



Board of Trustees Meeting – April 23, 2025

Appendix B

Table of Contents

Senior Leadership Council Reports

- 1) Kwabena Boakye, [Vice President for Finance and Administration](#)
- 2) Maureen Brakke, [Executive Director of Marketing & Communications](#)
- 3) Dr. Jose Coll, [Provost & Vice President for Academic Affairs](#)
- 4) Tina Fuchs, [Vice President for Student Affairs](#)
- 5) Randi Lydum, [Executive Director of Intercollegiate Athletics](#)
- 6) Desiree Noah, [Executive Director of Human Resources](#)
- 7) Evan Sorce, [Acting Executive Director of Government Relations & Board Secretary](#)
- 8) Dominique Vargas, [Executive Director of Diversity, Equity & Inclusion](#)
- 9) Katie Wojke, [Vice President for Advancement & WOU Foundation](#)

Finance and Administration Committee (FAC), April 15, 2025
Finance and Administration Report
Kwabena Boakye, Vice President for Finance and Administration

The privilege of working at WOU the past 28 days has been fulfilling. The reception of new ideas, eagerness to pilot alternate ideas, and desire to collaborate in proffering solutions to resolve mutual challenges have been very encouraging. Going by the Higher Education financial management maxim, “follow the money, plan what you do and do what you plan,” efforts since coming on board have involved getting to know people, identifying and assessing available technology systems and resources, examining the money trail, learning the strategic plan, budget planning and development processes, and observing the risk management practices. There are opportunities for fiscal transformation. Highlights of initiatives to be implemented to achieve fiscal transformation include (a) strengthening budget principles, that is, implementing a framework for planning, constituent engagement, prioritization and resource allocation, (b) emphasizing efficient processes, including internal controls, compliance and enterprise risk management, (c) refining cost accumulation estimates and revenue projections, and (d) enriching data for decision making, including program reviews, return on investment analysis and continuous improvement. In subsequent reports, these initiatives will be elaborated with roadmaps for implementation.

The following paragraphs align the Finance and Administration activities and accomplishments with the WOU Strategic Plan.

INSTITUTIONAL SUSTAINABILITY

Goal: Enhance the financial stability and sustainability of the institution through strategic financial planning, responsible resource allocation, and innovative revenue-generation initiatives, ensuring long-term resilience and success.

Activities & Accomplishments

Budget Planning: Budget planning and development activities are ongoing with the scrutiny to contain cost escalation and reduce the structural deficit in order to achieve a balanced budget in the shortest possible time frame. Therefore, monthly

budget status reports are generated and shared with budget managers to monitor their spend levels. Also, Management Reports are prepared and shared with the Board of Trustees showing the preliminary budget approved by the Board, adjusted budget approved by the Board, actual revenues and expenses compared with the approved adjusted budget, and projected year-end actual results. See Management Report to the FAC as of March 31, 2025.

Long-term Sustainability: As part of efforts to be agile and proactive with budget course corrections for long-term fiscal sustainability, a five-year fiscal plan was created for Education & General Fund. This fiscal plan models projections resulting from assumptions related to future trends and patterns of enrollment, revenues and expenses. The five-year fiscal plan should provide a road map regarding expected revenues, estimated expenditure outlays, reserve funds, and the amounts needing necessary course correction to balance the budget. See Five-Year Fiscal Plan as of March 31, 2025 below.

Short-term Solvency: To ensure adequate liquidity and short-term solvency to meet current obligations, cash inflows and outflows are analyzed, and a cash flow projection is prepared to map out the short-term operational cash needs. Ongoing coordinated collaborative efforts involving the Provost, VPFA, Business Office and Sponsored Programs Office should maximize contract and grants billings for timely refurbishment of cash flows. See Cash Flow Projection as of April 8, 2025 below.

Return on Investment Analysis: As part of initiatives to enrich data for budget planning and decision making, Return on Investment (ROI) analysis was performed for academic programs in Academic Affairs and sports programs in Athletics. The ROI analysis provides data for insight into revenue and costs associated with the academic and sports programs. The ROI results are under evaluation and should provide enriched data to both the Provost and Athletics Director for budget planning and decision making.

Banner Optimization: Engagement in Banner Optimization processes are ongoing. Banner Student team received consultant's recommendations for short term and long-term process improvement. Also, HR/Payroll and Finance are ahead of schedule toward optimization. Optimized processes and automation in Financial Aid are showing positive outcomes. For instance, there are Financial Aid logged efficiency savings of 354 hours a year and reduction in hours needed for Financial Aid counselors to review budgeting packages.

Shared Service: As part of shared services efforts to conserve operational resources, Campus Public Safety is in the process of transferring all Polk County

Community Emergency Response Team (CERT) resources to WOU, including equipment, property and funding.

Re-Organization: As part of efforts to repurpose departments and functions to conserve costs, Capital Planning and Construction (CPC) has been re-organized into Facilities Services under the AVP for Safety and Operations. The re-organization should result in a more effective collaboration between CPC and Facilities Services and net budget savings in labor.

Utility and Energy Conservation: Engagement in sustainability, utility and energy conservation efforts are ongoing. CPC efforts include incorporation of environmentally sustainable practices in planning and designing spaces, evaluation of opportunities for energy efficiency, waste reduction, and green building certifications, and designing projects considering future expansion and alternate occupants. In addition, Facilities Services efforts include optimizing building systems to improve energy efficiency, such as installation of HVAC controls, LED lighting, and water bottle fill stations.

STUDENT SUCCESS

Goal: Enhance degree completion rates for undergraduate, graduate, and transfer students, through strategic initiatives focused on academic support, streamlined pathways, and the necessary services that ensure timely and successful attainment of their educational goals.

Activities & Accomplishments

Student Success Center Construction: The Student Success Center project was completed to provide a hub for student wrap around services that should enhance student access to essential services.

Student Hold Accounts Receivable Policy: The Business Office developed a Student Hold Accounts Receivable policy, which was approved by the President's Cabinet for implementation. The policy clarifies the minimum threshold amount a student could owe on their accounts in order to continue enrolling at WOU. Clarity on the threshold amount should enable students to plan their budgets and sources of income to continually finance their education.

Information Technology Innovation and Renewal: As part of Information Technology innovation and renewal, the University Computing Services (UCS)

upgraded workstations in the classroom and labs that are not supportable on Windows 11. In addition, UCS worked to simplify displaying in the classroom using personal devices, including phones. This renewal and innovation should make use of technology more flexible and easier for students.

Student Internship: The Campus Public Safety department provided work experiences for students that are related to their field of study. In addition, the Business Office brought in a student intern to work on reconciliation processes. These experiences support student learning and provide the students with professional and marketable skills.

TRANSFORMATIONAL DIVERSITY

Goal: Foster an inclusive educational, living, and work environment at Western Oregon University, ensuring that students and employees feel a profound sense of belonging and have abundant opportunities for growth and success.

Activities & Accomplishments

Accessibility: As part of accessibility efforts, the University Computing Services has completed first draft of the Digital Accessibility policy for consideration and review by the President's Cabinet. Also, the UCS has equipped more classrooms with new microphones, speakers, and cameras in alignment with accessibility requirements. In addition, Capital Planning and Construction completed projects with spaces that accommodate and adapt to evolving needs of students with all manner of abilities. Further, Facilities Services prioritize funding for physical accessibility in efforts to bring infrastructure to industry standards.

Professional Development: Campus Public Safety provided opportunities for professional development for staff, particularly around leadership, de-escalation techniques, bias, and sexual assault response.

COMMUNITY STRENGTH

Goal: Cultivate and maintain a culture at Western Oregon University that embraces collaboration, connection, and communication as we build meaningful partnerships with internal and external communities, while enriching the educational experience of our students.

Activities & Accomplishments

Collaboration with City of Monmouth: The Monmouth City Manager was engaged in a meeting to map out a schedule to hold periodic collaborative meetings to discuss matters of mutual interest to both WOU and the City of Monmouth.

Collaboration with City of Independence: The University Computing Services explored potential collaborations with the City of Independence to create an accelerator program to facilitate startups.

Collaboration on VITA Program: The Business Office partnered and supported the Volunteer Income Tax Assistance (VITA) program with technological assistance. Supervised by WOU faculty, the VITA program affords WOU students learning and volunteer opportunities to perform community service by assisting community members with free tax preparation services.

Budget Town Hall: As part of efforts for transparency and university community engagement in the budget process, a budget town hall was organized to bring the university community together to share budget status information and to discuss measures to balance the budget. Attendance is estimated at more than 300 participants. Prior to the town hall, the university community was provided opportunity to submit questions. Pre-town hall questions submitted were 51 on various budget related topics. During the town hall, participants were provided opportunity to ask questions. Nine participants asked questions on budget related topics. All nine questions asked at the town hall were answered without objection. Due to time constraints, all the 51 pre-town hall questions could not be answered. There was announcement at the town hall that the remaining questions will be answered in a written document and posted to the WOU portal. It is anticipated that subsequent town halls will be organized and moderated by the University Budget Advisory Committee.



FROM: Maureen Brakke, Executive Director of Marketing & Communications

TO: Western Oregon University Board of Trustees

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

Recent News

Student Success:

- ***Students take center stage at wildlife research conference:*** Students majoring in Biology and Aquarium Science recently attended the Oregon Chapter of The Wildlife Society's Annual Conference, the premier event in the state for professionals in wildlife biology and natural resources, attracting significant participation from state agencies and employers. Three biology students, Sophia Tate, Antonette Tilgner, and Lilia Chapman, presented their independent research during the conference, with Tilgner earning the Best Undergraduate Student Poster for her. Attending this conference is a great opportunity for students to learn about different career paths and gain personal employer contacts for the future.
- ***The Center for Graduate Studies now in Salem.*** Formerly WOU: Salem and the Vick Building will now be recognized as the Center for Graduate Studies, which will serve as a resource for prospective and current graduate students seeking to advance their education. Located in downtown Salem, the Center aims to cater to the needs of working professionals, including government employees and other local professionals, by offering both in-person and online course options that can fit seamlessly into busy schedules.
- ***Linguistics competition opens doors for high school students.*** Western hosted the North American Computational Linguistics Open, an educational competition where high school students solve complex linguistic problems. Western is the sole competition site in Oregon and hosted six students from the region this year. He emphasized that while not all competitors will attend Western or study linguistics, the experience broadens their horizons and brings them closer to higher education.

- *WOU changes anatomy education with cutting-edge cadaver technology.* Western Oregon University integrates Anatomage technology into its Occupational Therapy Doctorate program, providing students with unparalleled opportunities to explore human anatomy through advanced digitized real cadavers, which are built upon real frozen cadaveric slices and offer ultra-high-definition, life-size representations of human anatomy, physiology, and pathology. These innovative resources feature detailed anatomical variations, including male and female anatomy, pregnancy, and geriatric anatomy, giving students a comprehensive understanding of the human body in a dynamic and interactive setting.
- *Earth and Environmental Science programs secure \$420K NSF grant for research and hands-on learning.* As part of project implementation related to the grant awarded from the National Science Foundation Division of Research, Innovation, Synergies and Education last year, they're launching a stipend support program funded by a National Science Foundation grant to encourage diverse student populations to pursue careers in geosciences, offering up to \$5,000 in annual stipends for course-based training, service learning, and mentorship opportunities.

