This restructuring allows HR to operate with greater agility, ensuring operational and compliance tasks are handled efficiently while fostering a more strategic and proactive HR service model. With this change, the Director of HR has introduced a new team meeting structure designed to enhance collaboration and foster continuous improvement across our HR processes. During these meetings, the entire team collectively reviews current HR practices, identifying opportunities to streamline and refine both internal workflows and external processes that impact the campus. This collaborative approach not only helps our team gain a deeper understanding of the intricacies of our internal operations but also strengthens our ability to support one another. Ultimately, it enables us to improve the quality and efficiency of the services we provide to the campus community.



Increased Strategic Focus for the CHRO - By refining leadership roles and operational oversight, this reorganization enables the Chief Human Resources Officer (CHRO) to focus on:

- High-level strategic initiatives
- Long-term workforce planning
- Institutional alignment with best practices and industry standards

Impact and Future Outlook - By refining leadership roles and emphasizing best practices, we have created a structure that enhances compliance, increases accessibility, and allows for more strategic HR oversight. Moving forward, this structure will support continuous improvement in service delivery, workforce planning, and institutional support, ensuring HR remains a dynamic and responsive resource for the WOU community.

Recruitment Revamp Progress Report – Submitted by Crystal Talitonu-Naea, Talent Acquisition Coordinator

We continue to make steady progress in revamping WOU’s recruitment processes. Now in Phase 2, we have implemented key structural improvements to enhance efficiency and provide stronger support for hiring managers and search committees. Structured HR oversight meetings are in place for all searches in 2-25, fostering clearer guidance and collaboration among stakeholders. Our centralized recruitment resource hub is fully operational, equipping search chairs with essential tools and workflows to streamline the hiring process from the outset. While updates to the Authorization to Fill form are on hold, we are actively re-engaging in the implementation of the PeopleAdmin Applicant Tracking System, a critical step toward Phase 3 of our recruitment overhaul. To ensure continuous improvement, we continue to gather feedback and refine our processes and materials as we move forward.

Title IX Update – Submitted by Sara Glascock, Title IX Coordinator

Title IX has undergone significant changes in recent months. In August 2024, WOU implemented the newly issued 2024 Title IX regulations, which led to a revised university Title IX policy and updated training. However, on January 9, 2025, a federal court ruling in *Tennessee v. Cardona* declared these regulations unconstitutional, citing violations of the Administrative Procedures Act (APA) for being “arbitrary and capricious.” The court ordered their vacatur, meaning the 2024 Title IX regulations can no longer be enforced.

While an appeal was possible, the current administration chose not to pursue one. As a result, Title IX is now governed by the 2020 regulations. Additionally, a January 20 executive order mandated that all references to *gender* in federal regulations be replaced with *sex*, limiting Title IX protections to only "male" and "female" classifications. This change effectively eliminates protections for LGBTQ+ students, faculty, and staff.

In response to these legal shifts, the Title IX Coordinator is revising university policies and updating training materials. It is important to note that, Oregon state law remains broader and more stringent than federal Title IX regulations, offering more expansive protections. WOU Title IX is working to integrate both legal frameworks to ensure compliance with federal, state, and local civil rights laws while safeguarding the rights of the university community to the fullest extent possible.

Over the past four months, Title IX has seen a significant rise in reports. However, this does not necessarily indicate an increase in Title IX violations. Instead, it appears that students, faculty, and staff have become more aware of their rights and are reaching out to seek clarification on whether certain actions fall under Title IX jurisdiction.

Each report is carefully reviewed to determine if it falls under Title IX or should be addressed by another department. To ensure prompt, fair, and impartial resolution of complaints, the Title IX Coordinator collaborates closely with:

- Student Conduct
- Human Resources
- The Bias Response Team (*of which Sara Glascock, Title IX Coordinator, is a member*)



Thanks to this cross-departmental collaboration, reports are being effectively routed to the appropriate channels, even with the reduced protections under current federal Title IX regulations.

Our Title IX Coordinator continues to play a key role in the Wolves Against Interpersonal Violence (WAIV) team, which is leading efforts under a \$400,000 Office on Violence Against Women (OVW) grant. This three-year initiative supports the development, implementation, and assessment of a comprehensive strategic plan to combat interpersonal violence on campus. We are now in Year 2 and are utilizing released funds to move forward with the implementation phase.

Additionally, our Title IX Coordinator actively contributes to statewide efforts, including:

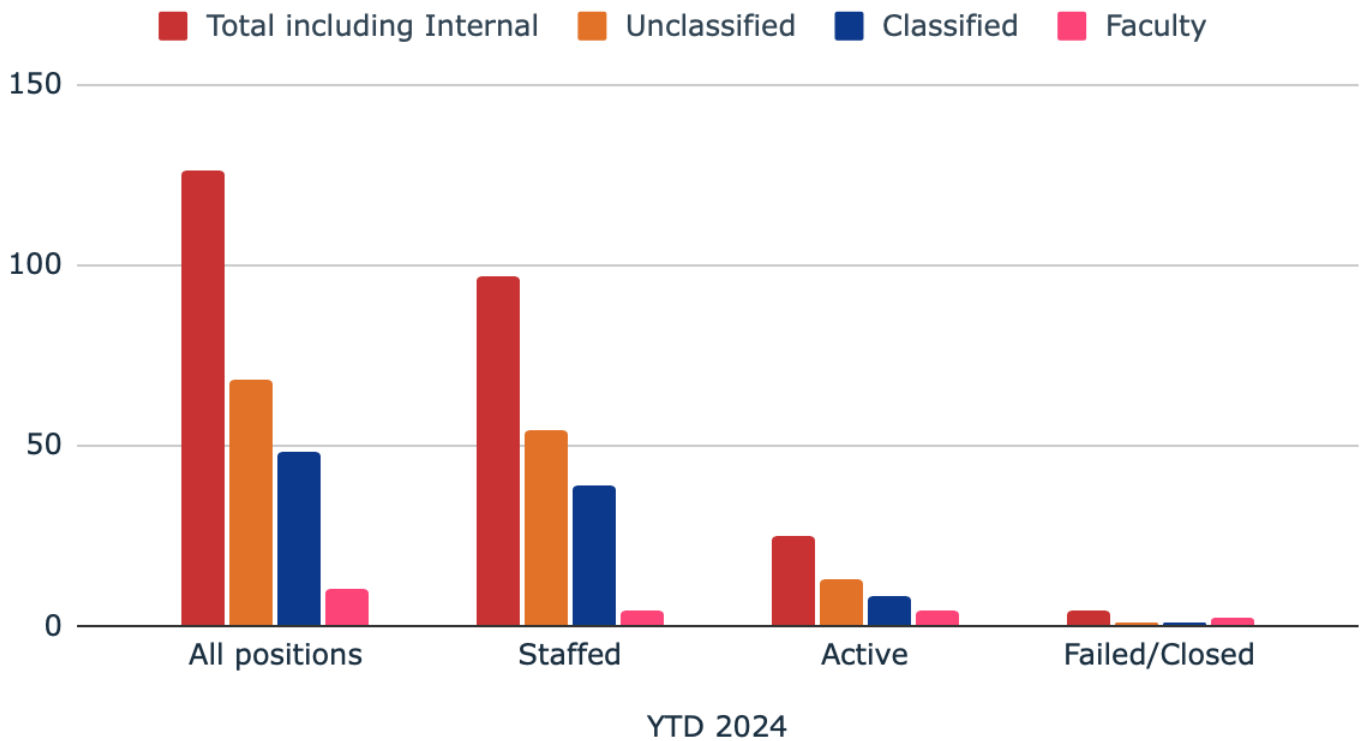
- The Oregon Sexual Misconduct Survey Council Rules Working Group
- The Writing Subcommittee, which shapes the language used in state-mandated surveys for all Oregon educational institutions

These efforts directly influence how Oregon’s sexual misconduct laws are interpreted and implemented.

Our Title IX Coordinator recently completed Oregon’s training to become a certified Search Advocate. She is currently serving in this role for the Dean of the College of Liberal Arts & Sciences search, which attracted nearly 80 applicants nationwide and internationally.

