



Board of Trustees Meeting – June 4, 2025

Appendix B Table of Contents

Senior Leadership Council Reports

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



June 3-4, 2025

General Counsel's Report to the WOU Board of Trustees

Craig Ashford, General Counsel

I'm pleased to be one of the newest members of the Western Oregon University community! I'm overwhelmed by and grateful for the incredibly gracious and warm welcome I've received since joining WOU as General Counsel on March 31. I look forward to serving a supporting role in the incredible growth that this university will achieve in the coming years. Although we're facing stiff headwinds, we'll thrive and emerge academically, operationally, and financially stronger from the challenge.

The Office of the General Counsel (OGC) is a service-oriented unit that facilitates the mission, vision, and aims of our colleagues and the institution. We empower those who are transforming the University by helping them seek balance in efficiency, creativity, and risk. To accomplish this, we know we must embody the spirit of academic inquiry upon which this University is founded and, as one modern thinker puts it, "be humbler about what we know, more confident about what's possible, and less afraid of things that don't matter."

These last few months, our office has focused on providing support, reassurance, and stability for the WOU community during a singularly chaotic and anxious moment for higher education in the US and on our own campus. In the last few months, like other institutions, WOU has grappled with countless federal executive orders and agency actions which have created confusion and uncertainty around the future of the US Department of Education, federal student aid, federal grants, and institutional diversity, equity, and inclusion programs. For WOU, these difficult challenges have been compounded by significant litigation and a change in leadership in the OGC. Still, despite these challenges, the University will demonstrate its dedication to its mission as well as to its students, faculty, and staff.

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) Contracting and Procurement Improvements:** Starting with the adoption of a new Procurement and Contracting Policy late last year, we've initiated a new effort to organize and streamline the University's procurement and contracting processes. Historically, WOU's procurement and contracting policy was structured and carried out in a manner that led to constant delays, poor communication, and routine noncompliance.



We are currently developing procedures to implement the new policy which will emphasize simplicity, visibility, and pragmatism. We anticipate these procedures will likely include: (i) updated template agreements that are easier to use, (ii) distributed contracting authority for low-risk contracts, (iii) increased central support for procurements and complex agreements, and (iv) centralized verification of funds and storage of records. Placing an emphasis on simplified, visible, and pragmatic procedures will result in greater stakeholder buy-in, increased compliance, and greater focus on the most critical, sensitive, and significant transactions.

- 2) Policy Review and Development:** Board Secretary Evan Sorce is spearheading a revitalized effort to review, revise, and update WOU's policy library. The OGC plays a key role in this process by ensuring that policies have evolved to reflect the current legal landscape and helping institution choose manageable methods to mitigate risk while meeting student, faculty, staff, and institutional needs.

At the President's and Board Secretary's requests, we are prioritizing the revision and completion of an updated policy establishing time, place, and manner guidelines for campus speech activity. A draft policy was presented to the campus community for public comment earlier this academic year, and we are currently revising the policy in response to comments received and changes in state and federal law.

- 3) PURMIT Transformation:** WOU's General Counsel is a member of the Board of Trustees for the Public Universities Risk Management and Insurance Trust (PURMIT). PURMIT is the primary insurance program for six of Oregon's public universities, including WOU. PURMIT manages funds contributed by each participating university which are used to purchase group coverage from an insurance company (currently United Educators), pay self-retention or deductible amounts for large insured claims, resolve small claims that fall entirely within the self-retention or deductible threshold, and pay for professional management and guidance for the fund.

PURMIT's Board has begun considering the potential efficiencies and cost savings that may achieved by adopting a self-insurance program in lieu of purchasing insurance coverage. The PURMIT Board and the member universities are exploring this option due to the growing list of exclusions, harsh coverage limits, and rapidly escalating premium costs associated with commercially offered insurance.

If the PURMIT Board determines that it will adopt a self-insurance program, it will adopt a Memorandum of Coverage (MOC) establishing the parameters of coverage. The PURMIT Board anticipates that a self-insurance program will allow the MOC to establish a broader range of coverage for PURMIT members without significant increase in cost by eliminating the need for a commercial insurance company that is otherwise paid a substantial fee for its services. We anticipate receiving an update on this matter at the PURMIT Board's next meeting on June 12, and we anticipate providing more detailed information to the WOU Board for discussion prior to any change to PURMIT.



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) Engagement with Student Interns:** The OGC has established a two-tiered internship program that provides practical educational opportunities for WOU undergraduate students as well as students from the University of Oregon's School of Law. The office is already working with a WOU who is working as a paid intern, and we anticipate adding a UO Law student intern earning academic credit starting in early June.

This program is a reflection of the OGC's commitment to be involved in the educational community that it serves. Members of the OGC have successfully operated similar internship and student worker programs in other sensitive environments such as the Office of Chief Counsel for the Internal Revenue Service, the University of Oregon's Office of the General Counsel, and Oregon State University's Office of Student Conduct and Community Standards. Participating interns not only gain practical legal skills, but also develop a deeper understanding of the legal profession's values, ethics, and its impact on society. For a student interested in the legal profession, this opportunity provides them with relevant skills that set them apart when applying to law school or for jobs in the legal field.

- 2) Standardizing Processes and Contracts for Student Internships:** WOU's Center for Professional Pathways regularly gathers campus stakeholders who provide or facilitate internships for WOU students. This group is referred to as the Internship Community of Practice (ICP). The Center's Director Adry Clark and Assistant Director Erin Lieuallen invited the General Counsel to meet with the ICP to discuss how WOU establishes internships for its students with outside organizations. As part of that process, the group discussed inconsistencies in the current internship contracting process, lack of centralized storage of internship agreements, confusion and lack of transparency in the contracting process, and other concerns regarding this process under the OGC's stewardship.

The OGC has taken the first steps toward addressing some of these concerns, including publishing the status of contracts under review and providing access to a central repository of contracts. The OGC is committed to providing clearer guidance regarding which circumstances require a formal contract, improved template contracts that are more acceptable to local internship providers, and improved communication with the ICP and other key stakeholders.



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) Guidance for and Defense of WOU Initiatives:** The OGC is monitoring the current Presidential Administration's efforts to advance their policy goals pertaining to diversity, equity, and inclusion (DEI) initiatives both in higher education and in various American industries generally. President Peters and WOU leadership remain committed to achieving DEI goals for the well-being of our students, faculty, and staff and to provide an environment of diverse intellectual scholarship throughout WOU's programs. The OGC and President Peters share a common view that this can be achieved within the bounds of the law and without prejudice or discrimination.

The OGC meets with various campus stakeholders to determine the impact of the current Presidential Administration's executive orders and agency actions on WOU programs. The OGC encourages campus stakeholders to consult with their leadership before taking any action to reduce risk that might also compromise WOU's institutional values. In addition, the General Counsel participates in a regularly scheduled meeting with colleagues from the other Oregon public universities and the Oregon Attorney General's Office to determine when and how to take legal action in response to these federal actions.

- 2) Participation in Equity Assessment Action Plan:** The General Counsel is partnering with Board Secretary Evan Sorce to review WOU policies and efforts in two areas in connection with the Equity Assessment Action Plan: (i) protocols for university restrooms and changing rooms and (ii) WOU funding and policies related to digital accessibility. Work on protocols for restrooms and changing rooms is slated to begin in the fall of this year. Meanwhile, the University Technology Advisory Committee and the Director of Faculty and Staff Access have invested significant effort into preparing and revising a Digital Accessibility Policy while waiting on General Counsel involvement.

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) Tour of Stakeholders:** As a new member of the WOU community, the General Counsel has begun reaching out to various stakeholders for opportunities to attend department staff meetings. The General Counsel hopes to establish face-to-face relationships with as many faculty, staff, and students as possible over the first six months of employment at WOU. These efforts are intended to give community members the opportunity to establish trust in the General Counsel's desire to facilitate departments' success and allow them to provide meaningful feedback regarding necessary changes.

The General Counsel's goal is to attend at least two stakeholder staff meetings each month and hopefully more. Any department interested in getting to know the General Counsel by attending their department meeting can contact the OGC at generalcounsel@wou.edu or by phone at 503.838.8664.

Finance and Administration Committee (FAC), May 21, 2025 Vice President for Finance and Administration (VPFA) Report

In the past 54 days at WOU, the quest to adapt to existing financial and administrative processes has continued, while stakeholder engagements to implement new proposed transformative processes are ongoing. At the April meeting, the VPFA report included certain identified opportunities for fiscal transformation. Specifically, the VPFA report mentioned initiatives to be implemented to achieve fiscal transformation, such as (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. The VPFA report mentioned the inclusion of implementation roadmaps in subsequent Board reports.

Included in this report are two proposed roadmaps (1) Budget Development Timelines and (2) Budget Prioritization Rubric related to the ‘strengthening budget principles’ initiative. This initiative will implement a framework for budget planning, constituent engagement, budget prioritization and allocation. The overarching goal is to implement a budget system that aligns resource allocation decisions with departmental goals and the WOU Strategic Plan. See the Proposed Budget Development Timelines and the Proposed Budget Prioritization Rubric below.

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. A proposed budget development timeline and a proposed budget prioritization rubric were developed and shared with the campus community at the UBAC Town Hall. These proposals are scheduled for implementation starting with the FY2027 budget cycle. Also, development of the FY26 Preliminary Budget was completed. The budget development involved extensive stakeholder engagements, including discussions on the budget at the UBAC Town Hall. In addition, monthly budget status reports were generated and shared with budget managers to monitor their spend levels. Further, Management Reports were 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.

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 roadmap regarding expected revenues, estimated expenditure outlays, reserve funds, and the amounts needing necessary course correction to balance the budget. The 5-year Plan was updated based on the FY2025 actual numbers as of April 30 and the FY2026 Preliminary Budget numbers. See the Updated 5-Year Plan as of April 30, 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. The Cash Flow Projection was updated as of May 12. Also, coordinated collaborative efforts involving the Controller's Office and Sponsored Programs Office resulted in improvements in cash collections from outstanding grants receivable. Specifically, as of April 18, outstanding grants receivable was about \$9.7 million. With diligent support from the Controller's Office, the outstanding grants receivable has reduced to \$5.7 million as of May 12. The Controller's Office intervention support will continue with weekly collaborative meetings with the Sponsored Programs Office to keep the momentum going on the grants billing and collection efforts.

Banner Optimization: Engagement in Banner Optimization processes are ongoing. A projected efficiency savings of 5148 hours per year is expected by the end of the calendar year from phase one projects: Financial Aid, Human Resources, Banner Student, and other. Phase two Business Process Analysis (B2B) sessions are planned for Human Resources & Payroll, Accounts Receivable, Finance, and Banner Access Management before the end of Summer.

Central Support Services: Efforts to explore the feasibility of establishing a Central Support Services unit within Finance and Administration are ongoing. There appears to be potential cost savings through efficiencies in streamlined processes for a Central Support Services unit.

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 Payment System: The Bursar's Office has initiated work on student payment accessibility platform. Solicitations for vendor quotes and product demonstrations are ongoing. When implemented, students will have a more flexible platform to pay their bills to the University.

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

Related activities supporting Equity Assessment efforts are ongoing.

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 Polk County: The University Computing Solutions office met with state representatives to discuss an Emergency Operations Center for Polk County as part of the new Data Center major capital proposal.

Collaboration with Central School District: The Campus Public Safety department is working closely with Central School District to provide security for the school district's commencement activities on the WOU campus in June.

Town Hall: As part of efforts for transparency and university community engagement in the budget process, a budget town hall was organized by UBAC to bring the university community together to share budget status information and ideas to transform the budget development and resources allocation processes.