Community Strength:

- *Alum receives prestigious California Educator Award.* A celebration of Alta Loma High School's California Distinguished School status carried with it an additional honor for one exceptional teacher. Milken Educator Awards Founder Lowell Milken announced Danyel Smith, an American Sign Language (ASL) teacher, as California's sole Milken Educator Award recipient for 2024-25. Along with the Award's national recognition and membership to the Milken Educator Network, Smith received a \$25,000 cash prize she can use however she chooses.
- *Kat Martinez hired as Center Director for Workforce Development.* The Research Institute at Western Oregon University is pleased to announce the appointment of Kat Martinez, MPA, as the new Director for the Center on Workforce and Systems Development. In this pivotal role, Martinez will oversee two key early learning systems in Oregon: The Central Coordination of Child Care Resource and Referral and Child Care Substitutes of Oregon.

Institutional Sustainability & Community Strength:

Social Media Engagement

March 2025: Western's Instagram followers have almost reached 10,000, gaining 2,000 followers in March. Facebook's page visits remained steady at 4,500, with 13,000 followers. LinkedIn page followers increased 2%, now with over 26,000 followers.

Digital Marketing Campaign

March 2025: Western's digital paid marketing campaign continues to show strong performance. Instagram and Facebook ads yielded 19 conversions (people clicked on the ad and filled out an interest form). Ads will continue on Instagram, and we will start advertising on TikTok to reach a younger demographic with short-form, engaging video content.

Board of Trustee Report

Academic Affairs

April 2025

Jose E. Coll, Provost and Vice President of Academic Affairs

INSTITUTIONAL SUSTAINABILITY

Goal: Enhance the financial stability and sustainability of the institution through strategic financial planning, responsible resource allocation, and innovative revenue-generation initiatives, ensuring long-term resilience and success.

The institution's strategic financial planning and resource allocation efforts demonstrate a clear commitment to long-term sustainability, financial stability, and innovative approaches to revenue generation. By aligning these initiatives with our academic mission, we are taking concrete steps to ensure the institution's resilience and continued success.

1. Restructuring and Resource Allocation:

- The decision not to fill the Dean of Graduate Studies and Sponsored Research position has been a critical move in optimizing our resource allocation. By reallocating these salary savings toward our comprehensive sustainability plan, we are taking decisive action to ensure financial health while reinforcing our long-term institutional goals.
- Additionally, the reduction in Graduate Assistant positions, which results in a savings of nearly \$400,000 for FY26, represents another crucial step in optimizing resources while maintaining the quality of our academic offerings.
- As part of the restructuring within Academic Affairs, the Office of Graduate Studies will now report to the Assistant Provost for Enrollment Management and Student Success. Additionally, the Office of Sponsored Research and The Research Institute will report directly to the Provost. Throughout this restructuring process, we have ensured that the services and resources available to students, faculty, and staff remain uninterrupted and unchanged.

2. Development of the Revenue Cost Attribution Tool (RCAT):

- The development of the RCAT, in collaboration with the Institutional Research Office and the Vice President for Finance and Administration, underscores our commitment to data-driven decision-making. This tool will provide valuable insights into resource allocation and financial planning, helping us identify areas for cost savings and improved efficiency. The first step in evaluating our education and general funds budget model in Academic Affairs is to understand how these funds flow into and through the university. To accomplish this we are developing this revenue and cost attribution tool. The second step is to ensure that

the RCAT is transparent and available to faculty and staff for shared governance purposes. Using this tool we can gain insight into where revenue is generated and where costs are incurred and use this information to inform more strategic decisions.

3. Graduate Education and Strategic Building Use:

- The decision to focus the Salem building on graduate education is a strategic move that enhances our ability to offer specialized programs. By prioritizing graduate programs such as the Organizational Leadership MA, Counseling Rehabilitation MA, and Occupational Therapy Doctorate, we are positioning ourselves as a leader in key educational areas that have the potential for strong demand and enrollment growth in our region.
- Looking ahead, the next phase for the Salem Graduate Education Center will include developing a plan for a continuing education center, further expanding our impact in partnership with community leaders and responding to regional educational needs. Continuing education is a significant revenue stream for a regional university that is currently absent at WOU.

4. Collaboration with Academic Leadership:

As part of the efforts to respond to the NWCCU [recommendations](#) regarding budget sustainability, Academic Affairs has been closely working with Division Chairs and Deans to review faculty allocations. This ongoing evaluation ensures that our faculty resources are aligned with our strategic priorities and that we continue to provide high-quality educational experiences while being mindful of financial constraints. Recognizing the value and importance of a diverse faculty is essential to maintaining academic excellence and institutional growth at Western Oregon University (WOU). As the institution continues to evolve and adapt to the changing landscape of higher education, it is crucial to operationalize and define the various types of faculty who contribute to this excellence. Understanding how these roles have changed over time helps align faculty resources with the institution's mission and goals. Below are the types of faculty at WOU who contribute to our teaching and learning community.

Tenure-Track Faculty

Tenure-track faculty hold appointments that make them eligible for tenure. These positions are integral to the stability and continuity of academic programs at WOU. Tenure-track faculty members are expected to contribute to teaching, service, and scholarship to the university and its broader community.

Role in Academic Excellence: Tenure-track faculty are crucial to the core academic mission of WOU. They help maintain the rigor of academic programs, contribute to research and innovation, and mentor students and junior faculty members. Their long-term roles foster institutional stability and continuity.

Instructional Faculty Classifications and Ranks

Instructional faculty at WOU are hired on fixed-term contracts, typically ranging from 1-3 years. These positions are generally full-time, with a minimum of .50 Full-Time Equivalent (FTE), meaning they are contracted for at least half of a full-time faculty position.

Faculty members in these roles are guaranteed their specified FTE for the duration of their contract. The FTE is calculated annually, allowing some flexibility in how their teaching load is distributed over the course of a year. These faculty members provide essential instructional support and contribute significantly to the university's academic offerings. Instructional faculty are often hired to meet specific teaching needs within a department, ensuring that student's courses in a degree plan are offered, while also helping maintain academic quality. The contract-based nature of these appointments provides flexibility, allowing the institution to respond to changing curricular demands and student enrollment patterns.

Adjunct Faculty

Adjunct faculty are part-time faculty members hired on a per-course or term-by-term basis. They typically do not have long-term contracts, and their teaching assignments may vary each term depending on the needs of the department. Adjuncts play a significant role in supplementing the full-time faculty and providing specialized expertise in areas where demand for courses is high or where full-time faculty may not have the capacity to teach. Adjuncts contribute significantly to faculty diversity, offering different perspectives and teaching methods. Many adjunct faculty members are practitioners in their fields, providing students with real-world insights and applications that complement the academic curriculum.

As we continue our efforts to align the academic programs and instructional faculty at Western Oregon University with the institution's long-term goals, resources, and values, it is essential that we are guided by a set of clear, well-defined principles. These principles help us make informed decisions that ensure our programs support the university's mission, foster student success, and remain relevant to the evolving needs of our community.

Faculty Allocation Guiding Principles

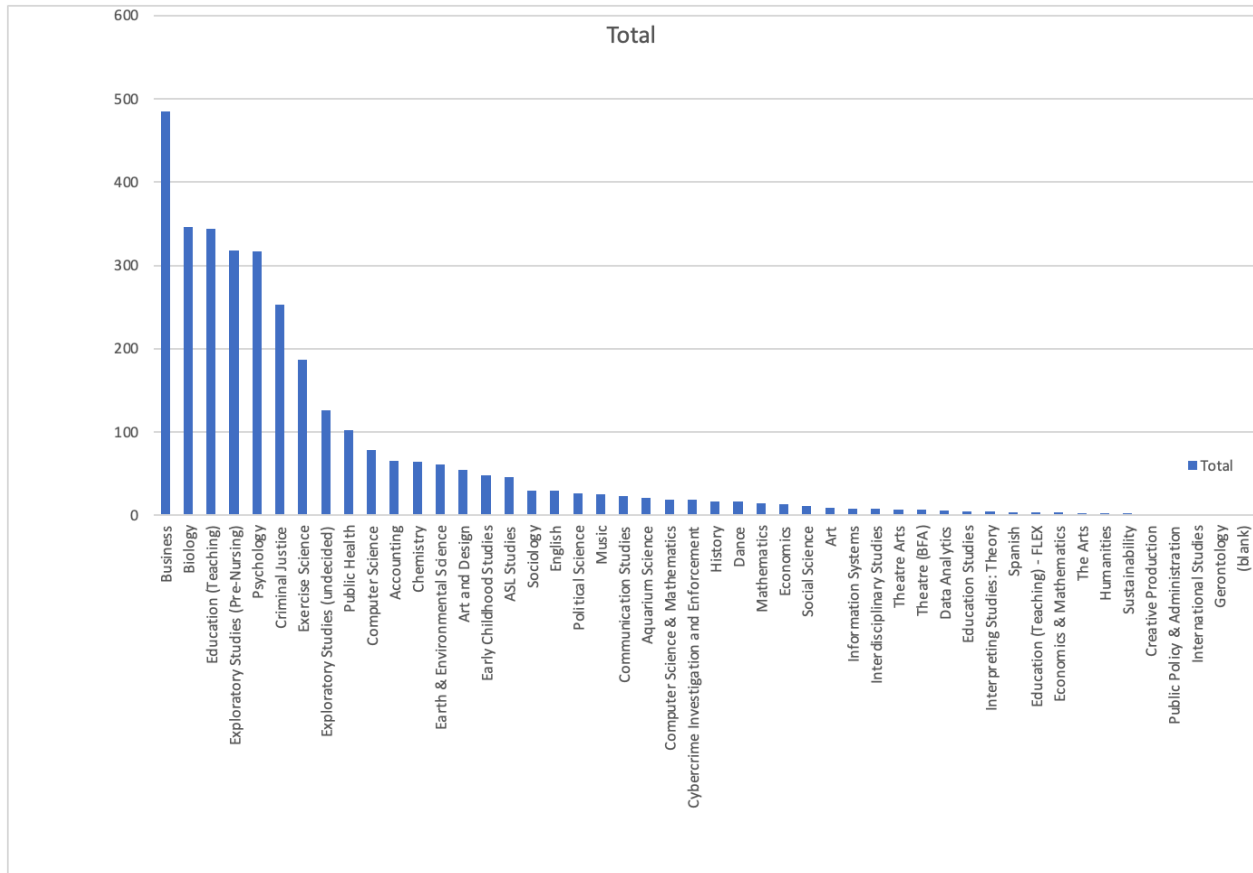
- **Mission and Strategic Alignment:** We will allocate instructional faculty to programs that directly contribute to the university's mission, vision, core values, and strategic goals. Ensuring that academic programs align with these guiding principles will help reinforce the foundation of our institution.
- **Data-Driven Approach:** Decisions regarding instructional faculty will be based on reliable data, including student enrollment trends, graduation rates, course sections needed, and faculty capacity. This will enable us to make well-informed choices that benefit students and faculty alike. In the future, we hope to also incorporate graduate employment rates.

- **Equity and Access:** We will ensure that decisions do not disproportionately impact specific student populations, thus promoting an inclusive approach for all.
- **Continuous Improvement:** Program needs will be reviewed as an ongoing process, with regular opportunities for feedback and the flexibility to adjust to evolving needs and circumstances.

By integrating these strategic initiatives, we are setting the stage for sustainable growth, financial stability, and academic excellence. Our ongoing efforts in responsible resource allocation and the pursuit of new revenue streams will ensure that the institution remains financially resilient and well-positioned to serve students and the community for years to come. Below is a table of how faculty positions have changed during the past 10 years at Western Oregon University:

Academic Year	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Total Headcount	291	278	276	278	283	268	290	266	224	218	227	206
Total FTE	258	248	248	250	254	202	227	209	184	181	182	164
Full-time Headcount	274	264	256	259	266	185	213	197	175	172	173	154
Full-time FTE	254	245	244	245	249	179	207	191	171	167	167	149
Part-time Headcount	17	14	20	19	17	83	77	69	49	46	54	52
Part-time FTE	4	4	5	5	5	23	21	18	14	13	15	15

The changes in faculty FTE and type is a reflection of a decade of declining enrollment at WOU. Declining enrollment is not homogenous across all programs and typically dictated by workforce trends and student interest. The table below is a snapshot of the interest of recently admitted students to WOU in their application.