University wide Staffing & Recruitment:

Total including Internal, Unclassified, Classified and Faculty





YTD 2024	Average # of days to fill for all searches	Unclassified # days	Classified # of days	Faculty
Average # Business Days from "open" to "complete"	50	55	46	28.5

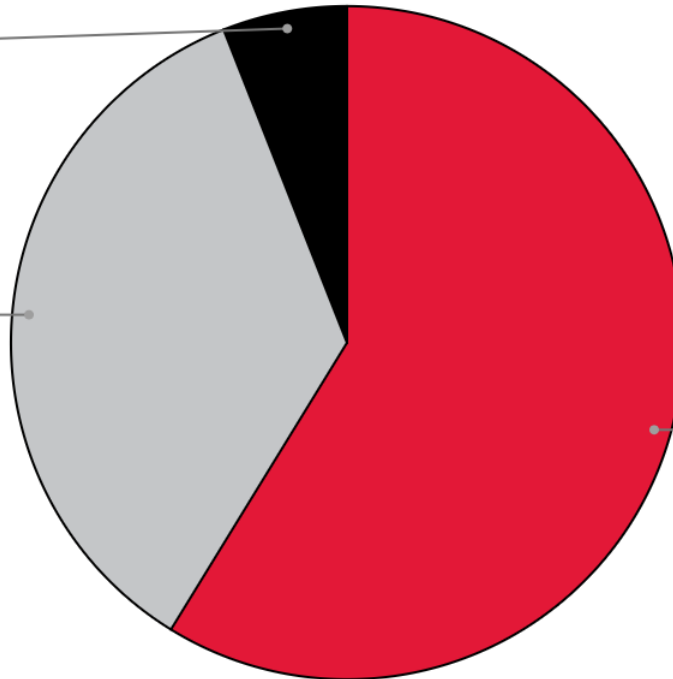
WOU Employee Gender Totals

(as of 01/31/2025)

Not Available
6.0%

Male
35.2%

Female
58.8%



Diversity, Equity and Inclusion Report
February 12, 2025

Dominique Vargas, Executive Director of Diversity, Equity and Inclusion

2024-2025 Office Alignment with Strategic Plan Core Values

Centering Students

(activities/accomplishments listed)

- Continued efforts on the equity assessment action plan
 - University climate survey report and university presentation (January 28, 2025)
- Cultural competency professional development sessions themed around supporting first generation students
 - January 24, 2025 – WOU collaborative effort and the first induction into Alpha Alpha Alpha
 - September 20, 2024 – Liz Coronado Castillo and student panel
- LGBTQ2SIA+ Student Success Grant in partnership with Central School District concluded September 30, 2024
 - Rhodes Perry professional development, September 10
- Empowering Communities (Informal) Working Group
 - Freedom of Expression work
 - [Website](#) developed and work is ongoing
 - Sixth Wellness & Meditation Room online thanks to the College of Education
- Accessibility Working Group
 - Projects in Progress
 - [Open access levels](#)
 - Accessibility Policy Draft
 - Digital Accessibility Policy (UTAC)
 - Event Accessibility Guide
- Hispanic Heritage Month Event – Loteria in the Grove
- Partnership with Capaces and Teresa Alonso Leon – Civics Training for students
- SafeZone
 - Fall Term – November 25 & December 2, 2024
 - Winter Term – February 3, February 10, & February 17, 2025
- [All Gender Restroom Map](#) updated for the university community
- GSA Day: Celebrate Your True Self – March 7, 2025
- Hispanic Serving Institution (HSI) Summit Week – April 14 - 18, 2025
- Cesar E. Chavez Leadership Conference – May 2, 2025
- Hispanic Serving Institution (HSI) Community Advisory Group in Development in partnership with College of Education (Kristen Pratt)

Embracing Diversity

(activities/accomplishments listed)

- Continued efforts on the equity assessment action plan
 - University climate survey report and university presentation (January 28, 2025)
- Cultural competency professional development sessions themed around supporting first generation students
 - January 24, 2025 – WOU collaborative effort and the first induction into Alpha Alpha Alpha

- September 20, 2024 – Liz Coronado Castillo and student panel
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- Cesar E. Chavez Leadership Conference – May 2, 2025
- Hispanic Serving Institution (HSI) Community Advisory Group in Development in partnership with College of Education (Kristen Pratt)

Fostering Accessibility

(activities/accomplishments listed)

- Continued efforts on the equity assessment action plan
 - University climate survey report and university presentation (January 28, 2025)
- Empowering Communities (Informal) Working Group
 - Freedom of Expression work
 - [Website](#) developed and work is ongoing
 - Sixth Wellness & Meditation Room online thanks to the College of Education
- Accessibility Working Group
 - Projects in Progress
 - [Open access levels](#)
 - Accessibility Policy Draft
 - Digital Accessibility Policy (UTAC)
 - Event Accessibility Guide
- [All Gender Restroom Map](#) updated for the university community

Valuing Community

(activities/accomplishments listed)

- Continued efforts on the equity assessment action plan
 - University climate survey report and university presentation (January 28, 2025)
- Cultural competency professional development sessions themed around supporting first generation students

- January 24, 2025 – WOU collaborative effort and the first induction into Alpha Alpha Alpha
 - September 20, 2024 – Liz Coronado Castillo and student panel
- LGBTQ2SIA+ Student Success Grant in partnership with Central School District concluded September 30, 2024
 - Rhodes Perry professional development, September 10
- In development on an equity lens guide with the University Diversity and Inclusion Advisory Committee
- Empowering Communities (Informal) Working Group
 - Freedom of Expression work
 - [Website](#) developed and work is ongoing
 - Sixth Wellness & Meditation Room online thanks to the College of Education
- Accessibility Working Group
 - Projects in Progress
 - [Open access levels](#)
 - Accessibility Policy Draft
 - Digital Accessibility Policy (LTAC)
 - Event Accessibility Guide
- Hispanic Heritage Month Event – Loteria in the Grove
- Poder’s Hispanic Heritage Month Breakfast & Summit
 - Assistant Director of HSI Initiatives MC’d breakfast
 - Executive Director served on higher education panel for summit
- Partnership with Capaces and Teresa Alonso Leon – Civics Training for students
- SafeZone
 - Fall Term – November 25 & December 2, 2024
 - Winter Term – February 3, February 10, & February 17, 2025
- [All Gender Restroom Map](#) updated for the university community
- GSA Day: Celebrate Your True Self – March 7, 2025
- Hispanic Serving Institution (HSI) Summit Week – April 14 - 18, 2025
- Cesar E. Chavez Leadership Conference – May 2, 2025
- Hispanic Serving Institution (HSI) Community Advisory Group in Development in partnership with College of Education (Kristen Pratt)
- Executive Director serves as co-chair of the Hispanic Serving Institution Steering Committee with Executive Dean from Chemeketa Community College, working with the Higher Education Coordinating Commission to develop an HSI Consortium for Oregon

2024-2025 Office Alignment with Strategic Plan Institutional Goals

Institutional Sustainability

(activities/accomplishments listed)

- Continued efforts on the equity assessment action plan
 - University climate survey report and university presentation (January 28, 2025)
- Cultural competency professional development sessions
- Empowering Communities (Informal) Working Group
 - Freedom of Expression work
 - [Website](#) developed and work is ongoing
 - Sixth Wellness & Meditation Room online thanks to the College of Education
- Accessibility Working Group

- Projects in Progress
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 - Digital Accessibility Policy (LTAC)
 - Event Accessibility Guide
- GSA Day: Celebrate Your True Self – March 7, 2025
- Hispanic Serving Institution (HSI) Summit Week – April 14 - 18, 2025
- Cesar E. Chavez Leadership Conference – May 2, 2025
- Hispanic Serving Institution (HSI) Community Advisory Group in Development in partnership with College of Education (Kristen Pratt)
- Partnerships with Central School District, Chemeketa Community College, Higher Education Coordinating Commission, etc.
- Executive Director serves as co-chair of the Hispanic Serving Institution Steering Committee with Executive Dean from Chemeketa Community College, working with the Higher Education Coordinating Commission to develop an HSI Consortium for Oregon

Student Success

(activities/accomplishments listed)