Western Oregon University
Budget & Planning Office
Proposed Budget Development Timeline

Timeline	Deadline	Tasks	Responsible
July	TBD	<ol style="list-style-type: none"> 1. New budget year 2. Review budget upload in Banner 	<ol style="list-style-type: none"> 1. Budget Authorities 2. Budget Authorities
August	TBD	<ol style="list-style-type: none"> 1. Monthly budget status report distribution 	<ol style="list-style-type: none"> 1. Budget & Planning
September	TBD	<ol style="list-style-type: none"> 1. Monthly budget status report distribution 	<ol style="list-style-type: none"> 1. Budget & Planning
October	TBD	<ol style="list-style-type: none"> 1. UBAC recommendations on budget priorities 2. Academic Sustainability Committee (ASC) recommendations 3. Departmental and division goals, targets and outcomes reviews 4. Vacant position analysis and replacement assessment 5. Communication of quarterly budget report (as of Sept 30) 6. Monthly budget status report distribution 	<ol style="list-style-type: none"> 1. UBAC 2. ASC & Provost 3. Area Directors & VPs 4. HR & Budget Authorities 5. UBAC Town Hall 6. Budget & Planning
November	TBD	<ol style="list-style-type: none"> 1. Establish budget priorities 2. Preliminary enrollment estimates for tuition & fees projection 3. Preliminary estimates for salary/OPE rates 4. IFC current service level budget & revenue estimates 5. Reconstitute IFC 6. Reconstitute TFAC 7. Submit management report (as of Sept 30) to FAC for acceptance 8. Submit management report (as of Sept 30) to BOT for acceptance 9. Monthly budget status report distribution 	<ol style="list-style-type: none"> 1. President, SLC & UBAC 2. Enrollment Management 3. HR & Budget 4. Budget & Planning 5. VPSA 6. VPFA 7. FAC 8. BOT 9. Budget & Planning
December	TBD	<ol style="list-style-type: none"> 1. Issue budget development instructions 2. Budget worksheet disbursement 	<ol style="list-style-type: none"> 1. President & VPFA 2. Budget & Planning

Western Oregon University

Budget & Planning Office

Budget Prioritization Rubric

Mission & Strategic Goals Fiscal Year XXXX		Rating				
Rate each budget request to the extent it meets the WOU mission and strategic goals	Priority Weight	4 Critical	3 Essential	2 Important	1 Aspirational	Total Points
		Normal operation of the University is not possible without it	Fundamental to the long-term growth of the University and essential to the department's development	Important for the department's operation to meet minimum standards and for on-going activities	Enhances the growth and operation of the department	
Mission	Promotes the provision of a personalized learning community where individuals experience a deep sense of belonging and empowerment	1				
Community Strength	Enables the cultivation and maintenance of a culture that embraces collaboration, connection, and communication as we build meaningful partnerships with internal and external communities, while enriching the educational experience of our students	2				
Transformational Diversity	Assists in fostering an inclusive educational, living, and work environment, ensuring that students and employees feel a profound sense of belonging and have abundant opportunities for growth and success	3				
Institutional Sustainability	Enhances 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	4				
Student Success	Enhances 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	5				

		<ul style="list-style-type: none"> 3. Call for budget requests, including commitments & obligations 4. Conduct budget manager workshop 5. Call for new course fees & existing course fee changes 6. Monthly budget status report distribution 	<ul style="list-style-type: none"> 3. President & VPFA 4. Budget & Planning 5. Provost 6. Budget & Planning
January	TBD	<ul style="list-style-type: none"> 1. New course fees & changes to existing course fees due 2. Budget requests due, including commitments & obligations 3. IFC & TFAC meetings begin 4. Initial review of budget requests 5. Communication of budget request summary 6. Communication of quarterly budget report (as of Dec 31) 7. Monthly budget status distribution 	<ul style="list-style-type: none"> 1. Provost 2. Budget Authorities 3. IFC & TFAC 4. President, SLC & UBAC 5. UBAC Town Hall 6. UBAC Town Hall 7. Budget & Planning
February	TBD	<ul style="list-style-type: none"> 1. TFAC open forum/survey 2. Submit management report (as of Dec 31) to FAC for acceptance 3. Submit management report (as of Dec 31) to BOT for acceptance 4. Monthly budget status report distribution 	<ul style="list-style-type: none"> 1. TFAC 2. FAC 3. BOT 4. Budget & Planning
March	TBD	<ul style="list-style-type: none"> 1. IFC finalizes rate & allocations 2. TFAC finalizes recommendations to President 3. Prepare Tuition & Fee Book 4. Review Tuition & Fee Book 5. Budget stakeholder engagements 6. Monthly budget status report distribution 	<ul style="list-style-type: none"> 1. IFC 2. TFAC 3. Budget & Planning 4. President & SLC 5. Budget & Planning 6. Budget & Planning
April	TBD	<ul style="list-style-type: none"> 1. Submit Tuition & Fee Book to FAC for approval 2. Submit Tuition & Fee Book to BOT for approval 3. Finalize enrollment estimates for tuition & fees revenue 4. Finalize estimates for salary/OPE rates 5. Budget request decisions 	<ul style="list-style-type: none"> 1. FAC 2. BOT 3. Enrollment Management 4. HR & Budget 5. President, SLC & UBAC

		6. Communication of budget request decisions 7. Budget stakeholder engagements 8. Finalize draft budget for review 9. Communication of quarterly budget report (as of Mar 31) 10. Submit management report (as of Mar 31) to FAC for acceptance 11. Submit management report (as of Mar 31) to BOT for acceptance 12. Monthly budget status report distribution	6. Budget & Planning 7. Budget & Planning 8. Budget & Planning 9. UBAC Town Hall 10. FAC 11. BOT 12. Budget & Planning
May	TBD	1. Review draft budget 2. Communication of finalized draft budget 3. Submit draft budget to FAC for approval 4. Submit management report (as of Apr 30) to FAC for acceptance 5. Monthly budget status report distribution	1. President, SLC & UBAC 2. UBAC Town Hall 3. FAC 4. FAC 5. Budget & Planning
June	TBD	1. Submit draft budget to BOT for approval 2. Submit management report to BOT for acceptance 3. Load approved budget into Banner 4. Monthly budget status report distribution	1. BOT 2. BOT 3. Budget & Planning 4. Budget & Planning



Updated 5-Year Plan

	FY25						
	Budget	Proj. Actuals	FY26	FY27	FY28	FY29	FY30
Total Revenues	73,147,565	73,865,551	76,210,860	80,358,432	83,643,762	86,835,173	89,690,655
Total Expenses & Transfers	77,755,947	74,732,066	79,882,387	81,760,987	84,469,151	87,269,540	90,165,471
Net	(4,608,382)	(866,515)	(3,671,527)	(1,402,555)	(825,389)	(434,367)	(474,816)
Beginning Fund Balance	13,753,975	13,753,975	12,887,460	9,215,933	7,813,378	6,987,989	6,553,622
Ending Fund Balance	9,145,593	12,887,460	9,215,933	7,813,378	6,987,989	6,553,622	6,078,806
Fund Balance as a % of Revenues	12.50%	17.45%	12.09%	9.72%	8.35%	7.55%	6.78%

FY26 based on DRAFT Proposed Preliminary Budget



FROM: Maureen Brakke, Executive Director of Marketing & Communications

TO: Western Oregon University Board of Trustees

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

Recent News

Student Success, Community Strength & Institutional Sustainability:

- ***Commencement speaker announced:*** Teresa Alonso León, a former Oregon State Representative and the first Indigenous Latina immigrant legislator in Oregon, will be the keynote speaker at Western's 2025 Commencement Ceremony on Saturday, June 14. Alonso León is an alumna of Western.
- ***Western becomes Oregon's first public, four-year Hispanic-Serving Institution:*** Western has met the requirements of having at least 25 percent of undergraduate Hispanic full-time equivalent student enrollment. The classification of Hispanic-Serving Institutions was formally recognized in federal legislation for capacity-building support to improve the access and quality of education for Latino and other low-income students. Western joins several other Oregon institutions that hold the HSI designation, including Blue Mountain Community College, Chemeketa Community College, Columbia Gorge Community College, Mount Angel Seminary, Tillamook Community College, and Warner Pacific University.
- ***Recipients of the 2025 Pastega Award announced.*** The Alma & Mario Pastega Award is the highest recognition for faculty and staff excellence. A ceremony and reception on May 12 were held to honor their achievements. Amy Dawson, Ph.D., Assistant Professor of Biology, and Mike LeMaster, Ph.D., Professor of Biology, are the recipients of the 2025 Mario and Alma Pastega Award for Excellence in Teaching. Camila Gabaldón, Systems & Collection Development Librarian and Library Professor, is the recipient of the 2025 Mario and Alma Pastega Award for Excellence in Service. Jamie Marroquin, Ph.D. Professor of Spanish is the recipient of the 2025 Mario and Alma Pastega Award for Excellence in Research. Cara Groshong, Operations and Finance Director for the WOU Foundation, is the recipient of the 2025 Mario and Alma Pastega Staff Excellence Award.
- ***César E. Chávez Leadership Conference returned to Western.*** In April, more than 950 high school students participated in a day at Western for leadership, cultural, and educational workshops, to connect with colleges and career representatives, and to celebrate the achievements of Oregon's Latiné community. For nearly three decades, Latiné students from across Oregon have gathered to honor the legacy of César E. Chávez and to celebrate leadership, culture, and community. What began in 1990 as a small gathering of Hispanic high school students from Portland Public Schools has grown into a powerful movement. This is the first time since the COVID-19 pandemic that this event has taken place.
- ***Ken Carano, Ph.D., announced as this year's T.H. Gentle Professor of Education.*** Ken Carano, Ph.D., has been selected as the T.H. Gentle Professor of Education for the 2025-2026 academic year at Western. A Division of Education and Leadership professor, Carano specializes in social studies education. The T.H.

Gentle Professorship is the only endowed professorship at Western, rotating annually through a competitive review and selection process. Established nearly 30 years ago by alumni and leaders in the College of Education, the award recognizes excellence in education.

- *Oregon State Credit Union donates \$50K to the new Student Success Center.* Oregon State Credit Union has pledged a generous donation of \$50,000 over five years to support Western's new Student Success Center, with naming rights reserved for the First-Generation Center. The donation will be allocated at \$10,000 per year. The First-Generation Center aims to provide essential resources for students who are the first in their families to attend college. This center will serve as a hub for academic and social support, allowing first-generation students to connect with peers and access robust assistance throughout their time at Western.
- *Randi Storch appointed Dean of the College of Liberal Arts and Sciences.* Randi Storch, Ph.D., has been selected as the new Dean of the College of Liberal Arts and Sciences, effective June 30. Storch brings a wealth of experience in history education, collective bargaining, and faculty development, having taught at SUNY Cortland, where she was promoted to Distinguished Teaching Professor. Storch is replacing Interim Dean Kristin Latham-Scott, who has served in this position since 2023.

Social Media Engagement

April 2025: Western's Instagram content reach increased 40% in April. Western's Facebook engagement increased 87%. Western's LinkedIn page impressions increased 40%.

Digital Marketing Campaign

April 2025: Western's digital paid marketing campaign continues to show strong performance. Google paid media impressions increased by 25%.



Board of Trustee Report

Academic Affairs

May 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.

1. Exploring new and much needed revenue:

Academic Affairs will begin exploring the development of a Center for Continuing Education designed to address regional workforce demands while generating new revenue streams for the university and colleges. This center will offer innovative, non-degree programs, certificates, and professional development opportunities tailored to the evolving needs of local industries and communities. By aligning educational offerings with labor market trends and partnering with regional agencies, the center will serve as a dynamic hub for lifelong learning and workforce advancement. A dedicated Director of Continuing Education will lead the center, collaborating closely with WOU's colleges and external stakeholders to ensure programs are relevant, responsive, and strategically aligned with both institutional goals and community needs.

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

1. 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.

2. 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.
3. 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.

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 is committed to fostering an inclusive educational, living, and work environment where all feel a deep sense of belonging. We continue to support faculty and leadership development by providing meaningful opportunities for professional growth, collaboration, and advancement—ensuring that every member of our community is empowered to thrive and contribute to WOU’s mission of excellence and equity.

1. Judy Sylva, Associate Provost, and Chelle Batchelor, Dean of Library Science, will participate in the Western Academic Leadership Academy—a year-long professional development program designed for academic leaders aspiring to become chief academic officers in the WICHE region. Sponsored by the Western Academic Leadership Forum and the Western Alliance of Community College Academic Leaders, the Academy aims to cultivate the next generation of academic leadership by strengthening the knowledge and skills of those positioned to advance into senior leadership roles.
2. This summer, Academic Affairs—through the Associate Provost’s Office and in partnership with our Title III grant—is investing in SCUP Faculty Fellows by supporting a select group of faculty and staff to attend and present at the Society



for College and University Planning (SCUP). As a nonprofit organization dedicated to advancing integrated planning in higher education, SCUP offers valuable professional development, strategic networking, and resources that help institutions align academic, financial, and physical planning. Participation in SCUP will connect WOU faculty and staff with strategic thinkers and planners across the sector, fostering collaboration and strengthening our institutional capacity for sustainable, inclusive growth that centers on student success and belonging.

3. In recognizing our many faculty and staff accomplishments which are the cornerstone of what makes our community remarkable - we have included in this document this year's nominees for the Mario & Alma Pastega Awards, which represent WOU's highest recognition for faculty and staff excellence. Established in 1985 through the generosity of Oregon philanthropist Mario Pastega, these awards honor outstanding contributions in teaching, research, service, and staff performance. Each year, recipients are selected through a nomination process involving colleagues, students, and past awardees, with final approval by the university president. The awards celebrate individuals who exemplify dedication to the university's mission and values.

For 2025, Western Oregon University honored the following individuals:

- **Excellence in Teaching:** Dr. Amy Dawson, Assistant Professor of Biology, and Dr. Mike LeMaster, Professor of Biology, recognized for their exceptional teaching and student engagement.
- **Excellence in Research:** Dr. Jaime Marroquín, Professor of Spanish, acknowledged for significant scholarly contributions.
- **Excellence in Service:** Camila Gabaldón, Systems & Collection Development Librarian and Library Professor, honored for outstanding service to the university.
- **Staff Excellence:** Cara Groshong, Operations and Finance Director for the WOU Foundation, recognized for exceptional staff performance.