STUDENT SUCCESS

Goal: Enhance degree completion rates for undergraduate, graduate, and transfer students, through strategic initiatives focused on academic support, streamlined pathways, and the necessary services that ensure timely and successful attainment of their educational goals.

Activities & Accomplishments

The positive trends in Academic Affairs reflect the institution’s strategic efforts to improve student enrollment, retention, and overall engagement. These initiatives are aligning well with our broader goals of increasing accessibility, promoting diversity, and enhancing the student experience. Here's an update on some key developments:

Increase in Applications and Admits for Fall 2025

- **Application Growth:** Applications for the entering class of Fall 2025 have risen by **26% year over year**, which reflects the success of the recent changes in our admissions process. The introduction of the **Common Application (CommonApp)** has significantly

contributed to this surge. Typically, the CommonApp leads to increased applications but a decrease in yield (the percentage of admitted students who decide to enroll). However, we are focused on countering this trend and maximizing yield.

- **Admit Growth:** Admits for Fall 2025 have also increased by **25% year over year**, reflecting strong interest in WOU from qualified prospective students. This growth shows that more students are finding value in the programs and opportunities we offer.
- **Maximizing Yield:** To capitalize on this momentum, our efforts are now centered on improving communications with admitted students, increasing participation in visit programs, and promoting **FAFSA** and **ORSAA** (Oregon Student Aid Application) submissions. These efforts aim to encourage admitted students to finalize their enrollment decisions and commit to attending WOU.

Implementation of Enrollment Fee

- **Enrollment Fee:** To better gauge the size of our incoming class, we have fully implemented an **Enrollment Fee**. This fee is a proactive measure to help us better plan for the upcoming academic year. By collecting more accurate data earlier in the process, we will have a clearer picture of our class size and can adjust our planning accordingly.
- **Robust Data for Spring Term:** The data collected through the enrollment fee will provide us with more detailed insights into student intentions and help refine our enrollment strategies as we head into the **Spring term**. This approach will allow us to make more informed decisions about resources, staffing, and other logistical considerations.

Partnership with College Possible Oregon

- **Partnership Overview:** We have finalized a valuable partnership with **College Possible Oregon**, a community-based nonprofit organization focused on promoting economic opportunity for students from disinvested communities. This partnership aligns with our commitment to improving access to higher education for underrepresented populations.
- **Doubling Enrollment Goal:** Our goal is to **double the enrollment** of College Possible students at WOU for Fall 2025 from 20 to 40, and we are currently on track to achieve this target. This collaboration will provide additional support for students from historically underrepresented backgrounds, ensuring they have the resources and guidance needed to succeed at WOU.

Improved Term-to-Term Persistence

- **Fall 2024 Cohort Retention:** Early data shows that our **term-to-term persistence rate** for the Fall 2024 cohort has improved by over **4%**, with **93% of students** who enrolled in Fall 2024 returning for Winter term and nearly **86%** returning for Spring 2025. This is significant year over year growth and indicates that our retention strategies, academic

support services, and student engagement initiatives are having a positive impact on student success.

- **Focus on Retention:** By continuing to focus on retention through targeted outreach, enhanced student services, and increased engagement, we are confident that we can further improve persistence rates and help students complete their degrees at higher rates.

The recent trends demonstrate the effectiveness of our efforts to improve enrollment, retention, and student success. The increase in applications and admits for Fall 2025 reflects a strong interest in our programs, while our focus on maximizing yield ensures that we are doing everything possible to support students in their decision to enroll. The partnership with College Possible Oregon represents a significant step forward in improving access to higher education, and our improved retention rates highlight the positive impact of our student support initiatives. As we continue to build on these successes, we remain committed to creating an inclusive, supportive, and engaging environment for all students. These initiatives not only help strengthen WOU's position as an institution that supports student success but also align with our broader goals of fostering an accessible and diverse educational community.

TRANSFORMATIONAL DIVERSITY

Goal: Foster an inclusive educational, living, and work environment at Western Oregon University, ensuring that students and employees feel a profound sense of belonging and have abundant opportunities for growth and success.

Activities & Accomplishments

Academic Affairs continues to demonstrate its commitment to fostering educational excellence and student success through strong partnerships with state, federal, and local foundations. Our ability to secure funding for innovative projects reflects the dedication of our faculty and staff in advancing teaching, learning, and community impact. Here are some key examples of these partnerships and the grant awards that support our initiatives:

1. Oregon Department of Education, Latinx Student Success Act: Project Equidad

- **Principal Investigators (PIs)/Departments:** Marie LeJeune, Jessica Dougherty, Mandy Olsen / College of Education: Education and Leadership
- **Awarded Amount:** \$666,684.07 over four years
- **Purpose:** This significant grant supports **Latinx children and families** in accessing equitable, culturally sustaining educational experiences. Project Equidad aligns with WOU's mission to provide support for multilingual learners, their educators, their families, and the school districts they are part of. This work is a central part of the

College of Education's efforts to make a meaningful impact on educational equity in Oregon. By investing in this initiative, WOU is actively addressing the educational needs of Latinx communities and fostering a more inclusive and supportive learning environment for all.

2. OSU/Institute for Water and Watersheds - USGS Subaward

- **Principal Investigators (PIs)/Departments:** David Szpakowski, Bryan Dutton, Steve Taylor / College of Liberal Arts, Natural Sciences and Mathematics Department
- **Awarded Amount:** \$17,521.86
- **Purpose:** This subaward from Oregon State University (OSU) through the U.S. Geological Survey (USGS) focuses on **mapping and monitoring the spread of invasive plant species** in the **Luckiamute River Basin** and the **Central Oregon Coast Range**. This collaborative project brings together faculty from WOU's Natural Sciences and Mathematics Department along with undergraduate student researchers. This research not only contributes to the preservation of Oregon's natural ecosystems but also provides hands-on learning opportunities for many of our first generation college students in the field of environmental science.

3. Ford Family Foundation

- **Principal Investigator (PI)/Department:** Betsy Paniagua Chavez / The Research Institute
- **Awarded Amount:** \$275,000
- **Purpose:** Funding from the **Ford Family Foundation** will enable **The Research Institute at WOU** to continue its support for **child care providers** by offering grants to improve their programs. This initiative directly benefits local communities by enhancing the quality of early childhood education programs in Oregon. It also provides an opportunity for WOU to engage with and contribute to community development, particularly in areas critical for child development and family support.

Supporting Multilingual Learners: Through the Latinx Student Success Act grant, WOU is expanding its capacity to support **multilingual learners** and **Latinx communities**, helping ensure that these students have access to high-quality, culturally relevant education. This project strengthens WOU's role in addressing educational inequities and fostering a more inclusive academic environment.

Environmental Stewardship and Research: The collaboration with OSU on invasive species research in the Luckiamute River Basin provides **WOU students** with valuable research experience while also contributing to the preservation of Oregon's natural ecosystems. It showcases WOU's commitment to environmental stewardship and sustainable practices.

Strengthening Early Childhood Education: By continuing to support child care providers, The Research Institute at WOU is making a direct impact on the well-being of children and families in the region. This initiative helps create a foundation for early education and community health that will pay dividends for years to come.

The funding WOU has secured through these partnerships reflects the university's ongoing commitment to innovation, inclusion, and community service. These grants support the important work being done by WOU faculty, staff, and students in critical areas such as educational equity, environmental science, and community development. With these resources, WOU is better equipped to fulfill its mission of enhancing student success, fostering collaboration, and making a meaningful impact on local, state, and national levels. Moreover, these grants highlight the university's dedication to **innovation in teaching and learning**, as well as its broader mission to support **student success** and **community impact**. The initiatives supported by these funding opportunities not only enrich the academic environment at WOU but also contribute to meaningful, real-world applications that benefit diverse communities in Oregon.

COMMUNITY STRENGTH

Goal: Cultivate and maintain a culture at Western Oregon University that embraces collaboration, connection, and communication as we build meaningful partnerships with internal and external communities, while enriching the educational experience of our students.

Activities & Accomplishments

Academic Affairs is committed to cultivating and maintaining a culture that emphasizes collaboration, connection, and communication. This approach extends to our partnerships, both internal and external, as we continue to enrich the educational experience of our students and strengthen ties with broader communities.

One of our most exciting and newest innovative initiatives is a **partnership with Oregon State University (OSU)**, aimed at expanding access to higher education for students who might not otherwise have the opportunity to attend college. This collaboration is not only an example of creative problem-solving but also a reflection of our commitment to meeting the needs of Oregon's students and enhancing educational access.

Phase I: Admission Pathway to WOU

The first phase of our partnership with OSU, launching in **Fall 2025**, offers students who were not initially admitted to OSU a clear pathway to begin their academic careers at WOU. OSU will notify students who meet our admissions criteria but did not secure admission to OSU that they can pursue their education at WOU. This initiative is designed to ensure that these students still have access to a quality education, while allowing them to take advantage of WOU's resources and academic offerings.

- **Collaboration Between Admissions Offices:** Our admissions teams at WOU and OSU are working closely together to ensure a smooth transition for these students. We are in regular communication to share data and align our processes, with the goal of making this pathway as seamless as possible.
- **Engagement with Interested Students:** Since OSU began notifying students, we've already received interest from over 70 students for Fall 2025 who were initially denied admission to OSU. This is a strong indication of the demand for this opportunity, and we are excited to begin processing their applications and welcoming them to WOU.
- **Data Transfer and Processing:** We are working closely with OSU to ensure that student data is transferred efficiently so that we can begin processing these applications promptly. This partnership helps streamline the process for students and makes it easier for them to continue their education without unnecessary delays.
- **Housing Access:** By providing housing accommodations, we can provide these students with a full college experience and a sense of belonging at WOU.

Phase II: Degree Partnership Program

Building on the success of Phase I, the second phase of our partnership with OSU, launching in Fall 2026, will focus on expanding opportunities for students who choose to dual enroll at both institutions. This phase introduces a Degree Partnership-style program, similar to existing agreements between WOU and Oregon's community colleges, allowing students to take courses at both WOU and OSU while maintaining full-time status for financial aid purposes.

This partnership represents an innovative solution to a challenge faced by many universities—capacity limits and growing demand. While OSU, as a larger institution, cannot admit all students who apply, WOU offers a unique opportunity to provide a high-quality educational experience in a smaller, more personalized setting. By collaborating, we can ensure that students who may not initially find a spot at OSU still have the chance to begin their academic journey at WOU and, if desired, transfer to OSU later in their educational path.

- **Meeting the Needs of Oregonians:** This collaboration helps us meet the educational needs of Oregonians while also recognizing the realities of institutional capacity. It's an example of how we can support the educational growth of our state by working together to create opportunities for students who may otherwise be left behind.

- **WOU's Opportunity for Growth:** For WOU, this partnership also presents an opportunity for growth, both in student enrollment and in the development of strong, strategic partnerships with other higher education institutions. It further positions WOU as a collaborative leader in the Oregon higher education system, dedicated to ensuring all students have access to the resources and opportunities they need to succeed.

As we continue to develop this partnership with OSU, we remain committed to the values that define WOU—collaboration, connection, and communication. By embracing innovative, collaborative models like this one, we are helping to build a stronger, more accessible higher education system for all Oregonians. We look forward to continuing to work together with OSU and other partners to provide meaningful opportunities for students and enhance the educational experience for all.