- Continued efforts on the equity assessment action plan
 - University climate survey report and university presentation (January 28, 2025)
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- Empowering Communities (Informal) Working Group
 - Freedom of Expression work
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- Hispanic Serving Institution (HSI) Summit Week – April 14 - 18, 2025
- Cesar E. Chavez Leadership Conference – May 2, 2025
- Hispanic Serving Institution (HSI) Community Advisory Group in Development in partnership with College of Education (Kristen Pratt)

Transformational Diversity

(activities/accomplishments listed)

- Continued efforts on the equity assessment action plan
 - University climate survey report and university presentation (January 28, 2025)

- Cultural competency professional development sessions themed around supporting first generation students
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- In development on an equity lens guide with the University Diversity and Inclusion Advisory Committee
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- Cesar E. Chavez Leadership Conference - May 2, 2025
- Hispanic Serving Institution (HSI) Community Advisory Group in Development in partnership with College of Education (Kristen Pratt)
- Executive Director serves as co-chair of the Hispanic Serving Institution Steering Committee with Executive Dean from Chemeketa Community College, working with the Higher Education Coordinating Commission to develop an HSI Consortium for Oregon

Community Strength

(activities/accomplishments listed)

- Continued efforts on the equity assessment action plan
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 - September 20, 2024 – Liz Coronado Castillo and student panel
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 - Rhodes Perry professional development, September 10

- In development on an equity lens guide with the University Diversity and Inclusion Advisory Committee
- Empowering Communities (Informal) Working Group
 - Freedom of Expression work
 - [Website](#) developed and work is ongoing
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General Office Updates

Equity Assessment

Western Oregon University has concluded their engagement with Jordan Shelby West, PhD for our university-wide equity assessment. Implementation for the Howl for Change, university climate survey, which completed on November 1. The survey was for all current students and employees; 831 individuals engaged in the survey.

Dr. West visited Western Oregon University (WOU) January 28 and January 29. Dr. West presented summary findings and recommendations to the university community on Tuesday, January 28. Dr. West met with Senior Leadership Council to discuss findings and recommendations on Wednesday, January 29. hosted a lunch with 10 students and discussed findings and recommendations on Wednesday, January 29.

Dr. West provided Western Oregon University a copy of her presentation slide deck and report on Wednesday, February 5. All [equity assessment materials](#) are all individuals with WOU log-in credentials.

Executive Director is forming an equity assessment team, with representatives from: Faculty Senate, Staff Senate, ASWOU (x2), College of Education, College of Liberal Arts & Sciences, Finance & Administration, Student Affairs, Academic Affairs, Human Resources, Athletics, and The Research Institute. This team will be formed by mid-February and beginning meeting to review the equity assessment data and make recommendations for updating the equity assessment action plan in alignment with the university strategic plan. Additionally, it is expected that departments and units will utilize the data from the climate survey to help inform their strategic plans.

Cultural Competence Based Professional Development

In alignment with House Bill 2864, the office of Diversity, Equity, and Inclusion is leading cultural competence professional development opportunities this academic year, centered in supporting first generation students. This theme was selected due to data received in the university equity assessment, and that at least 47% of Western Oregon University students identify as first generation.

Date	Description	Day of Attendees
January 24, 2025	Busting Myths About First Generation Students Alpha Alpha Alpha Induction	152
November 4 – 8, 2024	First Generation Week	60+ attendees for Summit on Friday, November 8
September 20, 2024	Supporting First Generation Student with Liz Coronado Castillo WOU Student Panel	225

An opportunity will be developed for Spring term.

Hispanic Serving Institution (HSI) Designation

According to the office of Institutional Research, as of Fall 2024 27% of full-time equivalent undergraduate students identify as Hispanic/Latiné.

As of Fall 2023, 24% of all Western Oregon University students identify as Hispanic/Latiné, and 25.3% of full-time equivalent undergraduate students identify as Hispanic/Latiné. To become a Hispanic Serving Institution 25% of Western’s undergraduate students much identify as Hispanic/Latino/a/e and we must maintain that minimum percentage.

The HSI Summit Working Group meets regularly. The next HSI Summit Week is set for April 14 – April 18, 2025. [Doctora Gina Ann Garcia](#) will be the keynote presenter for the Summit on April 18. HSI Summit Week activities will include sessions with Victor Ochoa and Cristina Herrera, in addition to tabling engagements. Ochoa is a WOU alumni and teacher in Keizer who will present on Monday, April 14. Herrera is faculty for Chicano studies at Portland State University and will present on Wednesday, April 26. As of February 12, 2025, 76 individuals from 10 different organizations/institutions are registered for the HSI Summit.

The Assistant Director of HSI Initiatives continues to lead the effort to bring back the full-scale Cesar E. Chavez Leadership Conference. This conference will take place May 2, 2025. [Alejandra Campoverdi](#) is tentatively scheduled to be our keynote. As of February 12, 2025, 1093 students and 86 chaperones from 49 different schools are registered for CECLC.

Financial support for HSI Initiatives, specifically the Summit and CECLC has been secured from the Higher Education Coordinating Commission and the Oregon Community Foundation. The office continues to work with the Foundation on funding opportunities to support HSI efforts.

SafeZone and the LGBTQ2SIA+ Student Success Grant

The LGBTQ2SIA+ Student Success Grant in partnership with Central School District concluded September 30, 2024, though work continues to find opportunities to engage outside of grant resources.

SafeZone was offered in the Fall Term on November 25 and December 2, 2024. The trainings have been offered in Winter Term on February 3 and February 10, seeing increased participation from Fall. The next and final session of Winter Term is scheduled for February 17, 2025.

The Executive Assistant/Coordinator for the office is leading planning efforts for GSA Day: Celebrate Your True Self scheduled for March 7, 2025. [Karelia Stetz-Waters](#) is tentatively scheduled to be our keynote.

Freedom Center

The Freedom Center hired a new co-director. The office of Diversity, Equity, and Inclusion (DEI) and Student Affairs continue to engage students to reimagine the Freedom Center as well as discuss culturally relevant spaces more holistically. A draft proposal that includes a reimagining of the Freedom Center is in development and will be shared with students following updates, if any, from the climate survey data.

2024 – 2025 | Equity Assessment Action Plan

Short-, mid-, and long-term initiatives working toward WOU’s Diversity Action Plan goals and in alignment with the new Strategic Plan

Short-term is defined as something that is reasonable to complete or have ready during the 2024-2025 academic year. Mid-term is defined as taking at least two to three years. Long-term is either an overarching goal, such as setting a university priority, or an initiative that would likely take more than three years to come to fruition.

Accessibility					
<ul style="list-style-type: none"> • Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students, Facilities & Physical Plant • Applicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, Leadership • Applicable Strategic Plan Goals: Institutional Sustainability, Student Success, Transformative Diversity, Community Strength 					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	February 2025 Update
Short-Term					
Establish supporting first generation students as the 2024-2025 cultural competence focus for the university	2024-2025	Accountability Leader(s): Executive Director of Diversity, Equity, and Inclusion Responsible Parties: Diversity, Equity and Inclusion office, and university partners	Funding through the allocation of current resources. The office of Diversity, Equity, and Inclusion partners with university departments and/or divisions to cover expenses associated with this initiative.	2024-2025 <ul style="list-style-type: none"> • At least one University professional development opportunity each term (fall, winter, spring) based on supporting first generation students • Attendance tracked at each session - end of the year report including participation breakdown • Feedback survey following each session - end of the year report of attendees’ self-assessments 	In Progress <ul style="list-style-type: none"> • January 24, 2025 – Presentation and Alpha Alpha Alpha Induction <ul style="list-style-type: none"> ○ 56 In Person Attendees ○ 96 Zoom Attendees • November 8, 2024 – First Generation Summit <ul style="list-style-type: none"> ○ 64 In Person Attendees • September 20, 2024 – Presentation about supporting first generation students with Liz Coronado Castillo, followed by a panel of first-generation college students facilitated by Liz <ul style="list-style-type: none"> ○ 69 In Person Attendees ○ 156 Zoom Attendees
Promote communication with and utilization of the Office of Disability Access Services for students <ul style="list-style-type: none"> • Office of Disability Access Services presentations to the WOU community • Update Western Oregon Web Accessibility Guidelines • Update Creating Accessible Content in Canvas 	2023-2025	Accountability Leader(s): Vice President for Student Affairs and Executive Director of Marketing and Communications Responsible Parties: Office of Disability Access Services, Academic Innovation, University Computing Solutions, Diversity, Equity and Inclusion Office, Student Affairs, Academic Affairs, Marketing and Communication	No	2023-2024 <ul style="list-style-type: none"> • Western Oregon Web Accessibility Guidelines updated • Creating Accessible Content in Canvas updated • Best Practices list/guide developed • Distribution of materials through university communication • Accessibility workshop(s) facilitated to educate regarding resources and best practices 2024-2025 <ul style="list-style-type: none"> • Accessible event guide/toolkit developed and completed 	In Progress <ul style="list-style-type: none"> • Working to find a web consultant who can implement updated and more user-friendly accessibility software into our website, as the accessibility website plugin we currently use called AccessiBe isn’t very user friendly and has some accessibility limitations, such as not making general website templates automatically accessible • Canvas content follows accessibility best-practices • Best practices guide for planning events and meetings is in draft form - being reviewed by a variety of stakeholders