These awards underscore the university's commitment to recognizing and celebrating the achievements of its faculty and staff and their overall commitment to our community and student success.

4. The College of Education is proud to announce Dr. Kenneth Carano as the T.H. Gentle Professor of Education for 2025–2026. A leader in social studies education, Dr. Carano will use this endowed professorship to promote equity



by amplifying Latinè voices in K–12 curricula and creating open-source teaching resources. His work supports WOU’s commitment to inclusion, student success, and community impact.

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.

1. We continue to build on our newest 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.
2. Starting Fall 2025, Western Oregon University (WOU), in partnership with Lane Community College, sees a strategic opportunity to expand international student enrollment through a formal transfer admissions arrangement with LCC. Under this agreement, qualified international students from the LCC who meet specific admission requirements will be guaranteed admission to WOU, where they will be eligible to complete a bachelor’s degree. This initiative offers a clear and efficient degree completion pathway, ensuring a seamless transition of academic credits from LCC to WOU. This partnership will build on the ongoing enrollment efforts by our admissions team as well as our path to increasing our international student body.



May 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

Campus Dining

- Campus Dining is actively preparing for catering events in support of year-end campus events. In celebration of the conclusion of the academic year, the Dining Hall will host a themed dinner—"Oregon Coast"—scheduled for the end of May. In addition, a variety of "monotony breakers" have been added for students during regular meal service.
- The Summit continues to experience consistently high traffic and strong student engagement. Due to the ongoing popularity of its current offerings, there have been numerous requests to maintain the existing menu into the upcoming academic year.

New Student and Family Programs

- The New Student and Family Programs team has been advocating at the Capitol on behalf of Strong Start to secure increased state funding for Destination Western and prevent further program cuts and reductions.

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

Abby's House

- Abby's House hosted several events in April for Sexual Assault Awareness Month, including the *Teal Out* games in partnership with the WOU Softball Team. Staff provided educational materials at the event,



and the team wore teal shirts to raise awareness and show support for survivors.

Center for Professional Pathways

- Focusing on graduating seniors in the last weeks of this term:
 - Graduating Seniors Transition Group meets weekly to support each other from College to Career
 - WOU What's Next? Networking event is planned for May 22, 5PM. Alumni will meet graduating students for a drink and appetizers on the terrace of new the Student Success Center, to provide advice and support
 - The annual First Destination Survey is underway. This national survey of seniors tells us where students are landing after graduation. We are planning for record participation this year.

Student Engagement

- Over 320 student-led registered events are expected this year.
- More than 12% of students have attended at least one event, based on attendance tracking.
- End of year signature events include Groove in the Grove, Celebrating Identities Week, Wolf Awards, and Senior Sendoff.
- Wolf Awards was a successful night in celebrating our amazing students. Some of our most distinguished awards, which are nominated by the WOU community, were given out in addition to many others:
 - Outstanding Graduating Senior Award: Jaidah Garcia and Alexis Pacheco
 - Heart of WOU (formerly *Klush Tum Tum*) Award: Viviana Romero and Brittany Robles Jimenez
 - Distinguished Student Leader Award: Brenda Rocio Martinez and Morgan Pemberton
- Implementation of "The Joy Project," a five-part YouTube series, supports student mental health and well-being.
- Student Media continues producing the Western Howl, KWOU radio, and Northwest Passage, including a grant-funded Spanish translation initiative.
- Fraternity & Sorority Life includes approximately. 20 active members across two chapters, engaged in recruitment and service.

Veterans Resource Center

- [The Veterans Emergency Aid Committee \(VEAC\)](#) is nearing completion. As part of the ODVA Veterans Resource Center Grant, a portion of the funding was designated to support emergency needs for student veterans. Mid-May marks a significant milestone, as all remaining emergency aid funds will have been fully distributed.



- 12 requests over six months, 9 awarded
- \$13,206 grant dollars awarded
- Request type covered: Emergency medical bills, home repairs, child care, rent funds (eviction prevention), groceries, car repairs, veterinarian bills, and electricity bills
- Committee general members:
Jeffery Clinton, James Hawthorne, Katelin Granger.
Reserve members: Linden Loren, Amy Valencia.
Committee chair: Logan Doerfler

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

We are looking forward to the season of celebration as we honor the achievements of our diverse student communities. Upcoming identity-based events include the Black Graduate Celebration, Lavender Graduation, and the Multicultural Student Services and Programs (MSSP) Recognition Dinner. These celebrations recognize the accomplishments of graduating students from historically marginalized groups and provide meaningful opportunities for reflection, recognition, and 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

Abby's House

- In March, the WOU Food Pantry led the Governor's Food Drive on campus. Although part of a statewide initiative, all donations directly supported the campus pantry. A total of \$2,719 was raised, and 1,676 pounds of food were collected—equivalent to 9,414 meals. Western Oregon University earned second place in the state for Most Meals Per Employee.

Child Development Center



- Enrollment for the 2025–2026 school year opened on May 1 and has already reached full capacity. The continued high demand reflects the center’s strong reputation for providing quality early childhood education and care. Families were notified of enrollment timelines in advance, and the swift response highlights the vital role the center plays in supporting students, staff, and the broader WOU community.

Division of Student Affairs

- The Spring term Student Affairs Gathering successfully highlighted and celebrated all of the amazing work that our departments have done throughout this year. Recognition was given to each department, and we recognized our 3 annual individual awards, which are nominated and reviewed by colleagues in the division:
 - Champion of Humble Service Award: Payton Wagner (University Housing)
 - Service to Student Excellence Award: Maria Barrera (Abby’s House)
 - Outstanding Staff Teamwork Award: Shelby Worthing (New Student & Family Programs)

Department of Athletics Board of Trustees Report- June 2025

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.

At the beginning of the academic year, the president assembled an Athletic Advisory Committee (AAC) made up of staff, faculty and a board of trustee's member. The charge of an AAC is to advise the president and the director of athletics on policies and practices related to the welfare of student-athletes as well as to engage in broader issues regarding the relation of the athletic program to the overall mission of the university. This year, the AAC spent the fall and winter terms learning about the department to gain a better understanding of the policies and procedures of an NCAA DII program. The spring term meetings focused on the athletics budget and how the expenses of the program compare to other regional universities. The AAC will give feedback to the president and director of athletics later this year regarding their findings.

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.

Baseball- Finished 4th in the GNAC and placed five student-athletes on the All-Conference team

Softball- Finished 5th in the GNAC and placed three student-athletes on the All-Conference team

Men's Track & Field- Finished 2nd at the GNAC Championship with several All-Conference finishes. Senior Mark Warren, qualified for the NCAA Track & Field Championship in the hammer throw while also breaking the GNAC record.

Women's Track & Field- Finished 3rd at the GNAC Championship with several All-Conference finishes

Over the next few weeks, the All-GNAC and All-Region Academic awards will be announced for spring.

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.

Athletics is partnering with the Hawaii Club to help sponsor the Ho'ike on May 23 in the NPE.

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.

The men's soccer team joined forces with the Monmouth Tree Board to plant trees in the community in celebration of Arbor Day in April. Several student-athletes and staff from the softball, men's basketball and track & field teams participated in WOU Day at the state capital to lobby for continued financial support for our Strong Start program (Destination Western), basic needs including affordable housing, and the Oregon Opportunity grant. WOU Athletic teams will host several sport camps throughout the summer for youth and high school students.

Campus Recreation – Late 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 Women's+ Rugby team participated in the National Collegiate Rugby 7s championships in Boyds, Maryland, on April 26 & 27. This was the 2nd consecutive year the WOU Women's+ team has played. The results were not what we had hoped for, but the player development was memorable for the team and coaches.
- [Positive] WOU Men's Lacrosse participated in the Pacific Northwest Collegiate Lacrosse League playoffs on April 24 & 25th in Hermiston, Oregon. The results did not go in our favor, as we had to play the #4-ranked lacrosse program in the country (NNU). It was the program's first return to that level of tournament play since 2018.

Intramural Sports

- [Positive] Intramural Sports has 19 teams signed up for its annual Hoopfest event on Wednesday, May 21st. The anticipated 80-plus participants and 100-plus spectators should provide for some entertaining and intense competition.

Health and Wellness Center

- [Positive] There have been 48,856 student visits with 57.41% unique student body usage from the fall to May 20, 2025 (1876 out of 3268 students). Last year, the overall usage of the Health and Wellness Center was 56.92% unique student body usage.

Fostering Accessibility -

Intramural Sports

- [Positive] Due to the popularity and request from students, Intramural offerings for the spring term included the newer student-staff-led programs of Aquatic Volleyball and Human Battleship. All of these new programs were well attended, and we received many requests for them to be offered again.
- [Positive] There have been 336 unique students who have participated in the Intramural program throughout the academic year.

Outdoor Program

- [Positive] The inaugural Smith Rock overnight climbing trip had 8 participants, 2 student leaders, both with outdoor climbing certification obtained here at WOU Campus Recreation, and 1 professional staff member, Zach Hammerle.
- [Positive] The upcoming whale watching spring excursion is full with 8 participants and 2 student trip leaders.

Campus Recreation – Late 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] 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.

Climbing

- [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.

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

Campus Recreation – Late Spring 2025 Report

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 was placed on the ASWOU spring elections, and we were placed on the State Legislature's Capital Improvements ask from WOU. The stakes are high since the 13-year-old field's compaction factor has increased while the strands of fibers have decreased in height due to age, weather, and wear. The end of the field is approaching.

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 DSE, we can now offer online payment platforms and allow students more opportunities to teach.

Community Strength -

Health and Wellness Center

- [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.

Aquatics

- [Positive] The Aquatic Center has produced several positive results over the past year regarding swimming lessons. 432 children/youth participated in swim lessons, with 213 unique participants from Monmouth, Independence, Dallas, Falls City, and Salem. Additionally, 237 children/youth from partner organizations (Fall City SD, Central SD, and the Confederated Tribes of Grand Ronde) received swim lessons, marking a nearly 56% increase over the 151 served in the previous summer.
- [Positive] Operationally, the Aquatic Center increased its weekly operating hours from 15.5 to 29.5, a 90% increase, enabling more consistent access to swim lessons and recreational swimming. The average daily user count rose from approximately 12 participants per day in summer 2023 to 37 participants per day in summer 2024.

Climbing

- [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.



June 3-4, 2025

Human Resources & Payroll

Desiree Noah, Chief Human Resources Officer

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

Human Resources launched an independent HRIS Banner Optimization project in July 2024, which has since been integrated into the university-wide Banner Optimization initiative. On May 13–15, 2025, we hosted a successful engagement with Strata Information Group (SIG) to support this work.

Efforts are focused on rebuilding foundational Banner components—including E-Classes, Benefit Categories, and Leave Categories—to enable full use of Banner’s automation tools such as Web Time Entry and EPAFs. These enhancements, led by Julie McMurry (HRIS), are driving improved efficiency, accuracy, and data integrity across HR operations.

Notably, we are ahead of schedule in key areas, and implementation of Web Time Entry is now in foreseeable reach. While significant work remains, momentum is strong, and measurable progress continues.

STUDENT SUCCESS

Goal: By the end of FY2026, Human Resources will enhance student success by launching and institutionalizing a Student Employee Supervisor Training Program, aiming for 80% participation and measurable improvements in student employee satisfaction and development.

Activities & Accomplishments

To support this goal, the Bilingual Office Manager position was restructured to include Student Employment Coordinator responsibilities. In November 2024, our Coordinator completed the Student Employment Essentials Training, a nationally recognized program covering compliance, recruitment, onboarding, work-study management, and retention strategies for student employees.

This investment builds institutional capacity to deliver a student-centered employment experience aligned with student development outcomes, workplace readiness, and operational excellence.

TRANSFORMATION DIVERSITY

Goal: Create an inclusive, transparent, and well-defined recruitment process that supports equitable hiring practices and enhances candidate and stakeholder experiences.

Activities & Accomplishments

Update from Recruitment Coordinator, Crystal Talitonu: HR Recruitment has been focused on strengthening the faculty recruitment process by establishing a more structured, centralized, and supportive approach. High-touch, pre-launch meetings with search chairs and hiring managers remain a key strategy, ensuring consistent application of standard practices and building confidence across searches. To streamline support, a centralized resource hub and division-specific guides have proven successful in clarifying expectations and aligning processes. We are now working to refine the details that further support academic departments in leading searches effectively ensuring they have the tools, clarity, and collaboration needed to recruit with excellence. We’re continuing to work with PeopleAdmin to implement an Applicant Tracking System, which will modernize recruitment workflows, improve



candidate experience, and enhance data tracking and compliance. As we move forward, we remain committed to refining our practices and ensuring an equitable, efficient recruitment experience for all.