This partnership is just one example of how WOU is constantly seeking creative solutions to the challenges facing higher education, while remaining focused on our mission of providing accessible, high-quality education to our students. We are excited about the possibilities this collaboration offers, not only for WOU but for the future of higher education in Oregon.



ASAC - April 2025

Student Affairs

Tina Fuchs / Vice President for Student Affairs

INSTITUTIONAL SUSTAINABILITY

Goal: Enhance the financial stability and sustainability of the institution through strategic financial planning, responsible resource allocation, and innovative revenue-generation initiatives, ensuring long-term resilience and success.

Activities & Accomplishments

1) Financial Aid:

Continued engagement with Strata Information Group (SIG) for the Banner Optimization project - completion near 100%. This work is expected to greatly impact efficiencies in Financial Aid with regard to Banner functions and mandatory reporting.

2) University Housing:

Housing continues to host groups on campus year around, providing overnight accommodations to a number of high schools coming for Admissions events and daily tours. Additionally Housing hosted families for Family Weekend, football recruits, and OSU's Middle School SMILE program. Revenue generation helps offset expenses and keep costs lower for students living on campus.

STUDENT SUCCESS

Goal: Enhance degree completion rates for undergraduate, graduate, and transfer students, through strategic initiatives focused on academic support, streamlined pathways, and the necessary services that ensure timely and successful attainment of their educational goals.

Activities & Accomplishments

1) Financial Aid:

- a. The first award offers for the 2025-2026 year started going out on March 5, 2025. Communication was sent via postcard to the new students' home addresses as well as email.
- b. Financial Aid received Oregon Opportunity Grant awards the week of March 24 and began fully packaging students' financial aid awards. Award letters with the comprehensive aid package



(federal, state, scholarship awards) will be mailed and emailed to new incoming students and emailed to current students on Monday, April 7.

2) Multicultural Student Services & Programs:

- a. First Year, First Time Freshmen & Transfers persistence rate from Fall 24 to Winter Term 25: 95.41% (as a whole group)
- b. Persistence Breakdown of Diversity Scholars (DCS) and OnTrack (OT) Freshmen & Transfers:
 - i. DCS 1 (freshman): 97.44%
 - ii. OT 1 (freshmen): 92.68%
 - iii. DCS 2 Fall to Winter 93.75%
 - iv. OT 2 Fall to Winter 100%

3) New Student & Family Programs:

- a. Finished hiring student leaders for the 2025 Orientation Programs through the Leadership Common App process. This is a collaborative process managed by NSFP to coordinate hiring for major paid leadership positions on campus to streamline the process for students.
- b. Destination Western: 97% retention rate from Fall to Winter for new cohort, compared to 90% for non-DW first Year students.
- c. Student Health & Counseling
 - i. Installed an ADA accessible door to the medical lab restroom; this accessibility was not included when the building was built.
 - ii. Established a couple of counseling support groups:
 - 1. Friendship Connections Group: making meaningful connections, initiating friendships, and expanding your social network
 - 2. Queer and Questioning Group: The intersectionality of sexuality and faith - for those struggling between who they are and what they believe.
 - iii. An additional medical provider (K. Burnett) has completed SANE (Sexual Assault Nurse Examiner) training and is taking over the oversight for this service.
 - iv. Four new counseling interns started their internships Spring term. This will bring the center up to 8 interns, with different levels of experience and qualifications.



4) Student Health & Counseling:

- a. Service data shows that the demand for services continues to increase, along with the complexity of needs among the students being served..
 - i. The area of Counseling services has seen a 26% increase through Winter term.
 - 1. 26% average increase in the past 5 years.
 - 2. 7 FTE 5 years ago vs. current FTE of 4.4
 - ii. The area of Medical services has seen an 8% increase through Winter term.
 - 1. 19% average increase in the past 5 years.
 - 2. 5.8 FTE 5 years ago vs. current FTE of 3.8

5) TRIO Upward Bound

Exceeded standardized objectives for the 2023-2024 program year, as reported on in the recent Annual Performance Report (APR):

- Academic Performance – GPA:

Objective: 70%; Attained: 87%

- Secondary School Retention and On-Time Graduation:

Objective: 92%; Attained: 100%

- Secondary School and Graduation – Rigorous Secondary School Program of Study:

Objective: 70%; Attained: 74%

- Postsecondary Education Enrollment:

Objective: 70%; Attained: 78%

- Postsecondary Completion:

Objective: 35%; Attained: 54%

6) Veterans Resource Center:

- a. The VRC reimagined its spaces upon returning to the WUC, incorporating new furniture, redefined room usage, and updated aesthetics based on student feedback. These changes have enhanced the overall student experience.
- b. Installed accessible blinds in the lounge, allowing students to adjust them without needing a ladder, improving accessibility and convenience.



TRANSFORMATIONAL DIVERSITY

Goal: Foster an inclusive educational, living, and work environment at Western Oregon University, ensuring that students and employees feel a profound sense of belonging and have abundant opportunities for growth and success.

Activities & Accomplishments

1) Abby's House:

- a. Abby's House provided over \$1,000 in direct funding to students for basic needs since February (textbooks, gas and grocery gift cards, snacks and hygiene products for care cupboards across campus)
- b. Abby's House is in full swing with the implementation of programs for Sexual Assault Awareness Month (April)

2) Veterans Resource Center:

- a. Winter 2025 saw a record-breaking 544 student walk-ins for VRC services, support, or lounge use. This increase is attributed to the refreshed space, enhanced supplies (funded by an ODVA grant), and a more diverse team that better represents our student Veteran community.

COMMUNITY STRENGTH

Goal: Cultivate and maintain a culture at Western Oregon University that embraces collaboration, connection, and communication as we build meaningful partnerships with internal and external communities, while enriching the educational experience of our students.

Activities & Accomplishments

1) Abby's House:

- a. The Abby's House Director and the Basic Needs Coordinator attended NASPA (National Association of Student Personnel Administrators) and presented on a panel focused on building basic needs programs
- b. Partnered with campus and community agencies to host a documentary screening *No Place to Grow Old* that highlights older people in Portland who are homeless
- c. Hosted Governor's Food Drive (totals coming later)



2) New Student and Family Programs:

- a. 60 students and their families participated in Family Weekend this year! A total of 194 people were on campus for our fun events, including Senior Night Basketball games, the Winter Play, Murder Mysteries, and more!
- b. Assisted the office of Admissions with the launch of the Parent Portal for prospective students
- c. Families continue to engage with the newsletter and emails at strong rates
 - i. Average an over 50% open rate on all newsletters
 - ii. First Gen Families open at a 75% rate
 - iii. First Year families open at an 80% rate

3) Student Engagement:

- a. Student Leaders participated in a Student Leadership Conference at PSU on February 6th, 2025.

4) Veterans Resource Center:

- a. Winter 2025 saw a record-breaking 544 student walk-ins for VRC services, support, or lounge use. This increase is attributed to the refreshed space, enhanced supplies (funded by an ODVA grant), and a more diverse team that better represents our student Veteran community.



April 2025 Report to the Board of Trustees
Department of Athletics
Randi Lydum, Executive Director

INSTITUTIONAL SUSTAINABILITY

Goal: Enhance the financial stability and sustainability of the institution through strategic financial planning, responsible resource allocation, and innovative revenue-generation initiatives, ensuring long-term resilience and success.

Activities & Accomplishments

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. With the assistance of the VP for Finance & Administration and the Director of Budget and Planning, the Athletics department recently completed an ROI study for each program. This information will help us make informed decisions about recruiting and budgeting. The Athletics department continues to work closely with the University Advancement staff to expand our fundraising efforts and donor base.

STUDENT SUCCESS

Goal: Enhance degree completion rates for undergraduate, graduate, and transfer students, through strategic initiatives focused on academic support, streamlined pathways, and the necessary services that ensure timely and successful attainment of their educational goals.

Activities & Accomplishments

Athletics Department Academic Stats (Winter Quarter 2025)
Women: 3.58 GPA, 79 Honor Roll
Men: 3.19 GPA, 81 Honor Roll
40% of all student athletes earned a term GPA over 3.5

TRANSFORMATIONAL DIVERSITY

Goal: Foster an inclusive educational, living, and work environment at Western Oregon University, ensuring that students and employees feel a profound sense of belonging and have abundant opportunities for growth and success.

Activities & Accomplishments

Each Athletic team participated in a campus sexual violence prevention workshop presented by Abby's House staff. The training (Be the Solution) is designed to help



students identify and respond to behaviors that may lead to violence. The goal is to foster a safe and productive learning environment by educating our student athletes about inappropriate behaviors and resources available within the campus community.

COMMUNITY STRENGTH

Goal: Cultivate and maintain a culture at Western Oregon University that embraces collaboration, connection, and communication as we build meaningful partnerships with internal and external communities, while enriching the educational experience of our students.

Activities & Accomplishments

Throughout winter term, student athletes from women's soccer, volleyball and men's track & field spent time at Monmouth Elementary and Talmadge Middle School, joining students for recess and engaging in play. This experience allowed our student athletes to connect with local youth, strengthen community ties and inspire the next generation by showcasing the possibilities of playing collegiate sports or attending Western Oregon. It was a meaningful opportunity to give back and foster stronger relationships within our community.

Campus Recreation – Spring 2025 Report

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] WOU Campus Recreation hosted a Rugby 7s national qualifier tournament for both Men's and Women's teams on the WOU Turf field on March 22. Teams from as far away as San Diego travel to Monmouth to try to earn qualification. The WOU Men's Rugby team finished 3rd, while the WOU Women's+ team was tournament champions and qualified for the National Collegiate Rugby 7s national championships in Boyds, Maryland, on April 26 & 27. This will be the 2nd consecutive year the WOU Women's+ team has qualified.
- WOU Men's Lacrosse recently completed an 8-day trip over spring break that included multiple matches in the Bay Area of California, as well as one match in Montana and another in Washington. Their trip included wins over Washington State University and WOU's top Club Sport "rival," Cal Poly Humboldt. WOU Men's Lacrosse has qualified for the PNCLL playoffs on April 24 & 25th in Hermiston, Oregon.

Intramural Sports

- [Positive] Intramural Sports has seen over 1,241 participations from 288 unique student users throughout the fall and winter terms.

Health and Wellness Center

- [Positive] There have been 38,363 student visits with 55.1% unique student body usage from the fall to the winter term (1800 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] Winter term Intramural offerings included new student-staff-led programs that included Hamster Ball relay races, Aquatic Volleyball, and Human Battleship. All of these new programs were well attended, and we received many requests for them to be offered again.

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. The Silver Falls trip this year had a full van ride of 8 participants and 2 Outdoor Specialists.

Campus Recreation – Spring 2025 Report

WOU Institutional Goals

Institutional Sustainability -

Retention

- [Challenge] We continue to see evidence that Club Sports such as Rugby and Lacrosse help with recruitment, increase positive University exposure and that their members maintain a higher retention rate than the University-wide average. However, we also see that ~25% of them have to drop out of school for *at least* one term every year or so for financial reasons. These students are forced to drop out because they have a financial hold that they cannot pay off. We help them as best we can to create a plan that includes taking a term off to save money so that they can pay their balance owed and return to WOU. While most say that they want/plan to do that, in our experience, less than 50% are able to return once they take that term off. The sad reality for many WOU students is that if they devote 10-12 hours per week to Club Sports (or any extracurricular activity), they struggle to find/maintain a job that brings in enough money to stay ahead of things financially.

Recruitment

- [Positive] Utilizing the National Governing Bodies' eligibility requirements, Associate Director Andy Main, WOU's General Counsel, Athletic Director for Chemeketa Community college, David Abderhalden, and Executive Director of Intercollegiate Athletics, Randi Lydum were able to establish the Club Sports Player Pass program, which allows students at area community colleges who do not have a rugby or lacrosse program to play Club Sports (currently Rugby, with Lacrosse possibly) here at WOU while staying enrolled at their community college. WOU Club sports has 3 Chemeketa Community College students playing rugby 7s (2 Mens and 1 Womens+) this spring term.