<ul style="list-style-type: none"> Develop list/guide of best practices and considerations for planning more accessible programs and events 					
<p>Require microphone usage at all major university meetings and programs; have programs and video communication set up for closed captioning and ASL interpretation</p>	2023-2025	<p>Accountability Leader(s): Vice President for Student Affairs and Director of University Computing Solutions</p> <p>Responsible Parties: WOU Reservations, University Computing Solutions, Facilities, Human Resources, Office of Disability Access Services, Marketing and Communication</p>	<p>Human Resources or the Office of Disability Services traditionally covers cost of closed captioning and ASL interpreters, if use exceeds budget could lead to a funding request</p>	<p>2023-2024</p> <ul style="list-style-type: none"> Determine parameters for what is a major university meeting and/or program Establish expectation <p>2024-2025</p> <ul style="list-style-type: none"> Communicate expectation and how to fulfill expectation to the university community 	<p>In Progress</p> <ul style="list-style-type: none"> University Computing Solutions has verified necessary equipment is available where needed, and the helpdesk is the go-to location for technical support and requests All video that is streamed or recorded is closed captioned In-room live captioning is being explored “Open Access Events” require two tech people; personnel are not available to meet this need, especially when student workers are in class during the day Student Engagement is updating ASTRA to note the rooms that require microphone usage Signs are being posted in each room that require microphone usage
Mid-Term					
<p>Review and update policy and communication for all-person restrooms</p> <ul style="list-style-type: none"> Include the establishment of a standardized protocol for university restroom and locker room/ changing room usage 	2023-2025	<p>Accountability Leader(s): General Counsel and Secretary to the Board of Trustees Secretary & Special Assistant to the President</p> <p>Responsible Parties: Diversity, Equity and Inclusion, Board of Trustees Secretary, General Counsel, Human Resources</p>	No	<p>2023-2024</p> <ul style="list-style-type: none"> Committee formed for review and revision <p>2024-2025</p> <ul style="list-style-type: none"> Policy updated Implementation plan developed Policy communicated and implemented 	<p>In Progress</p> <ul style="list-style-type: none"> The Office of Diversity, Equity, and Inclusion worked with Marketing and Communications to update the All Gender Restroom Map Currently assessing policies of other campuses and working with the Access Policy group to start coming together with recommendations
Long-Term					
<p>Accessibility is a funding priority for Western Oregon University</p>	Ongoing	<p>Accountability Leader(s): General Counsel and Secretary to the Board of Trustees Secretary & Special Assistant to the President</p> <p>Responsible Parties:</p>	<p>No funding required for the first step in this priority, however, long-term will need to make budgetary considerations to increase accessibility, to be determined and assessed annually.</p>	<p>2023-2024</p> <ul style="list-style-type: none"> Develop physical and digital accessibility policies <ul style="list-style-type: none"> Committee(s) formed to develop policies Policies drafted and reviewed Public Comment Approval Implementation plan 	<p>In Progress</p> <ul style="list-style-type: none"> A first draft of the WOU Policy of Nondiscrimination on the Basis of Disability is under review UTAC formed a digital accessibility committee in Fall 2024 The subcommittee will bring their recommendation(s) to UTAC at the February 23, 2025 retreat

		Facility Services, Capital Planning and Construction, Office of Disability Access Services, University Computing Solutions. Consider a joint initiative between University Technology Advisory Committee and University Diversity and Inclusion Advisory Committee.		2024-2025 <ul style="list-style-type: none">Physical and digital accessibility policies rolled out 2024-2025 <ul style="list-style-type: none">Committee established to review the 2014 accessibility auditReview auditDetermine next steps to begin to improve university accessibility, with initial recommendations to Cabinet by the end of Spring 2025	<ul style="list-style-type: none">Accountability leaders will follow up following retreat regarding progress
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Technology					
<ul style="list-style-type: none"> • Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students, Curriculum & Pedagogy, Business Practices, Facilities & Physical Plant • Applicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, Leadership • Applicable Strategic Plan Goals: Institutional Sustainability, Student Success, Transformative Diversity, Community Strength 					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	February 2025 Update
Short-Term					
Set up guidelines for website architecture <ul style="list-style-type: none"> • Review and clean up the university website • Improve accessibility of website • Improve the responsiveness of website for mobile devices (e.g., phones and iPads) • Review usage of Spanish on website pages and make sure critical information (recruitment, admissions, financial aid, etc.) available in both English and Spanish 	2023-2025	Accountability Leader(s): Executive Director of Marketing and Communications and Director of University Computing Solutions Responsible Parties: University Computing Solutions, Marketing and Communication, University Partners, and individuals in university community who have website editing permissions	No	2023-2024 <ul style="list-style-type: none"> • Review and update of the university website begins • Establish guidelines for the university community regarding web accessibility, responsiveness, and language Fall 2024/Winter 2025 <ul style="list-style-type: none"> • Recruit and hire web designer Spring 2025 <ul style="list-style-type: none"> • Guidelines established and shared with the university community to assist website editors in their updates • Additional training for website editors available 	In Progress <ul style="list-style-type: none"> • Currently hiring for a web designer. In the meantime, we are going to hire a web designer consultant who can assist with immediate website issues caused by the recent website migration to AWS. • This contractor or new hire (whichever comes first) will also help find improved web accessibility software to improve the ease of web accessibility on the WOU website. • Currently there is a student web assistant who is tending to the immediate website needs in partnership with UCS, training employees on basic website skills, and working on small projects.
Mid-Term					
Implement the institutional policy on names	2023-2025	Accountability Leader(s): Secretary to the Board of Trustees Secretary & Special Assistant to the President and Executive Director of Diversity, Equity, and Inclusion Responsible Parties: Registrar, University Computing Solutions, Business Services, Financial	Not anticipated at this time	2023-2024 <ul style="list-style-type: none"> • Implementation plan drafted 2024-2025 <ul style="list-style-type: none"> • Implementation plan begins 2025-2026 <ul style="list-style-type: none"> • Fully implemented 	In Progress <ul style="list-style-type: none"> • No additional progress since November • Accountability leaders will bring the subcommittee together to regroup and plan the path forward