General Updates:

Staffing Transitions:

We had two departures since our last meeting; Joseph Linahon (Academic Program Assistant) and Wendi Mars (Salary Administration Coordinator). To strengthen operational continuity, we welcomed **Jessica Holbrook** and **Deb Perin** as new Office Specialist 2 (OS2) team members. These roles are designed to enhance administrative support, increase service delivery capacity, and better align with the evolving needs of HR and Payroll.

Access and Accommodations Update

Emily Herb continues to lead the Access at WOU working group, which is focused on improving institutional accessibility through policy development, stakeholder engagement, and systems alignment. A high-level logic model outlining the group's current work is included in the Access at WOU Project Plan.

The working group convened in May to identify the appropriate Responsible Officer and University Contact for each of the proposed policies in the plan. They also established a clear process for advancing these policies: Proposed Policy Development Pathway:

- Emily meets with each Responsible Officer to identify key stakeholders for each policy.
- A policy-specific sub-group is formed for development.
- Under Emily's guidance, the sub-group develops a logic model for the policy.
- Emily provides an overview of WOU's policy development process, including:
 - Use of existing WOU policies as models.
 - Benchmarking against peer institutions.
 - Leveraging AI tools for drafting and iteration.
- The sub-group drafts the policy.
- The draft is brought to the full Access at WOU group for feedback through an iterative review process.
- Final drafts are endorsed by the group for submission into the formal policy approval system.

In parallel efforts, Emily continues to contribute to broader campus equity initiatives. She is an active member of the Equity Assessment Team and has collaborated with Dominique Vargas to update the accessibility section of the Equity Assessment Action Plan.

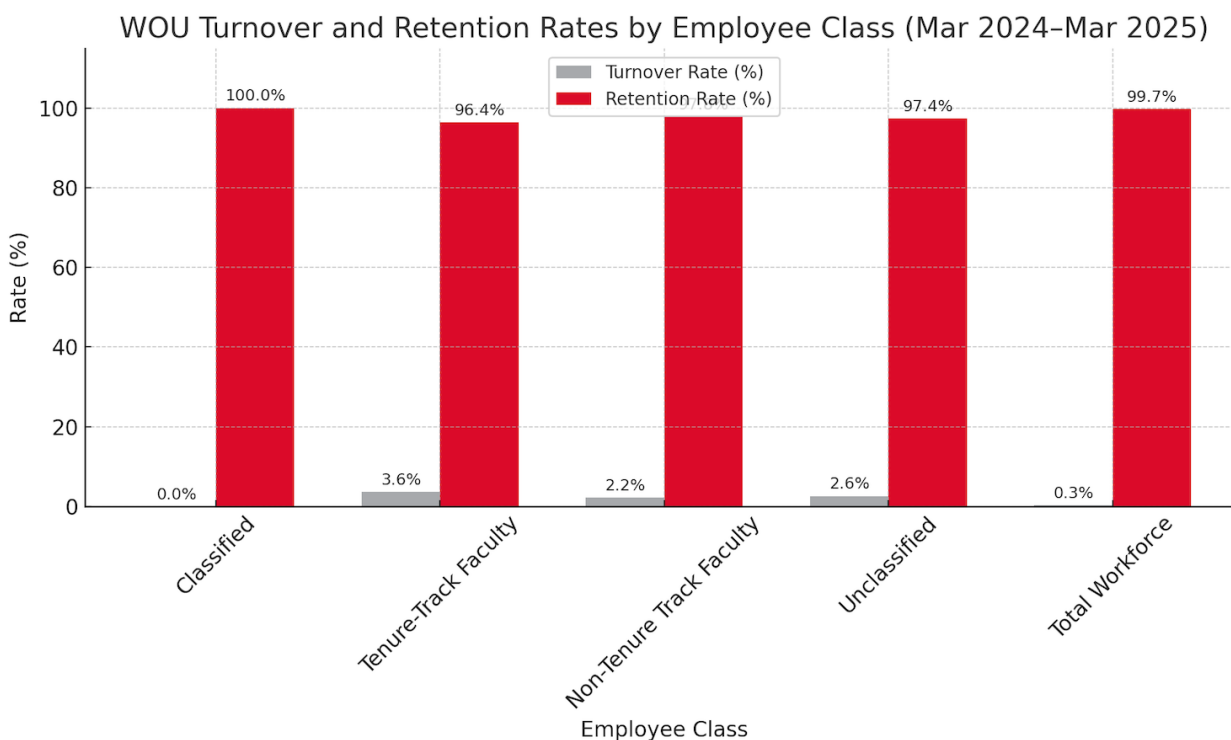
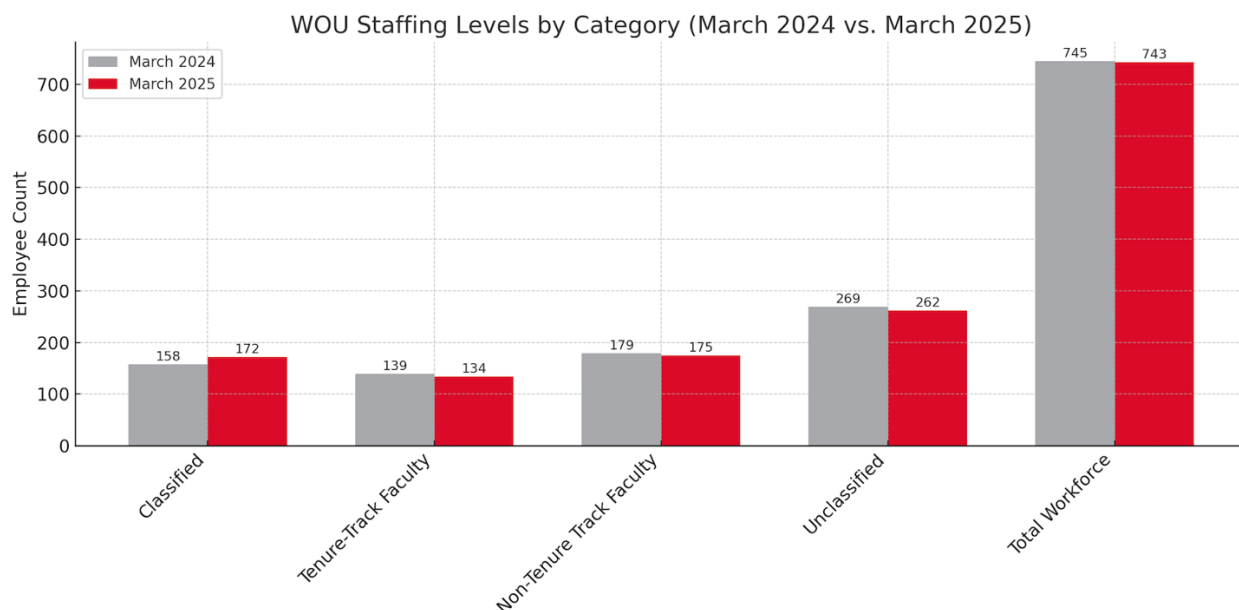
The HR interpreting team has supported recent Open Access events, including campus presentations by candidates for the Dean of the College of Education. These events were made accessible through both in-person interpreting and captioning services.

In preparation for Commencement and other year-end events, Emily is working closely with Stacey Rainey in the Disability Access Services (DAS) office to coordinate comprehensive interpreting and captioning coverage. Additionally, Emily and Rian Gayle submitted a grant application to the WOU Foundation's Competitive Grants Program to pursue training and certification as ADA Coordinators. While the grant would not fully cover the training costs, their goal is to build institutional capacity in ADA compliance through their respective roles in HR and DAS.

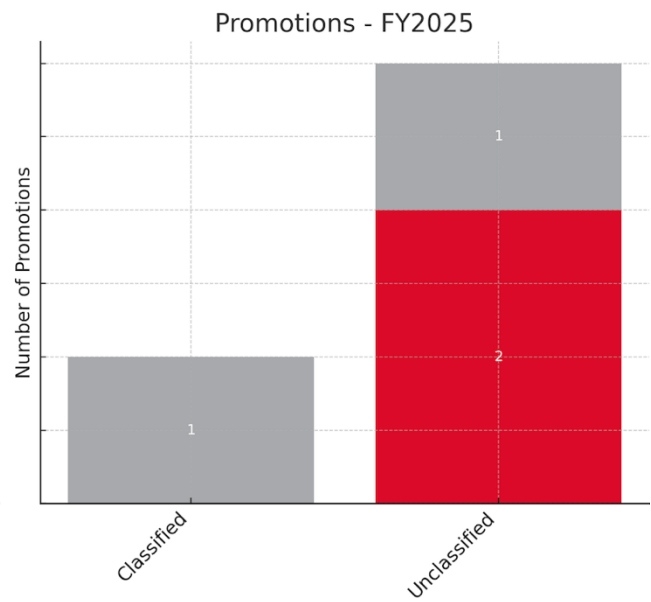
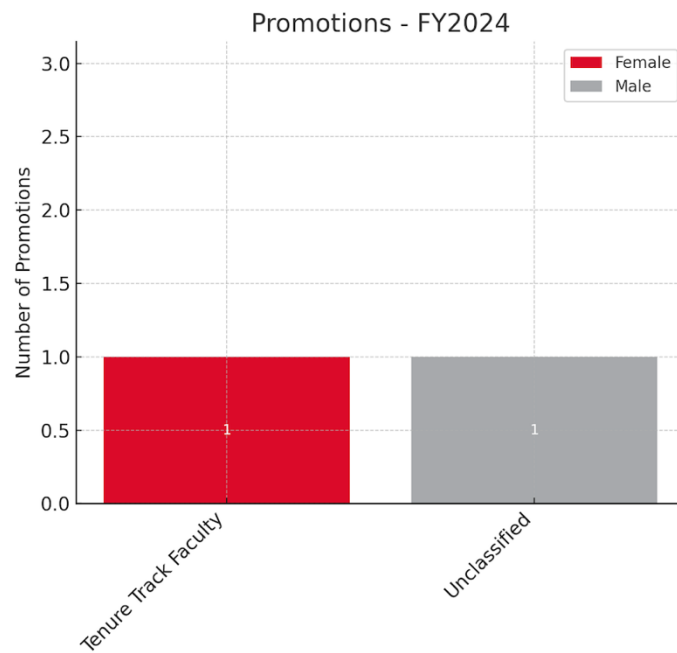
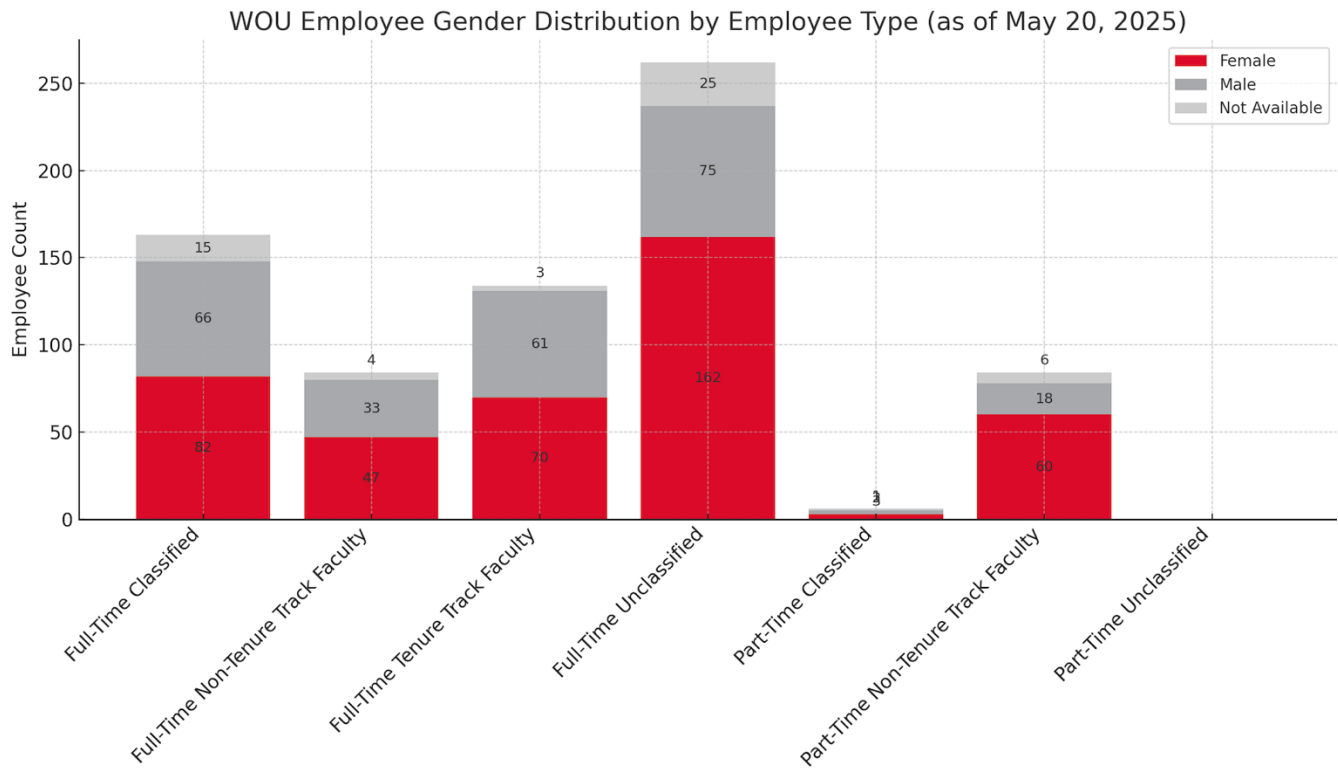


University wide Staffing & Recruitment:

Workforce Trends: Total workforce turnover rate of 0.27% from Mar 2024 to Mar 2025 indicates outstanding stability. Additionally, classified employee headcount grew by 14 positions (+8.9%) over the past year, reflecting targeted investments in support roles, facilities and student services.