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.
- [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.

Campus Recreation – Spring 2025 Report

- [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] 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 waiting on approval from Facilities Services regarding installing advanced valve controls.

Turf Field

- [Challenge] The Turf Field referendum presentation was provided to ASWOU and received a positive reception. After discussing the possibility of resurfacing the Turf Field utilizing the original installers of Shaw Sports Turf, the VP of Finance (Green) and their team indicated that the Legislative Session has closed for F-bond approval. After meeting with the VP of Finance again (Green and KB), they established a meeting with HECC to understand the possibilities of requesting an F-bond. They provided a slight opportunity to have the project placed into the current session. After meeting with Interim Executive Director of Government Relations Evan Source, VP of Finance KB, and VP for Advancement & University Relations Katie Wojke we determined to move forward with submitting a request. Currently, we are in the process of obtaining 10% of the student body signatures to place a Turf Field Referendum on the spring 2025 ASWOU ballot for all students to vote on replacing the 13-year-old student fee-funded turf field.

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 to the public. With DS,E 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 winter to spring term was 97.1%, or 67 out of 69 staff members.

Community Strength -

Health and Wellness Center

- [Positive] We have maintained 78 Faculty and Staff Memberships throughout fall to spring, including partners and dependents. This has been a very steady monthly amount.

Campus Recreation – Spring 2025 Report

- [Positive] We have had 100 Community Memberships from fall to spring. 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-profit fitness centers have 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.

Campus Recreation – Spring 2025 Report

Aquatics

- [Positive] We continue to offer a robust swimming lesson program and support the education of our community. With the introduction of DSE software, we see a streamlined way of waivers and payment options for parents in the community. We have already seen over 268 swimmers register for lessons this year.

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 climbs every Wednesday before the wall opens. We hope to partner with the high school in the future to build a stronger community presence as our climbing wall is an absolute asset to the facility and the community.



April 22-23, 2025

Human Resources & Payroll

Desiree Noah, Chief Human Resources Officer

General Updates:

Access and Accommodations Update

Director of Faculty and Staff Access, Emily Herb, completed a comprehensive two-day Oregon Leave Law training in March, further enhancing her expertise in supporting employees through complex leave and accommodation processes.

Emily continues to lead the Access at WOU working group, which recently expanded its membership to include a broader range of campus stakeholders. The group met twice in the past month and is scheduled to meet again soon. A key focus of recent discussions has been the advancement of a proposed Digital Accessibility Policy, originally developed by a UTAC subcommittee. The working group is exploring the possibility of holding an extended retreat to make progress on additional accessibility-related policies and procedures.

Emily also serves as a member of the Equity Assessment Team, contributing to ongoing institutional efforts to promote diversity, equity, and inclusion.

In addition to their core responsibilities, the HR Interpreting Team provided ASL interpretation and captioning support for recent Open Access events, including campus presentations by candidates for Vice President of Finance and Dean of the College of Liberal Arts and Sciences.

Ongoing work within the HR Banner Optimization Project will further enhance HR Access operations, particularly by enabling more effective case management of employee accommodation requests through Banner.

Recruitment Update

In 2025, we took a structured and centralized approach to search committee support to improve efficiency, clarity, and collaboration. Based on feedback that critical information was either unavailable or scattered across multiple locations—making it difficult for search committees to focus on processes and tools—we created a comprehensive shared resource hub.

This centralized folder ensures that search chairs and committee members have direct access to all essential materials in one place, eliminating the need to search multiple websites and streamlining the hiring process from the outset. Within the folder, we have included templates, sample documents, and various options to support every stage of the search, providing both consistency and flexibility.

As part of this effort, the Final Search Report Guide has been updated to provide clearer instructions on documenting search outcomes. These updates help ensure a more structured and transparent hiring process. To reinforce this system, Crystal established regular meetings with search chairs—and hiring managers when available—to walk through the shared folder and ensure they understand how to navigate and utilize its resources effectively. These one-on-one meetings, held before the full search committee convenes, have received highly positive feedback for providing clarity and support.

As we continue refining what the most relevant and effective search committee training should look like, we have made key presentation decks available within the shared folder. We ask that search committees review these materials—Orientation, Implicit Bias, and Veterans' Preference—as a first step in preparing for their roles.



Additionally, we have developed a document outlining the expectations for each role within the search process, ensuring that all committee members understand their responsibilities from the outset.

Finally, we are actively progressing with the implementation of the PeopleAdmin Applicant Tracking System—an essential step toward the next phase of our recruitment improvements. As we move forward, we remain committed to gathering feedback and refining our processes to ensure continuous improvement.

Payroll Update

Payroll is updating and streamlining processes. We will be testing our first small group in May and June with the intent to go live 7/1/25 for all of campus to be on WebTime Entry. We will be creating and providing to trainings as well as posting videos for employee guidance in the coming weeks. This will help increase our accuracy and compliance with payroll and tax laws. We have requested updated reporting for budgetary requests that COE and CLA can utilize as a continuous resource on Cognos and hope to have this tool delivered within the month. The data for pay adjustments processed in the past 3 months is below.

Pay Adjustments	Received	Current	1 month late	2 -3 months late	> greater 3 months late
Jan	161	62	19	2	78
Feb	40	6	5	0	29
Mar	115	85	5	0	25

INSTITUTIONAL SUSTAINABILITY

Goal: Implement cost-effective HR practices, such as transitioning to digital records and workflows, to reduce operational costs while maintaining high service standards.

Activities & Accomplishments

- 1) Human Resources launched an independent HRIS Banner Optimization project in July 2024, which has since been integrated into the university-wide WOU Banner Optimization initiative. We are currently rebuilding key system components—such as E-Classes, Benefit Categories, and Leave Categories—to enable full use of Banner’s automation tools, including Web Time Entry and EPAFs. A formal engagement with SIG begins in May 2025 to support this work. These efforts are focused on improving efficiency, accuracy, and functionality within HR operations.
- 2) Our goal is to have WebTime Entry fully operational for all employee classes by July 2025.



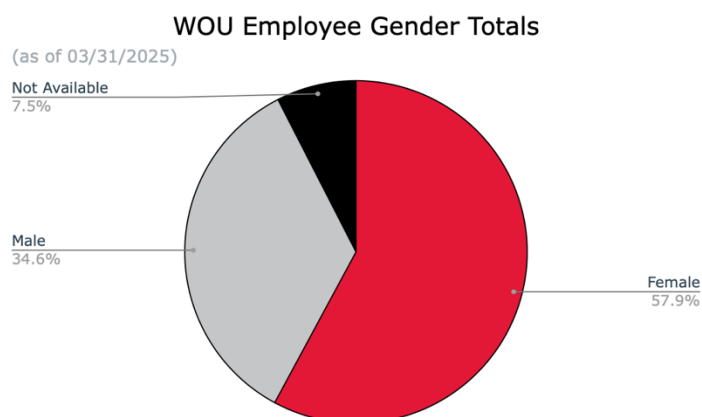
University wide Staffing & Recruitment:

2025 [Jan-Mar]	Total including Internal	Unclassified	Classified	Faculty
All positions	16	9	3	4
Staffed	8	5	1	2
Active	8	4	2	2
Failed/Closed	0	0	0	0

2025 [Jan-Mar]	Average # of days to fill for all searches	Unclassified # days	Classified # of days
Average # Business Days from "open" to "complete"	29.66	31.18	19

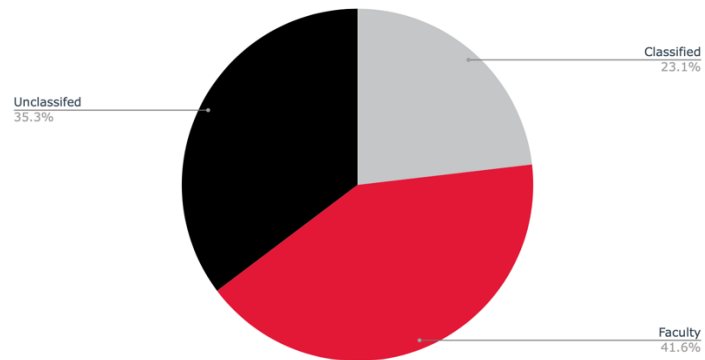
WOU Employee Gender Count as of 03/31/2025				
Employee Type	Gender			
	Female	Male	Not Available	Total
Full-Time Classified	85	65	15	165
Full-Time Non-Tenure Track Faculty	50	33	4	87
Full-Time Tenure Track Faculty	70	61	3	134
Full-Time Unclassified	164	73	25	262
Part-Time Classified	3	3	1	7
Part-Time Non-Tenure Track Faculty	58	22	8	88
Part-Time Unclassified	0	0	0	0
Grand Total	430	257	56	743

WOU Employee Data Totals as of 03/31/2025	
Gender	Count
Female	430
Male	257
Not Available	56
Grand Total	743





WOU Employee Data by Employee Type
(as of 03/31/2025)



Key Observations from the data:

- Overall retention from Mar 24 to Mar 25 = 99.73%
- The overall turnover rate is very low at 0.27%, which is excellent.
- Faculty and unclassified turnover hover around 2.5–3.6%
- The increase in classified staff shows negative turnover, meaning we grew rather than shrank in this area.
- Classified Employees increased by 14 (8.9%), indicating both new hiring and reclassification.
- Tenure Track Faculty decreased by 5 (–3.6%)
- Non-Tenure Track Faculty dropped by 4 (–2.2%)
- Unclassified Employees dropped by 7 (–2.6%)



FROM: Evan Sorce, Board Secretary & Acting Executive Director of Government Relations

TO: Western Oregon University
Board of Trustees

RE: February Board Update – Government Relations

To the Board of Trustees:

Context:

On March 19, 2025, the Joint Ways and Means Committee Co-Chairs released their Budget Framework (attached to this report). It is important to note that federal funds for healthcare, education, transportation, infrastructure, natural resources, and other critical programs support 32% of the state budget. There are proposals at the federal level that would reduce federal spending by up to 30%, which would have a devastating impact on core programs and services that the state of Oregon provides. With that context, the co-chair's framework emphasizes the necessity to plan for varying levels of budget reductions so that the state is in a financial position to protect the most critical services Oregonians rely on in the event of future drops of federal support.

Although the March 2025 Oregon Economic and Revenue forecast projected a moderate increase in overall resources due to substantial personal income tax revenues, however, due to recent economic conditions caused by tariffs and a drop in consumer confidence could have a significant impact on the May forecast, which is what the 2025-27 adopted budget will be based on.

With these considerations in mind, the Co-Chair Budget provides a framework for the development of the 2025-27 legislatively adopted budget, guided by the following principles:

- **Protecting Core Services:** Providing sufficient resources to support the effective operation of continuing core programs and services across all program areas that serve as the foundation of the state budget.
- **Getting the Most for Every Dollar:** Safeguarding long-term budget sustainability by avoiding the creation of new programs and making targeted reductions that create efficiencies, eliminate long-term vacant positions, and generate other savings.
- **Mitigating Uncertainty:** Maintaining access to short-term resources and preserving healthy reserves will mitigate potential reductions in the future if the budget environment weakens.

- **Mitigating Uncertainty:** Maintaining access to short-term resources and preserving healthy reserves will mitigate potential reductions in the future if the budget environment weakens.
- **Prioritizing Investments in Key Areas:** Focusing on investments that support the most critical issues facing Oregon, emphasizing health, safety, and economic growth.