		Aid, Admissions, Human Resources			
Centralize data analysis and reporting	2023-2025	Accountability Leader(s): Provost and Director of University Computing Solutions Responsible Parties: University Technology Advisory Committee, University Computing Solutions, Institutional Research	No funding required for the initial step of this initiative, however, long-term may need to make budgetary considerations	Winter/Spring 2024 <ul style="list-style-type: none"> University Technology Advisory Committee reviews initiative request Discussion and review of current data analysis and reporting processes Fall 2024 <ul style="list-style-type: none"> Plan for centralization of data 	In Progress <ul style="list-style-type: none"> This project is closely tied to our efforts with Banner Optimization. Recommendation to shift to long-term goal post Banner Optimization
Ensure all university forms are electronic	2023-2026	Accountability Leader(s): Executive Director of Marketing and Communications and Director of University Computing Solutions Responsible Parties: University Computing Solutions, Marketing and Communication, All University Offices/Departments/Units /etc.	No funding required for the initial step of this initiative, however, long-term may need to make budgetary considerations	2023-2024 <ul style="list-style-type: none"> Determine course of action 2024-2025 <ul style="list-style-type: none"> Develop implementation plan for converting forms to electronic versions 2025-2026 <ul style="list-style-type: none"> Plan implemented Fall 2026 <ul style="list-style-type: none"> All university forms are electronically available for intended users 	In Progress <ul style="list-style-type: none"> The Banner Optimization project has funds allocated for Forms Implementation in June 2026 The job posted for a Banner Programmer will assist with the forms portion of the project Native Banner processes that include electronic forms will also be utilized as HR, Student, Finance, and other Banner modules are fully implemented This project is also waiting for the web designer position to be filled before moving forward on some aspects of this project
Establish credit/debit card access for all university services	2023-2026	Accountability Leader(s): Director of University Computing Solutions and Controller Responsible Parties: Vice President for Finance and Administration, University Computing Solutions, Business Services	No funding required for the initial step of this initiative, however, funding requests anticipated	2023-2024 <ul style="list-style-type: none"> Determine course of action 2024-2025 <ul style="list-style-type: none"> Research needs and requirements for all university services to be available to be paid for by credit card 2025-2026 <ul style="list-style-type: none"> Develop necessary policies; if applicable Develop plan for credit card access and implementation Fall 2026 <ul style="list-style-type: none"> All university services are able to be purchased utilizing a credit card 	In Progress <ul style="list-style-type: none"> The new credit card scanner is being utilized at the Health and Wellness Center The business office established credit card machines and epay systems with all pending departments The business office will now concentrate on policies and procedures for those departments that may wish to be added in the future. We are anticipating completion of this phase by the end of June 2025
Long-Term					
Technology Infrastructure is brought to industry standards and best practices	Ongoing	Accountability Leader(s): Director of University Computing Solutions	Additional funding request anticipated as work through needs assessment to bring the university to industry standards and best practices		In Progress <ul style="list-style-type: none"> The Banner Optimization project includes work to modernize technology, including IAM (Identity and Access Management) and Portal IAM is scheduled to be in place before Fall 2025 term Computer file servers are fully modernized with all on premise data storage on NVME (flash)

					<ul style="list-style-type: none">● 3-2-1 backups are implemented with incremental backups stored in the cloud and on site● Computer server modernization is mostly complete but VMWare cost increases are preventing operating system upgrades.● Delays in hiring a Linux System Administrator have stopped other technology modernization efforts● Modernization, Innovation, and Efficiency projects are viewable online: Project progress
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Recruitment & Retention of Students <ul style="list-style-type: none"> • Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students, Curriculum & Pedagogy • Applicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, Leadership • Applicable Strategic Plan Goals: Institutional Sustainability, Student Success, Transformative Diversity, Community Strength 					
Short-Term					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	February 2025 Update
Provide more opportunities for senior leadership to engage with students	2024-2025	Accountability Leader(s): Executive Assistant to the President Responsible Parties: Senior Leadership	President’s office to support light refreshments	2024-2025 <ul style="list-style-type: none"> • Host one informal fireside chat per term (Fall, Winter, Spring) 	<i>In Progress</i> <ul style="list-style-type: none"> • October 17 – Fall term fireside chat held with Tina Fuchs, Evan Sorce, and Dominique Vargas <ul style="list-style-type: none"> ○ 8 students engaged in conversation and feedback ○ ~10 stopped by • February 13 – Winter term fireside chat to be held with Tina Fuchs, Evan Sorce, and, Maureen Brakke • May 8 – Spring term fireside chat to be held with Jose Coll and Academic Affairs
Update 2/3 tuition hold to a set dollar amount	2023-2025	Accountability Leader(s): Vice President for Student Affairs and Provost Responsible Parties: Senior Leadership, Registrar, University Computing Solutions, Student Success and Advising, Additional University Partners	No	Winter/Spring 2024 <ul style="list-style-type: none"> • Determine financial hold threshold for the balance students can carry and still register Fall 2024 <ul style="list-style-type: none"> • Chose to hold current threshold for further exploration Spring 2025 <ul style="list-style-type: none"> • Decision made about changing or keeping current threshold balance policy 	<i>In Progress</i> <ul style="list-style-type: none"> • Account and threshold balance policy is drafted and was presented to the President’s cabinet on February 12 • Expecting final policy adoption by May 1 to allow for implementation in time for Fall registration, which begins prior to the end of May
Establish student resource modules (e.g., student orientation, online course tutorial, registration) for students on Canvas	2023-2025	Accountability Leader(s): Vice President for Student Affairs and Provost Responsible Parties: Student Affairs, Academic Affairs, Academic Innovation, University Computing Solutions	No	2023-2025 <ul style="list-style-type: none"> • Modules developed and ready for use Fall 2025 <ul style="list-style-type: none"> • Implementation 	<i>In Progress</i> <ul style="list-style-type: none"> • Provost reports modules are ready to use
Create a virtual option for student orientation for remote/online students, commuter students, and transfer students	2023-2025	Accountability Leader(s): Vice President for Student Affairs and Provost Responsible Parties: Student Affairs, New Student & Family Programs, Academic Affairs, Academic Innovation, University Computing Solutions	No	2023-2024 <ul style="list-style-type: none"> • Review what was facilitated during the pandemic • Determine use and need for virtual options to be updated • If need established: <ul style="list-style-type: none"> ○ Update materials ○ Develop implementation plan Spring 2025 <ul style="list-style-type: none"> • Ready for use 	<i>In Progress</i> <ul style="list-style-type: none"> • Transfer and first year – SSA updates these annually • In New Student and Family Program’s Strategic Plan to explore the need and options for virtual orientation
Mid-Term					

<p>Review, evaluate, and revise advising systems and structures</p> <ul style="list-style-type: none"> Review of advising model including assessment of LEAD Advising pilot so far Assess effectiveness and places we are creating inadvertent inequities 	<p>2023-2025</p>	<p>Accountability Leader(s): Provost</p> <p>Responsible Parties: Student Success and Advising, Academic Affairs Consulting with Student Affairs, Admissions, Financial Aid, Registrar</p>	<p>No funding required for the initial step of this initiative, however, funding requests anticipated</p>	<p>2023-2024</p> <ul style="list-style-type: none"> Review completed and report generated <p>Fall 2024</p> <ul style="list-style-type: none"> Recommendations brought forward to Academic Affairs Council for further consideration 	<p>In Progress</p> <ul style="list-style-type: none"> Exploring feasibility for an expanded supplementary model of advising for 1st year students (and beyond) Exploring implementation of degree planning software Scaling up Lead Faculty Advisor program
<p>Review and revise the Code of Student Responsibility and disciplinary procedures to shift to a restorative justice framework</p>	<p>2023-2025</p>	<p>Accountability Leader(s): Vice President for Student Affairs</p> <p>Responsible Parties: Student Conduct, Student Affairs, Housing</p>	<p>2023-2024 – no funding requests anticipated 2024-2025 – additional funding request anticipated to build capacity and skills to utilize a restorative justice framework <i>Beyond 2025, unknown until plan developed</i></p>	<p>2023-2024</p> <ul style="list-style-type: none"> Finish current review and publication of the Code of Student Responsibility Update Student Conduct website Plan developed for capacity building and implementation of restorative justice framework <p>2024-2025</p> <ul style="list-style-type: none"> Capacity building and training for utilization of restorative justice framework <p>Fall 2025</p> <ul style="list-style-type: none"> Implementation/utilization 	<p>In Progress</p> <ul style="list-style-type: none"> Currently researching, capacity building, and identifying training needs – responsible party is Student Conduct and Dean of Students office
<p>Establish clear support systems for first-generation students</p>	<p>2023-2026</p>	<p>Accountability Leader(s): Vice President for Student Affairs and Provost</p> <p>Responsible Parties: Student Success and Advising, Diversity, Equity and Inclusion, Student Affairs, Marketing and Communication, and University Partners</p>	<p>2023-2024 – no funding requests anticipated, funds reallocated from existing Student Success and Advising for position 2024-2026 – additional funding request may occur as further developed</p>	<p>Fall 2023</p> <ul style="list-style-type: none"> Reallocate resources to recruit and hire a First-Generation Advisor/Coordinator <p>Fall 2024</p> <ul style="list-style-type: none"> First-Generation Advisor/Coordinator begins working at WOU <p>2024-2025</p> <ul style="list-style-type: none"> Establish supporting first-generation college students as the 2024-2025 cultural competence focus for the university <p>November 2024</p> <ul style="list-style-type: none"> First-generation student day, celebration expanded beyond TRiO Programs Custom AI Chatbot Campaign for FG students goes out from “Wolfie” introducing first gen coordinator and resources. <p>Winter 2025</p> <ul style="list-style-type: none"> First-generation student center opened 	<p>In Progress</p> <ul style="list-style-type: none"> January 2025 – Tri-Alpha Induction Ceremony (First Generation Honors Society) – 39 Inductees Winter 2025 – First Generation Accountability Hours (supported study hours) in new Student Success Center Wolfie Chatbot is already doing specific outreach to First Generation students (Winter 2025)