*Non-Tenure Track faculty numbers are a mixture of both adjuncts and those who are considered NTT and benefit eligible.



Total Promotions by Fiscal Year

- **FY 2024:** Promotions were distributed across all employee categories, with **Unclassified staff** receiving the highest number.



- FY 2025 (through May): Continued internal mobility with sustained promotion activity among **Unclassified** and **Classified** employees, though overall volume is slightly lower due to the year still being in progress.

Gender Distribution

- Across both fiscal years, **female employees consistently comprised the majority of promotions** in each category.
 - This reflects positively on gender equity in advancement opportunities.
 - **Unclassified female staff** accounted for the largest share of promotions, indicating strong internal career pathways in administrative and professional roles.

WOU continues to demonstrate a healthy level of internal mobility across employee classifications, with a notable emphasis on promoting female staff in both academic and administrative tracks. The data supports the institution's ongoing commitment to employee development, career progression, and inclusive advancement practices.



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

TO: Western Oregon University
Board of Trustees

RE: June Board Update – Government Relations

To the Board of Trustees:

Context:

On May 14th, 2025 the Oregon Office of Economic Analysis released its quarterly [Economic and Revenue Forecast](#), the final one before the end of the 2025 Legislative Session, informing the budget for the next biennium.

Key Highlights:

Slower Economic Growth and Elevated Recession Risk

The forecast indicates a significant slowdown in economic growth (flattening), with the national GDP project for 2025 revised downward from 2% to 0.8%. This deceleration of economic growth is attributed to factors such as federal tariffs, workforce reductions, and broader policy uncertainties at the federal level. While the report falls short of saying it anticipates a recession, the probability has increased to 25%, up from the typical 10-15%.

Revenue Shortfalls Impacting State Budget

Oregon's General Fund revenues for the 2025-2027 biennium is projected to be approximately \$756 million less than anticipated last report (the previous report anticipated \$38.2 billion to spend, now anticipating \$37.4 billion). This shortfall is due to reduced revenue expectations and increased spending needs in the current budget cycle, particularly in areas like Medicaid and services for seniors and people with disabilities. Additionally, the Corporate Activity Tax, a key funding source for the Student Success Act (K-12 funding), is projected to generate \$44.4 million less than expected.

Adjustments to the "Kicker" Tax Refund

The state's "kicker" tax refund is now estimated at \$1.64 billion (yes, the kicker is still expected to kick despite the economic downturn) this represents a decrease of \$87.5 million from earlier projections.

Implications for Public Services and Investments

The reduced revenue forecast implies that the Legislature will have fewer discretionary funds for new investments in the 2025-2027 biennium. This financial constraint is expected to limit additional support for many public services. State reserve accounts, including the Education Stability Fund and Rainy-Day Fund, have also decreased by over \$400 million, now projected to total \$5.09 billion by the end of the current biennium.

What does this mean for Higher Education?

The final revenue forecast has pushed OCOP and the Oregon Public Universities to change their messaging slightly. There is a recognition that continuing to ask for the \$1.275 billion with the flatting of the revenue forecast might not be in our best interest. We have shifted to a message that emphasizes to our legislative leaders that a budget that falls short of the University Base Funding level of \$1.114 billion, like the one currently proposed in the Co-Chair's framework (would mean fewer support for students, steeper tuition increases, and more barriers to graduation).

We also need to make the value case for higher education. There is no more important investment that the state can make right now than to invest in training the next generation of workers who will build the future of Oregon's economy. Public universities help Oregonians build better lives, meet the needs of local employers, and keep our communities and economy moving forward. They're one of Oregon's best tools for expanding opportunity and preparing the next generation of workers, educators, and innovators.

Session Priorities:

As of May 23rd, 2025, 3,441 bills were introduced in this session. Of that, the House has passed 479, the Senate has passed 413, and the Governor has signed 148. May 23rd marked a major deadline in the legislative session as all bills had to move out of the policy committee of the second chamber. It is important to note that deadline does not impact the rules committees as well as joint committees such as the transportation committee. All of OCOP priorities have made it to Ways and Means. Now that the final revenue forecast is behind us, we expect things to move quickly.

Capital Construction Omnibus Bill (SB5506)

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

We had our first major meeting on the Capital Construction Omnibus bill on May 2nd. Legislators received a robust presentation from Community Colleges and the Oregon Public Universities about our capital construction needs, which include:

- **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
 - The data center is our top-ranked project and ranked number 4 overall in the prioritized list. We submitted a number of letters of support from internal and external partners on this project. This project additionally has attracted additional interest from Rep. Nancy Nathanson (D-Eugene), who is the Chair of the Joint Information and Technology Committee in the Legislature who heard the work we have done and what we want to do, and is interested in working us to potentially create a Regional Security Operations Center (RSOC) for our region within the data center.

- Additionally, we have also resubmitted a Community Initiated Project (CIP) through Congressman Salinas' office for an additional request for the data center.
- We are cautiously optimistic that the Legislature will approve our capital construction request for this project.
- **WOU's Performing Arts Renewal** – Project Total: \$24,131,250 - \$723,938 Match – Priority Rank # 8
 - This is our second capital construction ask. We were able to also submit a number of letters in support for this project from internal and external partners. Unfortunately, it is unlikely we will get this project because of its proximity on the prioritized ranking.
- 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. It is important to note that Article F bonds are essentially a low-interest loan. The student body recently approved an increase in the campus recreation turf fee to help us pay back the \$1.4 million request in the funds.

Public University Support Fund - \$1.114 Billion as a floor

Tackling Oregon's underinvestment in higher education will be the top priority for Oregon's public universities. The public universities have been requesting a \$1.275B investment in the Public University Support Fund to support student success and help keep tuition increases below 5%. As mentioned earlier the new talking point is emphasizes a \$1.114 billion funding floor for the PUSF. OCOP did submit a letter in late May to the Legislative Fiscal Office again expressing concern with the way that the Department of Administration Services (DAS) calculates current service levels (currently, the difference between the state's calculation of CSL and the Universities calculation, including state and student share of PERS is roughly \$46 million). The letter asked for a budget note to be included in the budget to review post-secondary CSL calculations before to the 2027 legislative session.

Oregon Opportunity Grant \$458 million

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](#)) \$22 million

- **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](#)) \$8 million —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](#)) \$ 25.7 million – 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.

Western Oregon University Advocacy Day – May 15th

We had the first in recent memory, Western Oregon University Advocacy Day, at the State Capitol on May 15th. Before the big day, we worked with the Oregon Community Table on Postsecondary Education and Training (OCTPET) to provide two trainings, one in person and one virtual, which were very well attended. Advocacy kicked off with an alumni public service panel of WOU alum who currently serve in a capacity around public policy; participants included:

Teresa Alonso Leon – Former Legislator and Founder of Parakata Consulting

Travis Meuwissen - Director of Government Affairs – Hospital Association of Oregon

Gustavo Guerrero – Field Representative for the North Coast and Mid-Willamette Valley – Office of US Senator Jeff Merkley.

They had the opportunity to share their experiences at WOU and how it helped them in their future work.

The Western Oregon Voices, a choir ensemble of WOU students also had the opportunity to perform for the opening ceremonies on the House Floor and performed Bridge Over Troubled Water by Simon and Garfunkel.

Overall, we had 76 members of our campus community participate in Advocacy Day, Including:

- 28 Students
- 7 Faculty
- 25 Staff
- 10 Administrators
- 3 Trustee or Foundation Board Members
- 3 Alum

Folks broke into 10 groups, which met with 52 legislative offices. Overall, we had a lot of positive feedback from participants and legislative offices about the day. We already have a big list of potential improvements and ideas for next year. Thank you for everyone who participated. Special thanks to our Catering Team, who put together 90 lunches with about a week's notice, as well as the 10 additional folks who did a ton of work behind the scenes to make our advocacy day a huge success.

Honor Roll List to Legislators:

Finally, ever term I work with MarCom and the Registers office to put together a list of our Honor Roll Recipients broken down by legislative district. We just completed this project for the Winter 24 term. In total we had honor roll recipients from all 60 legislative districts in the State of Oregon.

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

June 29 Constitutional Sine Die

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, Committee Charters, and Policy Development

Updated the Board Statement on Committees to ensure that the name change to the Academic, Student, and Athletic Affairs Committee (ASAAC) is reflected in the committee.

Every Board Subcommittee reviewed its committee charter. Three out of the four committees made changes to the charter that will be approved in the June Board meeting.

Worked with the Office of General Counsel and the Office of Academic Affairs to move forward with edits or additions with seven new institutional policies, with two more being considered by the President's cabinet in June.

Recruitment of Future Potential Board of Trustees:

We are working with the Associated Students of Western Oregon University (ASWOU) to identify future student board members, as both of our student trustees will be graduating in June. Trustees have received a survey that will help inform the strengths currently on the Board and help us identify potential gaps in strengths that we can look for in potential board members.

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.

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

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.

Activities & Accomplishments

Empowering Community Workgroup:

This group has been meeting for over a year to discuss various ways to create a more welcoming and inclusive campus. Under the leadership of our Executive Director of Diversity, Equity, and Inclusion, Dominique Vargas, this group has worked on six wellness and meditation rooms across our campus and led the effort to create them.

This group is also working on a freedom of expression website and ongoing work around policies and definitions. Lastly this group is also working to put together an event during PACK Welcome Week for students on how to confront conflict and disagreement in a healthy way.

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
May 23, 2025

Dominique Vargas, Executive Director of Diversity, Equity and Inclusion

INSITUTIONAL 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 continues to convene the equity assessment team to review the current equity assessment action plan and make recommendations for moving forward. A rough draft of an alignment document the team has been working on is included with this report as an example of work being done by the team.
 - *Action Plan.* Accountability leaders continue to work on equity assessment action plan initiatives with an updated plan included in the June board docket. This plan is expected to be updated with consideration for equity assessment team recommendations ahead of the November Board meeting.

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 for the informal accessibility work group. University Technology Advisory Committee drafted a digital accessibility policy; this policy has become the priority of the work group to ensure compliance with Americans with Disabilities Act amendment and required implementation in Spring 2026. Rian Gayle has coordinated ADA based professional development with the Northwest ADA Center for the working group throughout summer 2025.
- **Empowering Communities Working Group.** Work continues and partnership with faculty senate has started for clarity around academic freedom. The group also requested a WOU foundation grant to support engagement in fall orientation sessions and free speech week in the fall.
- **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 for the university. A draft proposal for a new, tentatively



titled, Mosaic Center that is supported in partnership with Student Engagement, ASWOU, and Multicultural Student Services and Programs has been 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 student 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 will sunset. However, the office of Diversity, Equity and Inclusion has proposed two student positions within the office to continue student involvement in diversity, equity, and inclusion educational opportunities for students by students. The office requested a WOU foundation grant to support student and staff events for heritage months in the 2025-2026 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.

Activities & Accomplishments

- **OIRFC Grant Opportunities.** The office of Diversity, Equity and Inclusion is working in partnership with Western Oregon University's Foundation grant team from Just Look Left to apply for a grant that would support legal and protective services of immigrant and refugee students. The office is partnering with internal stakeholders such as Student Affairs, General Counsel, Academic Affairs, etc. to prepare to apply for this opportunity. Additionally, the office will work with local attorneys and resources in Monmouth and Independence in applying for this opportunity.
- **AAPI Month.** The office of Diversity, Equity and Inclusion supported the Freedom Center to host a Polynesian Dance Workshop for Asian American and Pacific Islander Heritage Month.
- **Chicano Identity Workshop.** The office of Diversity, Equity and Inclusion supported the Freedom Center to host athletics' staff Michael Gonzalez in facilitating his third Chicano Identity workshop of this academic year.