Co-Chair Budget Framework Assumptions:

- Co-Chairs' framework assumes that current tax credits and subtractions will be extended.
- \$211.7 million is included in the General Fund that is projected to be unspent at the end of the current biennium. This amount is estimated to be committed to existing projects and programs and supports the reauthorization of corresponding expenditures in 2025-27 program area budgets.
- Rebalance actions and other estimated 2023-25 budget adjustments have been factored into available resources for the 2025-27 biennium.

What does this mean for Higher Education?

Although we initially heard rumors that the Co-Chairs Budget framework was going to put the Oregon Public Universities funding under the Department of Administration Service's (DAS) version of the current service level, which would be effectively a budget cut, the Co-Chairs Budget has the Public University Support Fund at the DAS current service level, which is still under what the Universities recognize as current service level which is a 7% increase over last biennium. However, it is insufficient to cover the increased costs of employee benefits (i.e., healthcare, PERS). Oregon's public universities will continue to push for an additional 206 million dollars to bring us to \$1.275 billion.

Session Priorities:

There have been 3317 bills introduced in total. April 9 was a major deadline that required bills to move out of their chamber of origin. Most of the total bills died because they did not meet that deadline. Of the nearly 900 bills public universities were initially tracking, only 325 remain alive.

Capitol Construction Omnibus Bill (HB 2407) – First Major Hearing is May 2

This is the Public University Capitol Projects Bill. Western Oregon University has several priorities on this list, including:

- **Capital Improvement Renewal** – \$120 million. Priority Rank #1
Benefiting all seven public universities, this funds critical deferred maintenance, life safety, and code compliance issues. A Capital Improvement and Renewal (CIR) program was created to address these funding challenges. CIR funding is routinely noted as the top capital priority for public universities
- **Western Oregon University Data Center** - Project Total: \$13,797,740 – Match \$689,887 – Priority Rank # 4
- **WOU's Performing Arts Renewal** – Project Total: \$24,131,250 - \$723,938 Match – Priority Rank # 8

- In addition to the Capital Construction Projects on the HECC prioritized list, Western Oregon University has filed a request for access to \$1.4 million in Article F bonds to replace the Turf Field for Campus Recreation.

Public University Support Fund

Tackling Oregon's underinvestment in higher education will be the top priority for Oregon's public universities. The public universities are requesting a \$1.275B investment in the Public University Support Fund to support student success and help keep tuition increases below 5%. Unfortunately, the Governor had only allocated [\\$1.08B in her budget](#), below the universities' base operational costs for the next biennium.

Oregon Opportunity Grant

The public universities are advocating for an additional \$150 million investment in the Oregon Opportunity Grant, Oregon's primary need-based financial aid program. This additional investment would bring the total amount of funding for the Oregon Opportunity Grant to \$458 million, helping bridge educational attainment gaps.

Other Statewide Priorities

Basic Needs Bills ([HB 3182](#) & [HB 3183](#))

- **HB 3182** - \$10 million to fund grants for basic needs programming. Money is divided among the seven public universities based on the proportion of students who receive the Oregon Opportunity Grant. HB 3182 creates the Task Force on Student Housing to study and report to the legislature on barriers to affordable housing for higher-education students and make policy recommendations. Lastly, the bill also allocates \$6.5 million to fund grants to nonprofit organizations that provide affordable housing to students. **Both of this bill have advanced to the Ways and Means Committee**
- **HB 3183** – Appropriates \$4.5 million for Open Education Resources Program.

Strong Start 2.0 ([SB 604](#))—This bill would restore state support for our summer bridge program, Destination Western. **Our Campus Community submitted 82 unique pieces of testimony in support of this bill, which is in Ways and Means. Our next Strong Start advocacy day is May 8.**

Behavioral Health Workforce ([HB 3129 -1](#)) – This bill creates the Higher Education Behavioral Health Workforce Expansion fund and allocates \$17.9 million to it. Note: the -1 amendment increases the allocation from \$17.9 million to 25.7 million. **This bill is in Ways and Means.**

Pilot Program to provide Stipends for Student Teachers and the educators who mentor student teachers for licensure ([SB 717A](#)) – This bill came out of recommendations from a previous task force that looked out how to help diversify the education workforce. It would create a pilot program with at least one private and one public institution of higher education.

Modification of the Special Registration Plate Program for TRU's (SB 1022 – This bill creates a special threshold for the TRU's in the amount of plate vouchers they have to sell before they can create a Specialty Plate for their University.

There are several important dates that I want you aware of:

April 29-May 1 – Oregon Public University Budget Presentations to the Joint Ways and Means Education Subcommittee.

May 2 HECC Higher Education Prioritized List hearing in Joint Ways and Means Capitol Construction Subcommittee

May 7: Student Government Lobby Day at the Capitol

May 8 Strong Start Lobby Day

May 14 Revenue Forecast

May 15 WOU Lobby Date

May 23 Deadline for Bills to Move Out of 2nd Chamber Committees

June 29 Constitutional Sine Die

Development of the budget for the upcoming 2025-27 biennium is occurring during a period of significant uncertainty surrounding federal funding. Approximately 32% of the state budget is supported with federal revenues that provide funding for health care, education, transportation infrastructure, natural resources, and other important programs. Congressional proposals to reduce federal spending by up to 30% would have a dire impact on the core programs and services provided by the state of Oregon. While a loss in federal funds of this magnitude is the extreme scenario, it is necessary to plan for varying levels of reductions so that the state is in a nimble financial position to preserve the most critical services for Oregonians in the event of future declines in federal support.

The March 2025 Oregon Economic and Revenue forecast reflected a relatively moderate increase in overall resources due to strong personal income tax revenues. However, downward revisions in corporate income and other consumption-based taxes, combined with elevated economic risks, require prudent budget planning. The 2025-27 adopted budget will be based on the revenue forecast released in May. Beyond the typical variance that could be expected in the upcoming forecast, pending federal policy changes could have a detrimental impact on state revenues.

With these federal and state headwinds approaching, the Joint Committee on Ways and Means Co-Chair Budget provides a framework for the development of the 2025-27 legislatively adopted budget, guided by the following principles:

Protecting Core Services: Providing sufficient resources to support effective operation of continuing core programs and services across all program areas that serve as the foundation of the state budget.

Getting the Most for Every Dollar: Safeguarding long-term budget sustainability by avoiding the creation of new programs and making targeted reductions that create efficiencies, eliminate long-term vacant positions, and generate other savings.

Mitigating Uncertainty: Maintaining access to short-term resources, as well as preserving healthy reserves, to mitigate potential reductions in the future if the budget environment weakens.

Prioritizing Investments in Key Areas: Focusing on investments that support the most critical issues facing Oregon, emphasizing health, safety, and economic growth.

The 2025-27 Co-Chair Budget Framework includes the following resource assumptions:

- Revenues are based on the Office of Economic Analysis (OEA) March 2025 Economic and Revenue Forecast.
- The Co-Chairs' framework assumes that current tax credits and subtractions will be extended.
- \$211.7 million is included for General Fund that is projected to be unspent at the end of the current biennium. This amount is estimated to be committed to existing projects and programs and supports the reauthorization of corresponding expenditures in 2025-27 program area budgets.
- Rebalance actions and other estimated 2023-25 budget adjustments have been factored into available resources for the 2025-27 biennium.

Budgeted expenditures in the 2025-27 Co-Chair Budget Framework include the following:

- \$11.4 billion total funds for the updated State School Fund current service level – this amount assumes that accountability measures are adopted to improve measurable outcomes and support student success. Combined General Fund (including the corporate income tax kicker) and Lottery Funds account for \$10.5 billion of the total, and the remainder includes Corporate Activities Tax (CAT) revenues, marijuana tax revenues, and other sources.
- Program area expenditures represent the 2025-27 current service level, as adjusted for the roll-up cost for items approved at meetings of the Emergency Board and other estimated costs necessary to continue effective delivery of current programming and services.
- Human services expenditures assume extension of hospital and insurer assessments included in HB 2010. Continuation of these assessments provides projected revenues of \$1.5 billion that support the Oregon Health Plan and offset General Fund expenditures.
- \$271.9 million in targeted reductions to expenditures that are not anticipated to have a negative impact on programs and services.
- An Emergency Fund of \$100 million, as well as \$250 million in special purpose appropriations (SPAs) to address health and human services caseload changes and natural disasters during the biennium.
- \$375 million General Fund for compensation adjustments to address future collective bargaining agreements, including \$300 million for state employees and \$75 million for non-state employees.

- \$16 million General Fund for the Department of Forestry severity resources program SPA, which primarily provides aviation support as part of base fire protection.
- A projected \$50 million General Fund and \$15 million Lottery Funds is included for estimated debt service due to potential bond issuances early in the 2025-27 biennium.
- A \$544.5 million General Fund ending balance equal to 1.5% of expenditures, and a discretionary Lottery Funds balance of approximately \$45 million, to meet the statutory Rainy Day Fund deposit requirement, mitigate revenue fluctuations, and support cost increases during the biennium.

The 2025-27 Co-Chair Budget reflects total available discretionary resources of \$39.7 billion and projected expenditures of \$38 billion that will continue current programs and set aside emergency resources. After retaining a total General Fund and discretionary Lottery Funds balance of \$589.5 million, a surplus of \$987.5 million remains to support key investments. However, it is important to highlight that even in a scenario that assumes no decreases in available state and federal revenues, this surplus is insufficient to support the three major initiatives included in the Governor’s recommended budget. Therefore, these available resources will need to be judiciously allocated to only the most critical investments. Additionally, since the framework budget is limited to General Fund and Lottery Funds, it does not address the projected shortfall in the State Highway Fund and related impact to the Oregon Department of Transportation.

Additional budget scenarios are included that contemplate 10%, 20%, and 30% declines in federal funding for only the education and human services program areas. This represents a \$3.6 to \$10.7 billion reduction in federal funding that would negatively impact critical services. Since proposed federal revenue reductions could pass Congress after the conclusion of the 2025 session, the framework budget sets aside \$100 million in emergency funds that will be accessible in the interim. While this emergency funding would be insufficient to fully offset the potential losses of billions of dollars, it ensures that the state has short-term resources available to respond.

The 2025-27 Co-Chair Budget focuses on maintaining core services in an uncertain budget environment. The guiding principles will be used to shape decisions in the 2025 session to ensure adoption of a balanced budget, as well as the ability for the state to be prepared to respond to changes in federal and state revenues.

The summary on the following pages provides detail on the resources and expenditures included in the 2025-27 Co-Chair Budget and budget scenarios with varying levels of federal funding reductions.

2025-27 Co-Chair Budget Framework

	2023-25 Legislatively Approved Budget ¹ GF/LF	2025-27 Co-Chair Framework GF/LF	% Change
March 2025 Forecast (millions \$)			
RESOURCES			
Projected Beginning Balance	8,291.2	2,735.3	
Projected Revenues (net of personal kicker)	29,640.8	37,831.8	
Projected Reversions	7.0	211.7	
ESF Interest	96.2	87.1	
1% Appropriations to Rainy Day Fund	(264.7)	(334.3)	
Tax Expenditures	-	(58.1)	
Less Dedications (ESF, OSCIM, Counties)	(394.7)	(395.7)	
Net 2023-25 Rebalance Actions	-	(425.7)	
Total Resources	37,375.8	39,652.1	6.1%
EXPENDITURES			
Education - State School Fund (\$11.4B Total Funds) ²	9,375.4	10,467.7	
Education - All Other	4,454.0	4,932.7	
Human Services	11,795.1	13,716.2	
Public Safety	4,334.7	4,787.0	
Economic and Community Development	1,411.2	846.3	
Natural Resources	1,261.6	869.5	
Transportation	218.6	197.0	
Consumer and Business Services	47.1	37.6	
Administration	699.9	494.2	
Legislative Branch	237.2	263.7	
Judicial Branch	794.2	861.7	
Targeted Program Area Reductions	-	(271.9)	
Total Program Area Expenditures	34,629.0	37,201.7	7.4%
Emergency Fund	-	100.0	
State Employee Compensation SPA	-	300.0	
Non-State Employee Compensation SPA	-	75.0	
Health and Human Services Caseload SPA	-	100.0	
Natural Disaster SPA	-	150.0	
Forestry Severity Resources SPA	-	16.0	
Roseburg Veterans' Home SPA	35.0	35.0	
Other SPAs	5.0	-	
Debt Service	-	65.0	
Total Expenditures	34,669.0	38,042.7	9.7%
Projected Constitutionally Dedicated LF		32.4	
1.5% GF Ending Balance / Discretionary LF Ending Balance		589.5	
Net Fiscal Position	2,706.9	987.5	

1. Includes Emergency Board and administrative actions through December 2024.

2. Assuming adoption of accountability measures, the State School Fund current service level totals \$11.4 billion including General Fund, Lottery Funds, Corporate Activity Tax, and Marijuana revenues.