Long-Term

<p>Evaluate the MyWOU app and recommend the best path forward for an app that supports students throughout their time at WOU, including Admissions through Graduation</p> <ul style="list-style-type: none"> • Themes of access and community throughout the student experience 	<p>2023-2024/Update after Fall 2024</p>	<p>Accountability Leader(s): Vice President for Student Affairs and Director of University Computing Solutions</p> <p>Responsible Parties: University Technology Advisory Committee, University Computing Solutions, Student Affairs, Strategic Enrollment Working Group, Academic Affairs, Associated Students of Western Oregon University</p>	<p>No request during research phase, however, if continuation of app usage or expansion of app usage is recommendation, additional funding request anticipated</p>	<p>Fall 2024</p> <ul style="list-style-type: none"> • Recommendation for pursuing a mobile application utilization for WOU <p><i>Recommendation based in data from university community, considering:</i></p> <ul style="list-style-type: none"> • <i>Peer institutions utilization of apps</i> • <i>What is the potential functionality of an app?</i> • <i>What do we need in an app?</i> • <i>What do we want in an app?</i> • <i>Is an app a vehicle to create community, support student needs, aid in access to and flow of information, etc.?</i> <p><i>Recommended ways to collect student perspective:</i></p> <ul style="list-style-type: none"> • <i>Tabling in the WUC</i> • <i>Quick survey</i> • <i>Listening type sessions for open discussion from students</i> 	<p><i>In Progress</i></p> <ul style="list-style-type: none"> • Mobile app wants and needs gathered during three student events and compiled into a requirements list • Wolf Web replacement development is underway to access Banner 9 Self Service • Additional requirements development will be tracked as part of the Banner Optimization project • The job posted for a Banner Programmer will assist with the web/mobile application development
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Recruitment & Retention of Employees <ul style="list-style-type: none"> • Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students • Applicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, Leadership • Applicable Strategic Plan Goals: Institutional Sustainability, Student Success, Transformative Diversity, Community Strength 					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	February 2025 Update
Short-Term					
Reimagine onboarding as a six-month to one year process, to include <ul style="list-style-type: none"> • Development of best practices and guidelines to assist with onboarding • Updated checklists for supervisor and employee 	2023-2024	Accountability Leader(s): Executive Director of Human Resources Responsible Parties: Human Resources and University Partners	No	2023-2024 <ul style="list-style-type: none"> • Human Resources led working group formed to discussion and reimagine onboarding process for all WOU employees Fall 2024 <ul style="list-style-type: none"> • Best practices and guidelines available ahead of Fall 2024 • Checklists including compliance training links available 	<i>In Progress</i>
Evaluate new employee orientation and restructure as needed	2023-2024	Accountability Leader(s): Executive Director of Human Resources Responsible Parties: Human Resources and University Partners	No	2023-2024 <ul style="list-style-type: none"> • Review and assessment of what is going well and where are areas for improvement Fall 2024 <ul style="list-style-type: none"> • Updated NEO training 	<i>In Progress</i> <ul style="list-style-type: none"> • The updated New Employee Orientation (NEO) program offers a more comprehensive and engaging experience to ensure new employees are well-equipped for success at Western Oregon University • Key enhancements include specialized training from the Accounting and Business Services Office, covering essential topics such as processing invoices, managing travel expenses, billing procedures, and understanding university financial protocols. • Additionally, the program now integrates critical compliance and safety training, including cybersecurity best practices, identifying and mitigating safety hazards, and understanding key policies such as Title IX and FERPA. • A newly expanded benefits presentation provides employees with a detailed overview of available benefits, empowering them to make well-informed decisions regarding their health, retirement, and work-life balance options. • These updates are designed to enhance onboarding effectiveness, promote institutional knowledge, and ensure that new employees feel confident and prepared in their roles.
Streamline search committee process, to include <ul style="list-style-type: none"> • Consistent basic standards for 	2023-2024	Accountability Leader(s): Executive Director of Human Resources and Executive Director of Diversity, Equity, and Inclusion	No	2023-2024 <ul style="list-style-type: none"> • Review and update search committee member training • Review search advocacy resources Fall 2024 <ul style="list-style-type: none"> • Develop WOU search advocacy training 	<i>In Progress</i> <ul style="list-style-type: none"> • Continue to make steady progress in revamping WOU's recruitment processes. • Now in Phase 2, we have implemented key structural improvements to enhance efficiency and provide

<p>search committees</p> <ul style="list-style-type: none"> ● Revise search committee training ● Guiding documents (rubrics, question repository, schedules, etc.) 		<p>Responsible Parties: Human Resources, Diversity, Equity and Inclusion, Search Advocacy Learning Community</p>		<ul style="list-style-type: none"> ● Updated search committee member training available ● WOU search advocacy training available ● Best practices/basic standards available ● Shared templates of guiding documents available (rubrics, question repository, schedules, etc.) 	<p>stronger support for hiring managers and search committees.</p> <ul style="list-style-type: none"> ● Structured HR oversight meetings are in place for all searches in 2025, fostering clearer guidance and collaboration among stakeholders ● Centralized recruitment resource hub is fully operational, equipping search chairs with essential tools and workflows to streamline the hiring process from the outset ● While updates to the Authorization to Fill (ATF) form are on hold, we are actively-engaging in the implementation of the PeopleAdmin Applicant Tracking System, a critical step toward Phase 3 of our recruitment overhaul. To ensure continuous improvement, we continue to gather feedback and refine our processes and materials as we move forward
<p>Improve professional development opportunities for all employees</p> <ul style="list-style-type: none"> ● Clarify expectations around compliance training (e.g., Title IX, FERPA, HB 2864, etc.) ● Roll out compliance trainings with clear communication about expectations and ramifications ● Develop policy for hours used to participate in professional development (e.g., all staff have four hours of time they are expected to participate in professional development) 	<p>2023-2024</p>	<p>Accountability Leader(s): Executive Director of Human Resources and Executive Director of Diversity, Equity, and Inclusion</p> <p>Responsible Parties: Human Resources, Diversity, Equity and Inclusion, University Computing Solutions, General Counsel, Board of Trustees Secretary, Academic Affairs</p>	<p>No funding required for the initial step of this initiative, however, funding requests anticipated</p>	<p>2023-2024</p> <ul style="list-style-type: none"> ● Group of representative folks establishes expectations <p>Fall 2024</p> <ul style="list-style-type: none"> ● Centralized home for asynchronous compliance training made consistently available at the start of the fall term each year and as new employees are hired ● Policy regarding professional development established ● Financial support and system developed to support staff professional development 	<p><i>In Progress</i></p> <ul style="list-style-type: none"> ● Collaborate to update timeline and rollout of this initiative moving forward following DUO implementation effort that tested required participation and make considerations for Fall professional development time to center compliance efforts