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 continues its partnership with [OCTPET](#) to engage in civics training and in partnership to prepare for and participate in Western Oregon University lobby day on Thursday, May 15.
- **Cesar E. Chavez Leadership Conference.** The office of diversity, equity, and inclusion in partnership with internal and external stakeholders hosted the 30th Annual Cesar E. Chavez Leadership Conference.
 - **Total Participants at the Event:** 954
 - **Students:** 749
 - **Chaperones:** 105
 - **Participating Schools:** 47 **list at the end of this report below*
 - **WOU Volunteers:** 39
 - 22 Students
 - 17 Staff
 - **Presentations:** 28
 - Presenters: 39 (includes Keynote)

Some feedback

- Speaker Alejandra Campoverdi said, "It's not an overstatement to say that CECLC changes lives. The inspiration and sense of possibility in the room was palpable, and I'm grateful to have been welcomed into such a vibrant community-driven conference."
- Sponsor Oregon Community Foundation (Matthew Goldfeder) said "And I have to say that I know how much hard work goes into planning these things, and this was one of the best organized and executed conferences I've been to in some time. Nicely done to you and all your colleagues!"
- **Independence/WOU Accelerator Brainstorm.** The office of Diversity, Equity and Inclusion coordinated a brainstorm session with Kate Schwarzler to discuss the potential for a tech accelerator program led by Indy Commons in Independence. Business, Computer Science, and University Computing Solutions were part of this initial meeting. We expect to have more information to consider paths forward this summer.
- **Save the Dates.**
 - Celebrate Your True Self Visit Day – Friday, March 6, 2026
 - Hispanic Serving Institution Summit – Friday, April 17, 2026



**Schools that attended CECLC*

School Name
Adrienne C. Nelson High School
Alliance High School
Aloha High School
Astoria High School
Beaverton High School
Benson Polytechnic High School
Canby High School
Century High School
Clackamas High School
Clackamas Middle College
Corvallis High School
Dallas High School
Early College High School
Gervais High School
Glencoe High School
Hood River Valley High School
International School
Jefferson High School in Jefferson, OR
John F. Kennedy High School
Lebanon High School
Marshfield High School
Mckay High School (Migrant Ed.)
McMinnville High School
McNary High School
Milwaukie High School/Milwaukie Academy of the Arts
Neah-Kah-Nie
Nestucca High School
Newport High School
North Marion High School
North Salem High School
Northwest Regional Education Service District
Philomath High School



Rex Putnam High School
REY High School & Gresham High School
Reynolds High School
Sandy High School
Silverton High School
South Salem High School
Southridge High School
Sprague High School
St. Helens High School
Sunset HS
Taft High School
Tillamook High School
West Salem High School
Wilsonville High School
Woodburn High School

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2024 – 2025 | Equity Assessment Action Plan

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

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

Accessibility <ul style="list-style-type: none">Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students, Facilities & Physical PlantApplicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, LeadershipApplicable Strategic Plan Goals: Institutional Sustainability, Student Success, Transformative Diversity, Community Strength					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	May 2025 Update
Short-Term					
Establish supporting first generation students as the 2024-2025 cultural competence focus for the university	2024-2025	Accountability Leader(s): Executive Director of Diversity, Equity, and Inclusion Responsible Parties: Diversity, Equity and Inclusion office, and university partners	Funding through the allocation of current resources. The office of Diversity, Equity, and Inclusion partners with university departments and/or divisions to cover expenses associated with this initiative.	2024-2025 <ul style="list-style-type: none">At least one University professional development opportunity each term (fall, winter, spring) based on supporting first generation studentsAttendance tracked at each session - end of the year report including participation breakdownFeedback survey following each session - end of the year report of attendees’ self-assessments	In Progress <ul style="list-style-type: none">Hispanic Serving Institution (HSI) Summit Week<ul style="list-style-type: none">April 18, 2025 – HSI SummitApril 16, 2025 – Chicane/Latine Studies for Liberatory Outcomes: Centering Our Discipline in HSI Work with Cristina HerreraApril 14, 2025 – The Mexican Roots of Independence: Migrants, Immigrants, and Belonging with Victor OchoaJanuary 24, 2025 – Presentation and Alpha Alpha Alpha Induction<ul style="list-style-type: none">56 In Person Attendees96 Zoom AttendeesNovember 8, 2024 – First Generation Summit WeekSeptember 20, 2024 – Presentation about supporting first generation students with Liz Coronado Castillo, followed by a panel of first-generation college students facilitated by Liz<ul style="list-style-type: none">69 In Person Attendees156 Zoom Attendees <i>*This initiative will roll off the action plan for the 25-26 academic year. In consultation with the Equity Assessment Team will roll off for the next academic year as the office of Diversity, Equity, and Inclusion is responsible for state cultural competence compliance and will continue to move this forward on an annual basis</i>
Promote communication with and utilization of the Office of Disability Access Services for students <ul style="list-style-type: none">Office of Disability Access Services	2023-2025	Accountability Leader(s): Vice President for Student Affairs and Executive Director of Marketing and Communications Responsible Parties: Office of Disability Access Services, Academic	No	2023-2024 <ul style="list-style-type: none">Western Oregon Web Accessibility Guidelines updatedCreating Accessible Content in Canvas updatedBest Practices list/guide developedDistribution of materials through university communicationAccessibility workshop(s) facilitated to educate regarding resources and best practices 2024-2025 <ul style="list-style-type: none">Accessible event guide/toolkit developed and completed	In Progress <ul style="list-style-type: none">Accessible event guide/toolkit continues to be refined, further input from stakeholders is in the works.Goal is to have the guide ready for Fall 2025.

presentations to the WOU community <ul style="list-style-type: none">Update Western Oregon Web Accessibility GuidelinesUpdate Creating Accessible Content in CanvasDevelop list/guide of best practices and considerations for planning more accessible programs and events		Innovation, University Computing Solutions, Diversity, Equity and Inclusion Office, Student Affairs, Academic Affairs, Marketing and Communication			
Require microphone usage at all major university meetings and programs; have programs and video communication set up for closed captioning and ASL interpretation	2023-2025	Accountability Leader(s): Vice President for Student Affairs and Director of University Computing Solutions Responsible Parties: WOU Reservations, University Computing Solutions, Facilities, Human Resources, Office of Disability Access Services, Marketing and Communication	Human Resources or the Office of Disability Services traditionally covers cost of closed captioning and ASL interpreters, if use exceeds budget could lead to a funding request	2023-2024 <ul style="list-style-type: none">Determine parameters for what is a major university meeting and/or programEstablish expectation 2024-2025 <ul style="list-style-type: none">Communicate expectation and how to fulfill expectation to the university community	In Progress <ul style="list-style-type: none">Rooms requiring microphone usage noted in AstraSignage created for those spaces about microphone usageUniversity Computing Solutions has verified necessary equipment is available where neededUCS helpdesk is the go-to location for technical support and requestsAll video that is streamed or recorded is closed captioned“Open Access Events” require two tech people; personnel are not available to meet this need, especially when student workers are in class during the day *This initiative will roll off the action plan for the 25-26 academic year.
Mid-Term					
Review and update policy and communication for all-person restrooms <ul style="list-style-type: none">Include the establishment of a standardized protocol for	2023-2026	Accountability Leader(s): General Counsel and Secretary to the Board of Trustees Secretary & Special Assistant to the President Responsible Parties: Diversity, Equity and Inclusion, Board of Trustees	No	Fall 2025 <ul style="list-style-type: none">Committee formed for review and revision Summer 2026 <ul style="list-style-type: none">Policy updatedImplementation plan developedPolicy communicated and implemented	In Progress <ul style="list-style-type: none">Accountability leaders researching best practices from other universitiesGroup to be formed to review and develop policyTimeline updated

university restroom and locker room/ changing room usage		Secretary, General Counsel, Human Resources			
Long-Term					
Accessibility is a funding priority for Western Oregon University	Ongoing	Accountability Leader(s): General Counsel and Secretary to the Board of Trustees Secretary & Special Assistant to the President Responsible Parties: Human Resources, Facilities Services, Office of Disability Access Services, University Computing Solutions, University Technology Advisory Committee, Marketing and Communication, Academic Affairs	No funding required for the first step in this priority, however, long-term will need to make budgetary considerations to increase accessibility, to be determined and assessed annually.	2024-2025 <ul style="list-style-type: none">Accessibility Working Group FormedAccessibility Policy, Procedure, and Implementation at WOU logic model developedDraft of Digital Accessibility Policy<ul style="list-style-type: none">Policy drafted and reviewedPublic CommentApproval 2025-2026 <ul style="list-style-type: none">Adoption of Digital Accessibility PolicyDigital Accessibility Policy Implementation Plan (to include training plan) and Roll Out for April 2026Draft/Updated Draft for:<ul style="list-style-type: none">Nondiscrimination PolicyEmployee Accommodations PolicyStudent Accommodations PolicyBuilt Environment Accessibility PolicyService Animal & Emotional Support Animal PolicyAccessible and Inclusive Events HandbookAccessibility at WOU WebsiteOfficial University Accessibility Committee Established 2026-2027 <ul style="list-style-type: none">Adoption of policiesPolicy Implementation Plan (to include training plan) and Roll Out for drafted/updated policies	In Progress <ul style="list-style-type: none">Draft of the Digital Accessibility Policy was developed by the University Technology Advisory Committee, reviewed by working group for updates, and is being revised for next steps of the policy processDirector of Faculty and Staff Access developed a logic model for continuing the work of this groupUpdated estimated timeline through Spring 2027

Technology <ul style="list-style-type: none">• Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students, Curriculum & Pedagogy, Business Practices, Facilities & Physical Plant• Applicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, Leadership• Applicable Strategic Plan Goals: Institutional Sustainability, Student Success, Transformative Diversity, Community Strength					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	May 2025 Update
Short-Term					
Set up guidelines for website architecture <ul style="list-style-type: none">• Review and clean up the university website• Improve accessibility of website• Improve the responsiveness of website for mobile devices (e.g., phones and iPads)• Review usage of Spanish on website pages and make sure critical information (recruitment, admissions, financial aid, etc.) available in both English and Spanish	2023-2025	Accountability Leader(s): Executive Director of Marketing and Communications and Director of University Computing Solutions Responsible Parties: University Computing Solutions, Marketing and Communication, University Partners, and individuals in university community who have website editing permissions	No	2023-2024 <ul style="list-style-type: none">• Review and update of the university website begins• Establish guidelines for the university community regarding web accessibility, responsiveness, and language Fall 2024/Winter 2025 <ul style="list-style-type: none">• Recruit and hire web designer Spring 2025 <ul style="list-style-type: none">• Guidelines established and shared with the university community to assist website editors in their updates• Additional training for website editors available	<i>In Progress</i> <ul style="list-style-type: none">• MarCom’s Web Designer will work with a team of contractors to redesign the WOU website this summer/fall 2025• RFP development is underway• A WOU Digital Accessibility policy has been drafted. This will be reviewed by the Accessibility Working Group and then taken for review to the President’s Cabinet• Next step - timeline of initiative to be updated
Mid-Term					
Implement the institutional policy on names	2023-2026	Accountability Leader(s): Secretary to the Board of Trustees Secretary & Special Assistant to the President and Executive Director of Diversity, Equity, and Inclusion Responsible Parties: Registrar, University Computing Solutions, Business Services, Financial	Not anticipated at this time	2023-2024 <ul style="list-style-type: none">• Implementation plan drafted 2024-2025 <ul style="list-style-type: none">• Implementation plan begins 2025-2026 <ul style="list-style-type: none">• Fully implemented	<i>In Progress</i> <ul style="list-style-type: none">• Name Policy/Implementation Subcommittee Chair/Registrar met with UTAC in April• UCS has confirmed “name types” can be used to the meet the expectations of the policy• Charge of policy implementation UTAC Subcommittee: Move from analysis to implementation work.• Timeline updated

		Aid, Admissions, Human Resources			
Centralize data analysis and reporting	2023-2025	Accountability Leader(s): Provost and Director of University Computing Solutions Responsible Parties: University Technology Advisory Committee, University Computing Solutions, Institutional Research	No funding required for the initial step of this initiative, however, long-term may need to make budgetary considerations	Winter/Spring 2024 <ul style="list-style-type: none">University Technology Advisory Committee reviews initiative requestDiscussion and review of current data analysis and reporting processes Fall 2024 <ul style="list-style-type: none">Plan for centralization of data	<i>In Progress</i> <ul style="list-style-type: none">No update provided for June
Ensure all university forms are electronic	2023-2026	Accountability Leader(s): Executive Director of Marketing and Communications and Director of University Computing Solutions Responsible Parties: University Computing Solutions, Marketing and Communication, All University Offices/Departments/Units /etc.	No funding required for the initial step of this initiative, however, long-term may need to make budgetary considerations	2023-2024 <ul style="list-style-type: none">Determine course of action 2024-2025 <ul style="list-style-type: none">Develop implementation plan for converting forms to electronic versions 2025-2026 <ul style="list-style-type: none">Plan implemented Fall 2026 <ul style="list-style-type: none">All university forms are electronically available for intended users	<i>In Progress</i> <ul style="list-style-type: none">The Banner Optimization project has funds allocated for Forms Implementation in June 2026Native Banner processes that include electronic forms will also be utilized as HR, Student, Finance, and other Banner modules are fully implementedA Banner Programmer who will also assist with the forms portion of the Optimization project was hired and started work on April 1st.The Web Designer position in MarCom was filled in March. This position will help ensure consistency in web forms.Next step - timeline of initiative to be updated
Establish credit/debit card access for all university services	2023-2026	Accountability Leader(s): Director of University Computing Solutions and Controller Responsible Parties: Vice President for Finance and Administration, University Computing Solutions, Business Services	No funding required for the initial step of this initiative, however, funding requests anticipated	2023-2024 <ul style="list-style-type: none">Determine course of action 2024-2025 <ul style="list-style-type: none">Research needs and requirements for all university services to be available to be paid for by credit card 2025-2026 <ul style="list-style-type: none">Integrate new payment system that will take the place of the current US Bank platform.Develop necessary policies; if applicableDevelop plan for credit card access and implementation Fall 2026 <ul style="list-style-type: none">All university services are able to be purchased utilizing a credit card	<i>In Progress</i> <ul style="list-style-type: none">Have identified that in order to have a credit card solution we will need a new payment platform.Have identified payment systems that will integrate with Banner and will allow payment solutions to the entire campus.Currently looking at specifics on a few payment solutions to start the process of adopting the payment system.
Long-Term					
Technology Infrastructure is brought to industry standards and best practices	Ongoing	Accountability Leader(s): Director of University Computing Solutions	Additional funding request anticipated as work through needs assessment to bring the university to industry standards and best practices		<i>In Progress</i> <ul style="list-style-type: none">A Linux System Administrator was hired; this new employee is completing the Linux OS updates.The first Banner 9 Self Service upgrades are in place in the WolfWeb portal.