2025-27 Budget Scenarios

Possible Federal Funding Reductions ¹	0%	10%	20%	30%
Budget Framework Net Fiscal Position	987.5	987.5	987.5	987.5
Federal Funds	-	(3,570.6)	(7,141.2)	(10,711.8)
Revised Net Fiscal Position	987.5	(2,583.1)	(6,153.7)	(9,724.3)
Major Initiatives in the Governor's Budget²				
Education	211.0	-	-	-
Housing and Homelessness	824.9	-	-	-
Behavioral Health	246.9	-	-	-
Net Fiscal Position after Investment Proposals	(295.3)	(2,583.1)	(6,153.7)	(9,724.3)

1. Federal funding decreases assume percentage reductions to budgeted Federal Funds at the 2025-27 current service level in only the Education and Human Services program areas based on overall funding decreases proposed at the federal level and do not consider declines in any specific federal programs.

2. Total General Fund and Lottery Funds spending excluding debt service on proposed bonding.

Board Secretary Update:

Institutional Sustainability

Goal: Enhance the financial stability and sustainability of the institution through strategic financial planning, responsible resource allocation, and innovative revenue-generation initiatives, ensuring long-term resilience and success.

Activities & Accomplishments

Board Statement and Policy Development

I worked with VPFA Boakye and Penny Burgess from USSE to update the Board Statement on Quasi Endowment Investment and develop a new Board Statement on the Investment of Operation Assets. Additionally, worked with Enrollment Management and the Business office to create and approve an Institutional Policy on Student Account Balances and Holds that simplifies our student hold policy and makes it easier for students to know what they have to do to avoid a hold.

Risk Management and Audits: Worked with VPFA Boakye and our Internal Audit team to start the conversation around building in more oversight around Risk Management with the Executive, Governance, and Trusteeship Committee as well as the Finance and Administration Committee. Additionally, we walked through the proposed Internal Audit Plan for FY 26.

Incidental Fee Committee Advisor:

During the Winter term 2025, I served as one of three advisors of the Incidental Fee Committee. I helped support the Committee in setting the incidental fee for the Summer term 2025 and the 25-26 Academic Year.

Transformational Diversity

Goal: Foster an inclusive educational, living, and work environment at Western Oregon University, ensuring that students and employees feel a profound sense of belonging and have abundant opportunities for growth and success.

Equity Assessment Accountability Leader:

As the Secretary of the Board of Trustees and Special Assistant to the President, I am the accountability leader for updating and implementing several policies, including the Name Policy, the all-person restroom policy, and making accessibility a budget priority. This is a process, and we are making progress in updating and implementing these policies.

Accessibility Working Group:

As a member of the Accessibility working group, I am currently working on a draft of a digital accessibility policy that will be aspirational and set clear expectations of the role all members of the campus community play in ensuring that Western Oregon University not only meets the legal requirements but strives to go above and beyond that standard.

Community Strength

Goal: Cultivate and maintain a culture at Western Oregon University that embraces collaboration, connection, and communication as we build meaningful partnerships with

internal and external communities while enriching the educational experience of our students.

Collaboration with the City of Monmouth:

Represented Western Oregon University as part of the city of Monmouth's Economic Opportunities Analysis, which took place over six months, starting in the summer of 2024 and ending during the Winter 2025 term. For more information regarding this ongoing project can be found [here](#).

Wolves Against Interpersonal Violence Group:

Serve as the President's representative on the Wolves Against Interpersonal Violence Group. This group has received a grant from the US Department of Justice's Office on Violence Against Women. The grant seeks to enhance awareness and foster essential training on the critical issues of sexual assault, domestic violence, dating violence, and stalking among the WOU community. This grant also seeks to expand these trainings and education to meet the needs of the LGBTQ+ community.



Diversity, Equity and Inclusion Report

April 3, 2025

Dominique Vargas, Executive Director of Diversity, Equity and Inclusion

INSTITUTIONAL SUSTAINABILITY

Goal: Enhance the financial stability and sustainability of the institution through strategic financial planning, responsible resource allocation, and innovative revenue-generation initiatives, ensuring long-term resilience and success.

Activities & Accomplishments

- **Equity Assessment.**
 - *Team.* The office of diversity, equity, and inclusion has been convening the new equity assessment team to review Jane Cameron-Jenson (Staff Senate), Justice Gloria (Student Affairs), Emily Herb (Human Resources), Amy Rizo (The Research Institute), Michael Gonzalez (Athletics), Daniel Rockwell (Academic Affairs), Diana Valdovinos Cabrera (ASWOU Director of Equity & Advocacy), Fernando Robles (Vice President ASWOU), Diana Valdovinos Cabrera (ASWOU Director of Equity & Advocacy), Kathy Espino Perez (College of Liberal Arts & Sciences), Pete Hoffecker Mejia (Faculty Senate), Danielle Lane (College of Education).
 - *Action Plan.* Accountability leaders continue to work on equity assessment action plan initiatives with an updated plan included in the April board docket.
- **Funding for HSI Initiatives.** The office of diversity, equity, and inclusion collaborated with the foundation to secure a \$40,000 donation from the Oregon Community Foundation to support this year's Hispanic Serving Institution (HSI) Summit and Cesar E. Chavez Leadership Conference. Additionally, they worked with the Higher Education Coordination Commission to secure \$5000 to support the HSI Summit.

STUDENT SUCCESS

Goal: Enhance degree completion rates for undergraduate, graduate, and transfer students, through strategic initiatives focused on academic support, streamlined pathways, and the necessary services that ensure timely and successful attainment of their educational goals.

Activities & Accomplishments

- **Accessibility Working Group.** Work continues on the accessibility policy draft, the digital accessibility policy (led by the University Technology Advisory Committee), and the event accessibility guide. This group is also reviewing service animal and emotional support animal policies.
- **Empowering Communities Working Group.** Work continues on the freedom of expression website. Focus for this group has shifted to academic freedom with increased involvement with faculty and outreach to senate.



- **Freedom Center Reimagined.** The office of diversity, equity, and inclusion and Student Affairs continue to engage students to reimagine the Freedom Center as well as discuss culturally relevant spaces more holistically. A draft proposal for a new Mosaic Center that is supported in partnership with Student Engagement, ASWOU, and Multicultural Student Services and Programs has been developed. This proposal will be shared with students in current multiculturally affinity ASWOU chartered student organizations this spring for additional feedback. The proposed Mosaic Center mission is to support and connect students and friends of multicultural affinity ASWOU chartered student organizations. It provides space for organization business, socializing, studying, hosting events, and rest. This kind of environment can help with recruitment and retention, as it offers students a place to engage with others who share similar experiences or interests and foster a sense of belonging. It also serves as an information hub for those who may want to learn more about or get involved with multicultural affinity student organizations. The goal is to have this Mosaic Center ready by Fall 2025. Additionally, with the development of the Mosaic Center the Freedom Center as we know it would sunset. However, the office of diversity, equity, and inclusion is proposing employing students to continue student involvement in diversity, equity, and inclusion educational opportunities for students by students.
- **Inside Track.** [Inside Track](#) received grant funds from the Ford Family Foundation to support three Oregon higher education institutions (Western Oregon University, Klamath Community College, and Treasure Valley Community College). The office of diversity, equity, and inclusion is collaborating with Enrollment Management and Student Success to develop this partnership. This partnership will be free to WOU for three years and hopes to support the matriculation of students to WOU as well as the coaching of WOU advisors/counselors to expand capacity and skill building.

TRANSFORMATIONAL DIVERSITY

Goal: Foster an inclusive educational, living, and work environment at Western Oregon University, ensuring that students and employees feel a profound sense of belonging and have abundant opportunities for growth and success.

Activities & Accomplishments

- **HSI Designation.** The office of diversity, equity, and inclusion completed the process for confirming eligibility for Title V/HSI funding. On March 10, we received a letter from the U.S. Department of Education confirming our eligibility for Title V programs. This is confirmation of our HSI status for the next academic year.
- **HSI Summit.** As of this report 218 individuals are registered for the annual HSI Summit on Friday, April 18, 2025. These individuals represent more than 35 different entities from across the state of Oregon. [Doctora Gina Ann Garcia](#) is our keynote presenter and workshop facilitator.



COMMUNITY STRENGTH

Goal: Cultivate and maintain a culture at Western Oregon University that embraces collaboration, connection, and communication as we build meaningful partnerships with internal and external communities, while enriching the educational experience of our students.

Activities & Accomplishments

- **Civics Training.** The office of diversity, equity, and inclusion partnered with [OCTPET](#) for the third time to engage in civics training. Jaime Rodriguez and Teresa Alonso Leon brought three interns to support this opportunity for WOU students. On March 6, 12 WOU students and four faculty/staff engaged in this effort with OCTPET in preparation for civic engagement and more specifically upcoming advocacy days in Salem.
- **Celebrate Your True Self (GSA Day).** The office of diversity, equity, and inclusion, GSA Day Committee, Safe Zone Advisory Board, and Admissions partnered to present Celebrate Your True Self on Friday, March 7. 131 high school students from 11 area high schools participated in this one-day event at WOU. [Karelia Stetz-Waters](#) was the keynote presenter.
- **Cesar E. Chavez Leadership Conference.** As of this report 1067 individuals are registered for our returning CECLC. This number includes 963 students and 104 chaperones from 49 different high schools. There are at least 15 entities signed up for the college/career fair and 25 concurrent session presentations. [Alejandra Campoverdi](#) is our keynote presenter.
- **Oregon Hispanic Serving Institution Consortium.** The executive director of diversity, equity, and inclusion continues to co-chair the steering committee for the Oregon Hispanic Serving Institution Consortium, which has been given the green light from the Higher Education Coordinating Commission.

Report for WOU Board of Trustees – April 2025**Division of Advancement & WOU Foundation****Submitted by Katie Wojke, VP of Advancement & Executive Director, WOU Foundation****INSTITUTIONAL SUSTAINABILITY**

Goal: Enhance the financial stability and sustainability of the institution through strategic financial planning, responsible resource allocation, and innovative revenue-generation initiatives, ensuring long-term resilience and success.

Activities & Accomplishments:

- 1) 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 March 31, we have raised \$2,992,479 for the 2024-2025 fiscal year. This brings the current Campaign total to \$18,119,190 which is nearly 91% towards our goal of \$20 million.