<p>each academic year)</p> <ul style="list-style-type: none"> Review support of faculty professional development and consider how can model similar for staff 					
Mid-Term					
<p>Transition the Center for Academic Innovation to the Center for Teaching and Learning, expand the existing initiatives and resources</p> <ul style="list-style-type: none"> Objective 1: Quality rubrics are used to inform the design of high quality and inclusive online and hybrid courses Objective 2: Academic Affairs has an infrastructure to ensure courses are high quality and inclusive Objective 3: Faculty are equipped with learning opportunities and tools to engage in the work of diversifying and decolonizing curriculum 	2023-2025	<p>Accountability Leader(s): Provost</p> <p>Responsible Parties: Academic Innovation, Academic Affairs, University Partners</p>	<p>Yes, \$194,500 to be paid through sustainability funds. Additional financial needs to be determined</p>	<p>2023-2024</p> <ul style="list-style-type: none"> Academic Innovation transitioned to the Center for Teaching and Learning <p>2024-2025</p> <ul style="list-style-type: none"> Objectives met 	<p>In Progress</p> <ul style="list-style-type: none"> Objective 1 (Completed): The Center for Teaching and Learning worked with a faculty steering committee to develop a quality rubric that was pilot tested by a group of faculty in August 2024. The rubric has been incorporated into the CTL’s new Foundations of Online Teaching course Objective 2 (Completed): The Center for Teaching and Learning worked with the Online Learning Consortium in academic year 2023-2024 to develop a dashboard to guide the continued development of structures, programs and services to ensure courses are high quality and inclusive Objective 3 (In progress): the Center for Teaching and Learning has partnered with Jaclyn Caires-Hurley in the College of Education to develop an Equity Coaching model to support faculty in the work of diversifying and decolonizing the curriculum. The first cohort was launched in Spring 2024. The second cohort is planned for Spring 2025. Plans are underway for a Spring 2026 cohort to be supported by Title III funds Remaining work: identify WLU and funding model to continue the program beyond Spring 2026
<p>Evaluate and update performance management tools that include training,</p>	2023-2025	<p>Accountability Leader(s): Executive Director of Human Resources</p> <p>Responsible Parties:</p>	No	<p>2023-2025</p> <ul style="list-style-type: none"> Tools updated Implementation plan developed Resources available 	<p>In Progress</p>

workshops, and resources <ul style="list-style-type: none"> ● Include DEI/Cultural competence in performance evaluations with a self-reflection component ● Work with shared governance to determine tiers and self-reflection recommendations 		Human Resources, Diversity, Equity and Inclusion, Shared Governance		Fall 2025 <ul style="list-style-type: none"> ● Implementation begins 	
Develop and implement supervisor specific professional development program for supervisors, which is then followed up with a consistently available learning community	2024-2025	Accountability Leader(s): Executive Director of Human Resources Responsible Parties: Human Resources, University Diversity and Inclusion Advisory Committee, Feedback from Shared Governance on topic areas/themes	No	Spring 2025 <ul style="list-style-type: none"> ● Professional development available to professional employees 	Not started
Develop/redevelop and pilot mentorship programs (with consistency in mind, with specific and measurable outcomes)	2023-2026	Accountability Leader(s): Provost and Executive Director of Human Resources Responsible Parties: Academic Affairs, Deans, Academic Innovation (New Faculty Orientation), University Diversity and Inclusion Advisory Committee (Jaclyn Caires-Hurley volunteered to help with effort)	Not in first year, will evaluate financial need when determining scalability and building pilot	2023-2024 <ul style="list-style-type: none"> ● Determine what programs currently exist ● Determine what data is available to assess effectiveness and what/if any gaps exist in current programs 2024-2025 <ul style="list-style-type: none"> ● Assess current programs and scalability ● Determine pilot group(s) for additional programs (consider interdisciplinary mentor/mentee relationships) 2025-2026 <ul style="list-style-type: none"> ● Continue current programs ● Pilot new programs 	In Progress <ul style="list-style-type: none"> ● HR has developed a new faculty orientation. Continue progress for evaluation. ● Develop a Faculty Fellows Program who will lead the development of a mentorship program for faculty. Expected completion Fall 2025.
Long-Term					
Engage in a Classification and Compensation Project	2023-2025/Ongoing	Accountability Leader(s): Executive Director of Human Resources Responsible Parties:	Yes, consultant (\$123,000), to be paid through sustainability funds. Additional funding request anticipated; to be determined following studies and recommendations	2023-2025 <ul style="list-style-type: none"> ● Conduct a salary study ● Conduct a classification study ● Conduct a pay equity study ● Report findings and recommendations 	In Progress <ul style="list-style-type: none"> ● Study has now thoroughly reviewed over 200 position descriptions, evaluating roles based on comparable characteristics such as knowledge, skills, effort, responsibility, and working conditions.

		Human Resources and University Partners			<ul style="list-style-type: none"> This comprehensive analysis identified several positions requiring salary adjustments to meet Pay Equity standards. These adjustments are essential to maintaining our commitment to fair and equitable compensation, aligning with both Oregon’s legal requirements and our institution’s dedication to an inclusive workplace. Positions not requiring adjustments were found to be appropriately aligned with market benchmarks and influenced by longevity in the role. <p>Next Steps</p> <ul style="list-style-type: none"> Aligning Market Data with New Comparators Developing an Unclassified Salary Scale Creating an Implementation and Communication Plan <p><i>These steps are designed to bring WOU closer to a fully integrated compensation structure that aligns with our strategic goals and strengthens our ability to attract, retain, and fairly compensate top talent. Through an unwavering commitment to equity, transparency, and market competitiveness, this initiative will not only enhance our workforce but also support the university’s mission and long-term success.</i></p>
Conduct assessment of promotion and tenure process with an equity lens	2023-2025/Update Fall 2025	Accountability Leader(s): Provost Responsible Parties: Academic Affairs and University Partners	No	<p>2023-2025</p> <ul style="list-style-type: none"> Review of process <p>Fall 2025</p> <ul style="list-style-type: none"> Provide specific recommendations for the Provost and Union based on the results of the assessment. 	<p>In Progress</p> <ul style="list-style-type: none"> WOUFT and WOU were unable to make this an area of interest in the IBB process; therefore, our current promotion and tenure process remains Since promotion and tenure is outlined in the CBA WOU independently does not have the ability to make changes Best timeline would be a 2026 re-opener of this specific article.
Development and promotion of junior faculty retention programs <ul style="list-style-type: none"> Consistency within divisions/ departments Further clarity of expectations that are easy to find Partnerships/mentorships with/for senior faculty support 	2023-2025/Update Fall 2025	Accountability Leader(s): Provost Responsible Parties: Academic Affairs and University Partners	No funding required for the initial step of this initiative, however, long-term may need to make budgetary considerations	<p>2023-2025</p> <ul style="list-style-type: none"> Determine what is available and review current programs Unit reviews of historical tenure trends (e.g., successful tenured lines, time to apply and receive Full Professor rank) <p>Fall 2025</p> <ul style="list-style-type: none"> Consistent procedural guidelines and expectations shared with all units Centralized and consistent training and mentoring system for PRC’s and tenure track faculty 	<p>In Progress</p> <ul style="list-style-type: none"> Faculty fellow assigned to develop a faculty mentorship program FY25 with expectations for implementing FY26 Provost meets annual with faculty to discuss promotion and tenure requirements

WOU Foundation & Advancement

Mission

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

Vision

Ensuring every student has the opportunity to have access to a quality educational experience that increases their ability to succeed in our ever-changing global economy and society.

Values

- **Donor-centric:** build meaningful relationships with donors and maintain trust by following donor intent
- **Community minded:** fundraising is not just transactional, but is a collective effort to build relationships between campus and community partners to fulfill our mission of supporting the university and its students
- **Collaborative:** relationships with donors and volunteers are not “owned” by one individual, but are managed and may involve a variety of campus partners that focus on the donor’s/volunteer’s areas of interest
- **Team-oriented:** place focus on goals and outcomes versus individual achievements
- **Express gratitude:** builds trust between donors/volunteers and the university, deepens relationships, and acknowledges the impact and outcomes of their giving

Advancement Efforts within the Western Oregon University’s Strategic Plan Core Values:

Centering Students: The Advancement team enjoys our interactions with students. Examples of regular engagement with students include the Annual Giving Director teaching a Lit 101 course; the Alumni Engagement Manager participating in the Communications class that plans the Forever Wolves Grad Party; the Finance Manager meeting with students about club fundraising activities; and student employees and interns are valuable team members.

With each fundraising appeal and special event, growing support for students is the focus of our efforts. For example, during the President’s Club and Wolves Rising campaign launch dinner, students were present to interact with guests so that attendees could meet who they are supporting.

Embracing Diversity: The Advancement division is seeking to diversify its governance and advisory boards, and volunteer committees as new members are considered.