					<ul style="list-style-type: none">• The Banner Optimization project includes work to modernize technology, including IAM (Identity and Access Management) and Portal• Completed architecture and schedule for a new IAM solution that will be implemented this fall.• Modernization, Innovation, and Efficiency projects are viewable online: Project progress
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Recruitment & Retention of Students					
<ul style="list-style-type: none">Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students, Curriculum & PedagogyApplicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, LeadershipApplicable Strategic Plan Goals: Institutional Sustainability, Student Success, Transformative Diversity, Community Strength					
Short-Term					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	May 2025 Update
Provide more opportunities for senior leadership to engage with students	2024-2025	Accountability Leader(s): Executive Assistant to the President Responsible Parties: Senior Leadership	President’s office to support light refreshments	2024-2025 <ul style="list-style-type: none">Host one informal fireside chat per term (Fall, Winter, Spring)	In Progress <ul style="list-style-type: none">October 17 – Fall term fireside chat held with Tina Fuchs, Evan Sorce, and Dominique Vargas<ul style="list-style-type: none">8 students engaged in conversation and feedback~10 stopped byFebruary 13 - Winter term fireside chat to be held with Tina Fuchs, Evan Sorce, and, Maureen Brakke – CANCELLED DUE TO WEATHERMay 8 - Spring term fireside chat was hosted by Academic Affairs and held by Judy Sylva and Paige Jackson<ul style="list-style-type: none">one student stopped by to engage in conversationcookies were offered to other students passing by
Update 2/3 tuition hold to a set dollar amount	2023-2025	Accountability Leader(s): Vice President for Student Affairs and Provost Responsible Parties: Senior Leadership, Registrar, University Computing Solutions, Student Success and Advising, Additional University Partners	No	Winter/Spring 2024 <ul style="list-style-type: none">Determine financial hold threshold for the balance students can carry and still register Fall 2024 <ul style="list-style-type: none">Chose to hold current threshold for further exploration Spring 2025 <ul style="list-style-type: none">Decision made about changing or keeping current threshold balance policy	In Progress <ul style="list-style-type: none">New A/R threshold policy was adopted and operationalized in SP25 in advance of FA25 registration.We will track and assess effects of the new policy throughout the next annual cycle. <i>*This initiative will roll off the action plan for the 25-26 academic year as the initiative is complete and moves into maintenance phase</i>
Establish student resource modules (e.g., student orientation, online course tutorial, registration) for students on Canvas	2023-2025	Accountability Leader(s): Vice President for Student Affairs and Provost Responsible Parties: Student Affairs, Academic Affairs, Academic Innovation, University Computing Solutions	No	2023-2025 <ul style="list-style-type: none">Modules developed and ready for use Fall 2025 <ul style="list-style-type: none">Implementation	In Progress <ul style="list-style-type: none">Next step is to explore ways to ensure that Canvas is the LMS used across campus for in person and online courses and update timeline and deliverables/outcomes
Create a virtual option for student orientation for remote/online students, commuter students, and transfer students	2023-2025	Accountability Leader(s): Vice President for Student Affairs and Provost Responsible Parties: Student Affairs, New Student & Family	No	2023-2024 <ul style="list-style-type: none">Review what was facilitated during the pandemicDetermine use and need for virtual options to be updatedIf need established:<ul style="list-style-type: none">Update materialsDevelop implementation plan	In Progress <ul style="list-style-type: none">Advising and academic information online orientation info exists and have been incorporated into new student onboarding since 2023 (2nd step on this checklist: https://wou.edu/orientation/pack-welcome/)

		Programs, Academic Affairs, Academic Innovation, University Computing Solutions		Spring 2025 <ul style="list-style-type: none">Ready for use	<ul style="list-style-type: none">Next step – update timeline and deliverables/outcomes
Mid-Term					
Review, evaluate, and revise advising systems and structures <ul style="list-style-type: none">Review of advising model including assessment of LEAD Advising pilot so farAssess effectiveness and places we are creating inadvertent inequities	2023-2025	Accountability Leader(s): Provost Responsible Parties: Student Success and Advising, Academic Affairs Consulting with Student Affairs, Admissions, Financial Aid, Registrar	No funding required for the initial step of this initiative, however, funding requests anticipated	2023-2024 <ul style="list-style-type: none">Review completed and report generated Fall 2024 <ul style="list-style-type: none">Recommendations brought forward to Academic Affairs Council for further consideration	In Progress <ul style="list-style-type: none">Action Plan is on trackCurrent progress can be viewed here: Advising Best Practices & Recommendations ReportRecommendations have been presented to AA leadership but currently not feasible due to funding
Review and revise the Code of Student Responsibility and disciplinary procedures to shift to a restorative justice framework	2023-2026	Accountability Leader(s): Vice President for Student Affairs Responsible Parties: Student Conduct, Student Affairs, Housing	2023-2024 – no funding requests anticipated 2024-2025 – additional funding request anticipated to build capacity and skills to utilize a restorative justice framework <i>Beyond 2025, unknown until plan developed</i>	2023-2024 <ul style="list-style-type: none">Finish current review and publication of the Code of Student ResponsibilityUpdate Student Conduct websitePlan developed for capacity building and implementation of restorative justice framework 2024-2025 <ul style="list-style-type: none">Capacity building and training for utilization of restorative justice framework 2025-2025 <ul style="list-style-type: none">Consideration of learned material and Implementation/utilization of updated practices	In Progress <ul style="list-style-type: none">Contract signed for Restorative Justice trainer.Training scheduled throughout Summer 2025, starting with 90-minute <i>Foundational Session on Restorative Justice</i> on June 6th
Establish clear support systems for first-generation students	2023-2026	Accountability Leader(s): Vice President for Student Affairs and Provost Responsible Parties: Student Success and Advising, Diversity, Equity and Inclusion, Student Affairs, Marketing and Communication, and University Partners	2023-2024 – no funding requests anticipated, funds reallocated from existing Student Success and Advising for position 2024-2026 – additional funding request may occur as further developed	Fall 2023 <ul style="list-style-type: none">Reallocate resources to recruit and hire a First-Generation Advisor/Coordinator Fall 2024 <ul style="list-style-type: none">First-Generation Advisor/Coordinator begins working at WOU 2024-2025 <ul style="list-style-type: none">Establish supporting first-generation college students as the 2024-2025 cultural competence focus for the university November 2024 <ul style="list-style-type: none">First-generation student day, celebration expanded beyond TRiO Programs	In Progress <ul style="list-style-type: none">In Student Success and Advising, assessment of newly established FG supports will be completed in Summer 2025 and re-tooled, as needed for FA25-26 based on findings

				<ul style="list-style-type: none">Custom AI Chatbot Campaign for FG students goes out from “Wolfie” introducing first gen coordinator and resources. <p>Winter 2025</p> <ul style="list-style-type: none">First-generation student center opened	
Long-Term					
Evaluate the MyWOU app and recommend the best path forward for an app that supports students throughout their time at WOU, including Admissions through Graduation <ul style="list-style-type: none">Themes of access and community throughout the student experience	2023-2024/Update after Fall 2024	Accountability Leader(s): Vice President for Student Affairs and Director of University Computing Solutions Responsible Parties: University Technology Advisory Committee, University Computing Solutions, Student Affairs, Strategic Enrollment Working Group, Academic Affairs, Associated Students of Western Oregon University	No request during research phase, however, if continuation of app usage or expansion of app usage is recommendation, additional funding request anticipated	Fall 2024 <ul style="list-style-type: none">Recommendation for pursuing a mobile application utilization for WOU <p><i>Recommendation based in data from university community, considering:</i></p> <ul style="list-style-type: none"><i>Peer institutions utilization of apps</i><i>What is the potential functionality of an app?</i><i>What do we need in an app?</i><i>What do we want in an app?</i><i>Is an app a vehicle to create community, support student needs, aid in access to and flow of information, etc.?</i> <p><i>Recommended ways to collect student perspective:</i></p> <ul style="list-style-type: none"><i>Tabling in the WUC</i><i>Quick survey</i><i>Listening type sessions for open discussion from students</i>	<p><i>In Progress</i></p> <ul style="list-style-type: none">The first Banner 9 Self Service upgrades are in place in the WolfWeb portal. The Registrar is testing Faculty and Student SS9 functionality.Implementation is underway for Navigate Student with a May 1 launch date anticipated. Navigate Student has the following features:<ul style="list-style-type: none">Campus Resources, locations, descriptions, and ability to schedule services.Customized “to dos” and “events” that steer students toward staying on track academically.Notifications of upcoming deadlines (e.g. drop deadline, refund deadline, etc.)Push notifications when new registration holds go on a student’s account with a robust description and how to resolve the hold.Class Schedule with campus map locations.Ability to connect with students in same class section to form study groupsMajor and Career Exploration Tool

Recruitment & Retention of Employees <ul style="list-style-type: none">Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of StudentsApplicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, LeadershipApplicable Strategic Plan Goals: Institutional Sustainability, Student Success, Transformative Diversity, Community Strength					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	May 2025 Update
Short-Term					
Reimagine onboarding as a six-month to one year process, to include <ul style="list-style-type: none">Development of best practices and guidelines to assist with onboardingUpdated checklists for supervisor and employee	2023-2026	Accountability Leader(s): Executive Director of Human Resources Responsible Parties: Human Resources and University Partners	No	2023-2024 <ul style="list-style-type: none">Human Resources led working group formed to discussion and reimagine onboarding process for all WOU employees Summer 2026 <ul style="list-style-type: none">Best practices and guidelines available ahead of Fall 2024Checklists including compliance training links available Deliverables include: <ul style="list-style-type: none">Onboarding Framework Document (PDF or Web-based Guide): A detailed outline of the extended onboarding timeline (6–12 months), including phases such as Preboarding, Orientation, Integration, Engagement, and Retention.Best Practices & Guidelines Manual (PDF): A guide for supervisors and departments outlining evidence-based onboarding practices tailored to higher education and rural campus settings, emphasizing engagement, mentorship, and professional development.Role-Specific Onboarding Checklists (Editable Word/PDF):<ul style="list-style-type: none">For supervisors: Tasks and touch points across the first year (e.g., goal setting, feedback loops, culture integration).For employees: Milestone-driven checklist to promote clarity and confidence in role acclimation.Onboarding Roadmap Templates (Excel or Project Planning Tool): Customizable timeline templates for planning onboarding activities, including key meetings, trainings, and milestones by month.Evaluation & Feedback Tools (Forms or Surveys): Templates for collecting feedback at 30/60/90/180/365-day intervals to evaluate onboarding effectiveness and identify improvement areas.Supervisor Training Module: A short training session or guide (slide deck or video) to help supervisors understand and apply the updated onboarding process.	In Progress <ul style="list-style-type: none">On-going, with the understanding of the following key deliverables: Comprehensive Onboarding Program ToolkitUpdated timeline and outcomes/deliverables
Evaluate new employee orientation and restructure as needed	2023-2024	Accountability Leader(s): Executive Director of Human Resources	No	2023-2024 <ul style="list-style-type: none">Review and assessment of what is going well and where are areas for improvement	In Progress <ul style="list-style-type: none">Who mentors new faculty, to coordinate support efforts for those hired mid-year. This collaboration aims