Percentage Progress by Pillar as of March 31:

- Scholarship – 122%
- Wolves Athletics – 33%
- Student Success – 85%

2) Major Giving and Planned Giving activity since the last report:

- \$40,000 grant from Oregon Community Foundation for HSI Summit and Cesar E. Chaves Leadership Conference
- \$14,000 gift for Softball program
- \$12,000 gift to add to new OTD scholarship endowment
- \$10,000 gift for the Student Success Scholarship
- \$10,000 gift for the Spring Biology Scholarship

3) Annual Giving and Special Events:

Giving Day saw strong engagement and nearly 200 first-time donors. Some highlights are listed below, but a more comprehensive summary is attached as an appendix to this report.

\$190,410.00 raised from 642 unique donors (as of April 8, 2025). Gifts tied to Giving Day tend to come in for about a month after the actual event, mostly from the direct mail appeal.

We also had several successful Giving Day service projects and an on-campus service fair to connect students with local service organizations in need of volunteers.

4) Sponsorships and Special Events:

Renewals for Athletics and Club sports sponsors for 2025-2026 are underway. We have so far renewed all but 2 of last year's sponsors across the university (one is no longer in business and the other was

owned by a player's parents, and the player graduated last year.) We have increased sponsorship amounts with many renewals.

In addition, we have new sponsorship relationships with several local businesses, including Servpro, which is sponsoring Wolves Athletics and SFAS next year, and Oaktree Property Management, which is sponsoring the Block Party.

Other Block Party sponsors include Homestead Property Management, the City of Monmouth, MICC, State Farm Jenny Renner-Alatorre.

Planning for the [Wolves Auction](#) is moving along well. We have 15 sponsors committed to date, and table and individual ticket sales are open. This year's featured student-speaker will be Tony Salinas, a Senior on the Men's Basketball team. Graduate assistant, Hannah Ripsler, will come back for her third year as our emcee. Our auctioneer, Jim Taylor, is a local alumnus.

Wolves Club renewals will launch June 1, and the general launch is July 1. Pricing levels and benefits have been finalized.

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

STUDENT SUCCESS

Goal: Enhance degree completion rates for undergraduate, graduate, and transfer students, through strategic initiatives focused on academic support, streamlined pathways, and the necessary services that ensure timely and successful attainment of their educational goals.

Activities & Accomplishments:

- 1) The 990 draft has been reviewed and approved by the Finance & Planned Giving Committee for recommendation to the full board.
- 2) The WOU Foundation opened applications for its campuswide [Competitive Grants program](#) for the **2025-2026 academic year**. These grants support numerous divisions across campus and are typically made in amounts of \$1,000 or less. The Competitive Grants program is funded by unrestricted gifts to the Fund for WOU. The WOU Foundation has been able to award around \$25,000 each year for the past couple of years and plans to do the same next year.
- 3) Outreach to student recipients for thank you letters is underway. Scholarship reports will be prepared and mailed during Spring Term.

COMMUNITY STRENGTH

Goal: Cultivate and maintain a culture at Western Oregon University that embraces collaboration, connection, and communication as we build meaningful partnerships with internal and external communities, while enriching the educational experience of our students.

Activities & Accomplishments



- 1) **Smith Fine Arts Series (SFAS)** There are two remaining concerts in the Smith Fine Arts Series 47th season. Tickets are still available for the following shows:

- April 12 – Beo String Quartet
- June 7 – The Revelers

Marty Isenberg, our March performer, gave a masterclass in Salem. 14 high school and 2 university music programs were invited to attend. While only a small number of those programs were able to attend, those who were there really enjoyed interacting with the musicians and learning a lot.

We are looking forward to presenting the Beo String Quartet at Dallas Retirement Village on the afternoon of April 12. This performance is made possible in part by sponsorship from the Dallas Community Foundation. To boost attendance at our June concert, we will be offering discounted tickets to local educators. This discount is made possible by a grant from the Polk County Cultural Commission.

Offers have been made for all six shows for the 2025-2026 season. We have commitments from all but one artist. We plan to offer our first concert during Welcome Week to encourage student attendance and future engagement. We are also planning a "sister season" called The Art of Cinema presented by Smith Fine Arts. Our hope is to show classic and entertaining movies on campus for a low price. This will further the mission of Smith Fine Arts by featuring film as an art form and will also serve as an additional revenue stream for the Series.

2) Alumni and Community Engagement

Demographics and statistics are valuable in alumni relations because they provide insights into potential areas for engagement and can help lead to more targeted and effective communication and outreach strategies.

We have **42,569 Alumni of record**, which means all living alumni we have any contact information for who haven't told us not to contact them. Note that this number changes daily as records are added, alumni pass away, contact information, etc.

Of those, **9,065** have made a gift at least once since graduation (**21.2%**), and of those, **1,646** have made a gift in the last 5 years (**3.9%**). Alumni giving percentages vary from school to school and but the average alumni giving rate for surveyed schools in the [U.S. is around 7.7%](#).

This is why a focus on Alumni Engagement activities both on and off campus is so important, as well as stewardship and regularly sharing more impact stories.

Of our Alumni of record, **29,507 live in the State of Oregon**. Below is a chart by county, with data from 2024.

Broken down by Alumni in the Willamette Valley - 23,802

- Portland Metro - 7,480
- Mid Valley - 12,266
- South Valley - 4,056

County	State	Alumni	County Population	Alum per 1k
Baker County	Oregon	64	16,912	3.78
Benton County	Oregon	1,133	97,713	11.60
Clackamas County	Oregon	2,538	423,173	6.00
Clatsop County	Oregon	341	41,102	8.30
Columbia County	Oregon	284	53,880	5.27
Coos County	Oregon	356	64,212	5.54
Crook County	Oregon	138	26,952	5.12
Curry County	Oregon	84	23,296	3.61
Deschutes County	Oregon	1,112	208,513	5.33
Douglas County	Oregon	573	112,435	5.10
Gilliam County	Oregon	24	2,026	11.85
Grant County	Oregon	43	7,215	5.96
Harney County	Oregon	55	7,440	7.39
Hood River County	Oregon	182	23,745	7.66
Jackson County	Oregon	390	220,768	1.77
Jefferson County	Oregon	130	25,454	5.11
Josephine County	Oregon	195	87,821	2.22
Klamath County	Oregon	259	70,003	3.70
Lake County	Oregon	56	8,293	6.75
Lane County	Oregon	1,425	381,181	3.74
Lincoln County	Oregon	360	50,821	7.08
Linn County	Oregon	1,498	131,496	11.39
Malheur County	Oregon	83	32,044	2.59
Marion County	Oregon	6,885	346,741	19.86
Morrow County	Oregon	51	12,302	4.15
Multnomah County	Oregon	2,169	789,698	2.75
Polk County	Oregon	4,046	89,805	45.05
Sherman County	Oregon	17	1,951	8.71
Tillamook County	Oregon	280	27,417	10.21
Umatilla County	Oregon	330	80,053	4.12
Union County	Oregon	73	25,944	2.81
Wallowa County	Oregon	26	7,674	3.39
Wasco County	Oregon	182	26,333	6.91
Washington County	Oregon	2,773	598,865	4.63
Wheeler County	Oregon	17	1,436	11.84
Yamhill County	Oregon	1,335	108,644	12.29

Outside of Oregon, there are more than 850 alumni in the Seattle Metro area, 600 in Arizona, over 400 in Hawaii, 380 in Los Angeles metro, and 350 in the Bay Area.

3) Events since last report:

- March 7 – Alumni Regional Event - Eugene
- March 15 – Smith Fine Arts Series featuring Marty Isenberg's Wes Anderson Playlist
- March 22 – Softball Alumni Game (rescheduled to April 12)

Upcoming events:

- April 11-12 – Track & Field/Cross Country John Knight Alumni Meet
- April 12 – Softball Alumni Appreciation Game and Tailgate
- April 12 – Smith Fine Arts Series featuring BEO String Quartet
- April 18 – Alumni Regional Event - Bend
- May 10 – Wolves Spring Game
- May 17 – WOU Block Party
- May 31 – Rugby Alumni Game and Banquet Dinner
- May 31 – Wolves Athletics Auction
- June 7 – Smith Fine Arts Series featuring The Revelers
- June 13 – Forever Wolves Grad Party
- June 14 – WOU Commencement
- August 10 – Alumni Regional Event – Portland Metro
- September 5 – Football Hall of Fame Pre-Celebration
- September 6 – Football Hall of Fame
- September 23 – PACK Week – MI Town Alumni Booth
- October 17 – Wolves on the Green Golf tournament
- October 18 – Homecoming
- December 5 – Tree Lighting

Parades:

Planning continues for the 4th of July Monmouth-Independence parade and Fiesta Mexicana parade in Woodburn in August.



WOU Giving Day 2025 Report

Total Raised: \$190,410 as of April 8, 2025

Gifts, Donors, and Funds:	847 Total Gifts (968 LY) 642 Unique Donors (690 LY) 199 First-Time Donors (220 LY) 68 Funds on the Website (58 LY) 382 Online Donors 39 gifts over \$1000 (60 in '24 and 77 in '23) 19% of new donors last year retained (Industry avg: 20%)	
Average Gift:	\$225.00/gift (\$227.00/gift LY, \$364.69 '23) \$296.58/donor (\$304.00 LY, \$479.05 '23)	
Leaders:	Fund for WOU: 122 gifts (124 LY) \$18,435 Volleyball: 100 gifts (78 LY) \$6,701 Football: 31 (37 LY) \$19,170 (includes match) Women's Soccer: 29 gifts (New to Top 5 Gifts) \$2,115 Monmouth Student Nursing Association: 21 (New to Giving Day) \$1,000	
Matches:	7 of 13 Matches Met (6 of 8 matches met last year): <ul style="list-style-type: none"> Football-\$5,000 (\$14,170) First-Generation Fund-\$1,000 (\$1,070) Write Place \$1,000 (\$1,825) Model UN (\$500), Staff for Students \$400 (\$400) Hamersly Library-15 gifts to unlock \$1,800 gift-(\$1,885) Occupational Therapy 15 gifts to unlock \$1,000 (\$2,277) Unmet: <ul style="list-style-type: none"> Wolves Supporting Veterans-\$1,785/\$5,000 Emeritus Society \$3,119/\$4500 Men's Rugby \$1,920/\$3500 	

	<ul style="list-style-type: none"> • LGBTQIA+ Scholarship \$710/\$1,000 • Art Scholarship \$670/\$1,000 • Women's Rugby \$360/\$2500 	
Other Highlights:	<ul style="list-style-type: none"> • 92% Participation from Board of Trustees • 100% Participation from Senior Leadership • Increased Social Media presence this year • Multiple Giving Day Service Projects and Campus Service Fair • Text-to-Give implemented • Ambassador program launched (35% of online gifts came from Ambassadors) • Implemented Double the Donation for employer matches-identified up to \$6,595 in Giving Day gifts eligible for employer match • 10 Donors to follow up with about estate planning 	
Looking Ahead	<ul style="list-style-type: none"> • Giving Day 2026-Do we have the right day? • Potential New Date: 4/7/25 - Current Giving Day is in Week 9 of Winter, which makes it harder for students and faculty to be involved - Several community fundraisers/auctions in late February - New date moves it to week 2 of Spring, when students and faculty can be more involved - Fewer community events in late March/early April - Longer runway to Giving Day • Integrating student stories into texting • Secure More Matches for 2026 • Increase number of ambassadors • Establish Giving Day working group to help with increased campus and community involvement with Giving Day • Involve campus advisory boards • Establish procedure for campus organizations to participate in Giving Day 	

External Factors

- Lowest consumer confidence in since 2021 (Reuters)
- The stock market lost 1300 points on March 3-4, including a 670-point loss on March 4. Dow Jones also lost over 2000 points in the month preceding Giving Day
- Week preceding Giving Day featured three banquets/auctions for local organizations (MICC, Salem Health, Marion-Polk County YMCA)
- State of the Union Speech on Giving Day