We are actively pursuing an increase in the number of diverse applicants and nominees for the Distinguished Alumni Awards and encouraging the selection committee to consider multiple facets when making their decisions about honorees.

In support of the University’s emerging HSI designation, we are in the beginning stages of forming a Latino Alumni Affinity Group. This affinity group will support alumni and current students.

Fostering Accessibility: \$10 million of the \$20 million campaign goal is to increase scholarships. For the past five years the Foundation has awarded \$1 million or more in scholarships and student aid. With the largest focus of the campaign being on growing scholarships and student aid funds, we will continue to be able to provide significant funding to students that help them with achieving their educational goals.

In addition, as we raise more funds, the Foundation has been able to increase its small competitive grants that are awarded to nearly every division across campus, supporting faculty and students alike.

Valuing Community: The Foundation is sponsoring more community events and activities that acknowledge our partnerships and help with visibility and presence in our local community and beyond.

We are also seeking to renew, grow and expand our sponsorships with local businesses to gain support for Western and provide them with visibility to our campus, alumni and friend communities.

WOU Foundation, Wolves Rising campaign and Fundraising Progress:

The WOU Foundation board welcomed its new general counsel, Valerie Sasaki, of Samuels Yoelin Kantor. She provided an overview of board governance.

Wolves Rising: The Campaign for Western Oregon University pillars are \$10M Scholarships, \$5M Wolves Athletics and \$5M Student Success. The goal and timeline are \$20 million by June 30, 2028.

As of January 15, we have raised \$2,604,657 for the 2024-2025 fiscal year! This brings the current Campaign total to \$17,569,259 which is nearly 88% towards our goal of \$20 million!

Percentage Progress by Pillar as of January 15:

- Scholarship – 119%
- Wolves Athletics – 31%
- Student Success – 80%

The public launch of the Wolves Rising campaign on December 14 during a joint President's Club and Campaign Launch dinner was a remarkable success and well received by the approximately 150 guests in attendance.

Following the launch event, the Wolves Rising campaign [website](#) went live, a [press release](#) and social media posts were published.

Fundraising Activity & Highlights

Major Giving and Planned Giving activity since the last report:

The calendar year-end and start of 2025 was amazingly busy with around a dozen gifts of \$10,000 or more realized, which totaled over half a million raised since the campaign launch event on December 14.

- \$275,000 grant from the [Ford Family Foundation](#) to continue work with TRI on enhancing capital improvements for childcare providers in rural counties
- \$200,000 grant from OCF Joseph E. Weston Public Foundation for scholarships

- \$60,000 gift from US Charitable Gift Trust to Bruce Bradshaw Men’s Basketball Scholarship. This is a collective gift from dozens of Men’s Basketball alumni donors and was presented at the January 25th Men’s Basketball Alumni Game.
- \$50,000 realized estate gift to create two new scholarship endowments for early childhood education and music majors, respectively.
- \$50,000 grant from the [Burlingham Trust for Student Success Center](#)
- \$41,000 gift for new scholarship endowment for OTD
- \$40,000 gift to fund Softball and Volleyball scholarships.
- \$40,000 pledge to support Women’s Athletics in memory of Ruth Lautenbach (\$30k is a future estate commitment and \$10k is matching gift pledge)
- \$28,000 gift for greatest needs (the Fund for WOU)
- \$25,000 gift to add to the Dr. William D. and Margaret McArthur Scholarship Endowment
- \$25,000 grant from [Maps Credit Union Foundation for Student Success Center](#)
- \$25,000 grant from OCF to support Rainbow Dance Theatre
- \$20,000 gift for German Club
- \$13,000 grant from the Edouard Foundation, split evenly to support Student Media and Abby’s House
- \$12,000 gift for Football
- \$10,000 (5-year pledge) for the Student Success Center

Grant, gift and future estate commitments are pending with other funders and donors, and discussions continue with numerous other donors and partners for future support.

Grants summary:

The work with our grant consultant is ongoing. They continue to connect us with new potential funders and help us re-engage past funders. Grant work is truly a team effort and takes ongoing relationship building. For example, two recent grants received were originally declined during the LOI stage; however, through regular communication with the funder these projects were later reconsidered following ongoing conversations and engagement. Recently funded grants are listed in the above Major & Planned Giving section. Several submitted requests are still pending.

Annual Giving and Special Events:

Giving Day is coming up quickly on March 4, 2025. This year will feature matching and challenge gifts in the following areas, which total \$18,700, so far:

- Football (\$5,000)
- Wolves Supporting Veterans Scholarship (\$5,000)
- Emeritus Society (\$3,000)
- Hamersly Library (\$1,800)
- Occupational Therapy (\$1,000)
- LGBTQIA Scholarship (\$1,000)
- First Generation Fund (\$1,000)
- Model UN (\$500)
- Staff for Students Scholarship (\$400)

Additional matching challenges are in the works and will be added before March 4. Also, each athletic and club sport, numerous student clubs and organizations, academic programs, and scholarships will be available on the site for people to support.

Outreach includes a postcard, letter, press release, social media posts, emails, text messaging, and, new this year, stickers with QR codes on coffee cups on campus and at several local coffee shops between March 1-4.

This year we will open the site early, on March 1, to encourage parents and families who are here for Family Weekend to participate.

We are also incorporating some community service projects as part of Giving Day. More information can be found in the [press release](#) and on the [crowdfunding site](#).

The **Wolves Auction** is scheduled for May 31. We are in the process of securing sponsorships. Tables and ticket sales are open on the [auction website](#). Procurement of items for the live, silent and online auction, raffle and wine wall are underway.

The second annual **Art Auction** is scheduled for August 2 at Illahe Hills.

Advancement Services and Stewardship

Reports

- Annual financial reports were sent to endowment donor contacts in early December.

990

- 2023-24 990 is still in progress.

Smith Fine Arts Series (SFAS)

The Smith Fine Arts Series 47th season is halfway through, with three shows remaining. Tickets are still available for the following shows.

- March 15 – Marty Isenberg’s Wes Anderson playlist
- April 12 – BEO String Quartet
- June 7 – The Revelers

The January dance show saw an increase in student attendance.

With shows occurring on Friday and Saturday nights, student attendance at community outreach programs remains a challenge. Other options are being explored, such as separating outreach from the same date as the show, holding outreach sessions off campus in retirement communities or partnering with another venue during the weekday.

Planning for the 2025-2026 season is underway. Offers have been made and accepted for a couple of shows, negotiations are underway for others, and additional acts are under review.

Alumni and Community Engagement

Advancement staff members are active participants in community programs that include the Salem Chamber's Emerging Leaders Series and Leadership Salem, the Monmouth-Independence Chamber, MI Rotary Club and MI Community Foundation.

They are also planning on and off campus events for alumni and friends and participating in local and regional community events that include the Chamber, YMCA, Salem Health, and more.

Events since last report:

- December 6 – Foundation Holiday Open House & Tree Lighting
- December 7 – Smith Fine Arts Series featuring Grupo Bella
- December 14 – President's Club Dinner and Wolves Rising campaign launch
- January 18 – Smith Fine Arts Series featuring Emily Branch (dance)
- January 25 – Men's Basketball Alumni Game

Upcoming events:

- March 7 – Alumni Regional Event - Eugene
- March 15 – Smith Fine Arts Series featuring Marty Isenberg's Wes Anderson Playlist
- March 22 – Softball Alumni Game
- April 11-12 – Track & Field/Cross Country John Knight Alumni Meet
- April 12 – Smith Fine Arts Series featuring BEO String Quartet
- April 18 – Alumni Regional Event - Bend
- May 17 – WOU Block Party & Wolves Football Spring Game
- May 31 – Wolves Athletics Auction
- June 7 – Smith Fine Arts Series featuring The Revelers
- June 13 – Forever Wolves Grad Party
- June 14 – WOU Commencement

Parades:

Planning is underway for the 4th of July MI parade and Fiesta Mexicana parade in Woodburn in August.

2025 Football Hall of Fame:

Planning is underway for the 2025 Football Hall of Fame, which will be held on September 6.

Homecoming 2025:

Homecoming 2025 has been scheduled for October 17 & 18, in conjunction with the Wolves on the Green Golf tournament at Illahe Hills on October 17.