		Responsible Parties: Human Resources and University Partners		Fall 2024 <ul style="list-style-type: none">Updated NEO training	<p>to ensure consistency in onboarding and guidance for off-cycle hires.</p> <ul style="list-style-type: none">HR partnered with the Center for Teaching and Learning and the Provost’s Office to plan and deliver the New Faculty Orientation (NFO) scheduled for Fall 2025.In response to feedback and evolving needs, mid-year faculty hires are now being invited to attend the monthly New Employee Orientation (NEO), even though the comprehensive NFO is only held in the fall. This change enhances inclusion and support for faculty hired outside the traditional cycle.Updated New Employee Resources Booklet for NEO created this year. <p><i>*This initiative will roll off the action plan for the 25-26 academic year as the initiative is complete and moves into maintenance phase</i></p>
Streamline search committee process, to include <ul style="list-style-type: none">Consistent basic standards for search committeesRevise search committee trainingGuiding documents (rubrics, question repository, schedules, etc.)	2023-2026	Accountability Leader(s): Executive Director of Human Resources and Executive Director of Diversity, Equity, and Inclusion Responsible Parties: Human Resources, Diversity, Equity and Inclusion, Search Advocacy Learning Community	No	2023-2024 <ul style="list-style-type: none">Review and update search committee member trainingReview search advocacy resources Spring 2025 <ul style="list-style-type: none">Updated search committee member training availableBest practices/basic standards availableShared templates of guiding documents available (rubrics, question repository, schedules, etc.) 2025-2026 <ul style="list-style-type: none">Clarity of partnership for search advocacy and Human Resources developedIncrease number of search advocatesWOU search advocacy training developedWOU search advocacy training available	<p><i>In Progress</i></p> <ul style="list-style-type: none">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

					<p>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.</p> <ul style="list-style-type: none">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 process.
<p>Improve professional development opportunities for all employees</p> <ul style="list-style-type: none">Clarify expectations around compliance training (e.g., Title IX, FERPA, HB 2864, etc.)Roll out compliance trainings with clear communication about expectations and ramificationsDevelop policy for hours used to participate in professional development (e.g., all staff have four hours of time they are expected to participate in professional development each academic year)Review support of faculty	2023-2024	<p>Accountability Leader(s): Executive Director of Human Resources and Executive Director of Diversity, Equity, and Inclusion</p> <p>Responsible Parties: Human Resources, Diversity, Equity and Inclusion, University Computing Solutions, General Counsel, Board of Trustees Secretary, Academic Affairs</p>	No funding required for the initial step of this initiative, however, funding requests anticipated	<p>2023-2024</p> <ul style="list-style-type: none">Group of representative folks establishes expectations <p>Fall 2024</p> <ul style="list-style-type: none">Centralized home for asynchronous compliance training made consistently available at the start of the fall term each year and as new employees are hiredPolicy regarding professional development establishedFinancial support and system developed to support staff professional development	<p><i>In Progress</i></p> <ul style="list-style-type: none">NEO presentation includes Title IX & FERPAThese are the Onboarding trainings that will be done through Canvas prior to NEOTimeline of outcomes/deliverables for this initiative not met - Executive Director of Diversity, Equity, and Inclusion has requested meetings with General Counsel and Human Resources to plan a path forward

professional development and consider how can model similar for staff					
Mid-Term					
Transition the Center for Academic Innovation to the Center for Teaching and Learning, expand the existing initiatives and resources <ul style="list-style-type: none">Objective 1: Quality rubrics are used to inform the design of high quality and inclusive online and hybrid coursesObjective 2: Academic Affairs has an infrastructure to ensure courses are high quality and inclusiveObjective 3: Faculty are equipped with learning opportunities and tools to engage in the work of diversifying and decolonizing curriculum	2023-2025	Accountability Leader(s): Provost Responsible Parties: Academic Innovation, Academic Affairs, University Partners	Yes, \$194,500 to be paid through sustainability funds. Additional financial needs to be determined	2023-2024 <ul style="list-style-type: none">Academic Innovation transitioned to the Center for Teaching and Learning 2024-2025 <ul style="list-style-type: none">Objectives 1 & 2 have been met. Deliverables: CTL now has a quality rubric that was developed in collaboration with faculty, and CTL has a comprehensive report and dashboard from the Online Learning Center that will help guide future infrastructural development in Academic Affairs.Objective 3 deliverables: 1) develop a learning experience for faculty based on the equity coaching model. 2) Identify a long-term model to make the learning experience routinely available to faculty.	In Progress <ul style="list-style-type: none">Objective 3, deliverable 1: complete.Objective 3, deliverable 2: complete. The learning experience will be offered in Spring and Fall 2025. Future offerings will be determined based on impact assessment. <i>*This initiative will roll off the action plan for the 25-26 academic year as the transition to the Center for Teaching and Learning is complete</i>
Evaluate and update performance management tools that include training, workshops, and resources <ul style="list-style-type: none">Include DEI/Cultural competence in	2023-2027	Accountability Leader(s): Executive Director of Human Resources Responsible Parties: Human Resources, Diversity, Equity and Inclusion, Shared Governance	No	2023-2026 Phase 1: Foundation Building (Now–Spring 2026) <ul style="list-style-type: none">Current Tools & Processes Audit: Conduct an assessment of existing performance evaluation tools, training, and utilization across employee groups.Needs Assessment & Stakeholder Input: Engage shared governance, and employee groups to gather input on functional gaps.	In Progress <ul style="list-style-type: none">Updated Deliverables and timeline for this Performance Management Enhancement Project

<div>performance evaluations with a self-reflection component</div> <div><ul style="list-style-type: none">• Work with shared governance to determine tiers and self-reflection recommendations</div>				<div><ul style="list-style-type: none">• Research & Benchmarking Summary: Compile best practices, including models for tiered evaluation systems and self-reflection components tied to cultural competence.</div> <div>Phase 2: Development (Spring–Summer 2026)</div> <div><ul style="list-style-type: none">• Draft Updated Evaluation Tools: Revised performance evaluation forms with:<ul style="list-style-type: none">○ Tiered structure (if appropriate by role/classification)○ Self-reflection section with prompts on DEI and cultural competence• Training and Resource Suite<ul style="list-style-type: none">○ Supervisor training modules (in-person/virtual)○ Self-guided tools for employees○ Workshops on giving and receiving feedback with cultural awareness• Shared Governance Collaboration: Finalize tool and tier recommendations with input from Faculty Senate, Staff Senate, and other shared governance groups.</div> <div>Phase 3: Implementation Planning (Winter 2026)</div> <div><ul style="list-style-type: none">• Pilot Program & Feedback Loop<ul style="list-style-type: none">○ Launch a limited pilot with representative units○ Collect feedback for refinement• Full Implementation Plan & Timeline<ul style="list-style-type: none">○ Final rollout schedule by employee classification○ Communication plan and support materials</div> <div>Fall 2026</div> <div><ul style="list-style-type: none">• Implementation begins</div>	
<div>Develop and implement supervisor specific professional development program for supervisors, which is then followed up with a consistently available learning community</div>	2024-2026	<div>Accountability Leader(s): Executive Director of Human Resources</div> <div>Responsible Parties: Human Resources, University Diversity and Inclusion Advisory Committee, Feedback from Shared Governance on topic areas/themes</div>	No	<div>Spring 2026</div> <div><ul style="list-style-type: none">• Professional development available to professional employees</div>	<div>In Progress</div> <div><ul style="list-style-type: none">• Exploring models for a supervisor learning community that includes the following: Coaching (skill building staying on track for tasks) vs Mentoring (supporting employees career development)• Leadership lunches• Employee grouping (by role &/or project) for think tank/problem solving• Met with Student Affairs Department Student Employee Supervisors and making plans to work together across departments for a comprehensive Fall Orientation• Collaboration with JLMC for CBA Training with Supervisors, on SEIU on hold• Timeline to be updated</div>
<div>Develop/redevelop and pilot mentorship programs (with consistency in mind,</div>	2023-2026	<div>Accountability Leader(s): Provost and Executive Director of Human Resources</div>	Not in first year, will evaluate financial need when determining scalability and building pilot	<div>2023-2024</div> <div><ul style="list-style-type: none">• Determine what programs currently exist• Determine what data is available to assess effectiveness and what/if any gaps exist in current programs</div>	<div>In Progress</div> <div><ul style="list-style-type: none">• Provost Fellow working on faculty mentorship program.• Exploring models from other institutions.</div>

with specific and measurable outcomes)		Responsible Parties: Academic Affairs, Deans, Academic Innovation (New Faculty Orientation), University Diversity and Inclusion Advisory Committee (Jaclyn Caires-Hurley volunteered to help with effort)		2024-2025 <ul style="list-style-type: none">Assess current programs and scalabilityDetermine pilot group(s) for additional programs (consider interdisciplinary mentor/mentee relationships) 2025-2026 <ul style="list-style-type: none">Continue current programsPilot new programs	
Long-Term					
Engage in a Classification and Compensation Project	2023-2025/Ongoing	Accountability Leader(s): Executive Director of Human Resources Responsible Parties: Human Resources and University Partners	Yes, consultant (\$123,000), to be paid through sustainability funds. Additional funding request anticipated; to be determined following studies and recommendations	2023-2025 <ul style="list-style-type: none">Conduct a salary studyConduct a classification studyConduct a pay equity studyReport findings and recommendations	In Progress <ul style="list-style-type: none">Salary Study – ongoingClassification Study – ongoingPay Equity Study – completedFindings and recommendations were reported in the November 2024 Board of Trustees report
Conduct assessment of promotion and tenure process with an equity lens	2023-2025/Update Fall 2025	Accountability Leader(s): Provost Responsible Parties: Academic Affairs and University Partners	No	2023-2025 <ul style="list-style-type: none">Review of process Fall 2025 <ul style="list-style-type: none">Provide specific recommendations for the Provost and Union based on the results of the assessment.	In Progress <ul style="list-style-type: none">This item will be on hold until the next WOUFT reopener 2027. There is an interest by WOUFT to explore promotion and tenure paths and address existing procedures across campus.No update provided for June
Development and promotion of junior faculty retention programs <ul style="list-style-type: none">Consistency within divisions/departmentsFurther clarity of expectations that are easy to findPartnerships/mentorships with/for senior faculty support	2023-2025/Update Fall 2025	Accountability Leader(s): Provost Responsible Parties: Academic Affairs and University Partners	No funding required for the initial step of this initiative, however, long-term may need to make budgetary considerations	2023-2025 <ul style="list-style-type: none">Determine what is available and review current programsUnit reviews of historical tenure trends (e.g., successful tenured lines, time to apply and receive Full Professor rank) Fall 2025 <ul style="list-style-type: none">Consistent procedural guidelines and expectations shared with all unitsCentralized and consistent training and mentoring system for PRC's and tenure track faculty	In Progress <ul style="list-style-type: none">This is ongoing and training is conducted annually for all faculty and DPRC members.No update provided for June

Climate Survey Report & Recommendations Alignment with Action Plan

Accessibility

	Strategic Plan Alignment	Climate Survey Alignment	Recommendations
Short-Term			
Establish supporting first generation students as the 2024-2025 cultural competence focus for the university	Transformational Diversity	Education & Development Opportunities for Board, Senior Leadership, Faculty & Staff	As an annual expectation of the office of diversity, equity, and inclusion, recommend removing from the action plan as will be included annual in office goals in partnership with university stakeholders Student centered customer service for 25-26
Promote communication with and utilization of the Office of Disability Access Services for students <ul style="list-style-type: none">Office of Disability Access Services presentations to the WOU communityUpdate Western Oregon Web Accessibility GuidelinesUpdate Creating Accessible Content in CanvasDevelop list/guide of best practices and considerations for planning more accessible programs and events	Community Strength		Consider outcomes in more direct alignment with the updates to the Title II of the Americans With Disabilities Act based on the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes Also, consider clarity differential around accommodations from DAS and HR
Require microphone usage at all major university meetings and programs; have programs and video communication set up for closed captioning and ASL interpretation	Community Strength		Consider removing from action plan given work done toward this Future consideration – human and financial resources to maintain levels of access for “open access” events – to include in implementation plans for long-term accessibility initiative
Mid-Term			
Review and update policy and communication for all-person restrooms <ul style="list-style-type: none">Include the establishment of a standardized protocol for university restroom and locker room/changing room usage	Community Strength		Recommend accountability leaders create committee to work on this update initiative, timeline, deliverables, and outcomes
Long-Term			
Accessibility is a funding priority for Western Oregon University	Community Strength		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes - completed on 5/13/25 by Emily Herb and Dominique Vargas

Technology

	Strategic Plan Alignment	Climate Survey Alignment	Recommendations
Short-Term			
Set up guidelines for website architecture <ul style="list-style-type: none">Review and clean up the university websiteImprove accessibility of websiteImprove the responsiveness of website for mobile devices (e.g., phones and iPads)Review usage of Spanish on website pages and make sure critical information (recruitment, admissions, financial aid, etc.) available in both English and Spanish	Student Success		Consider outcomes in more direct alignment with the updates to the Title II of the Americans With Disabilities Act based on the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA and new hire in MarCom Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes
Mid-Term			
Implement the institutional policy on names	Community Strength		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes
Centralize data analysis and reporting	Community Strength		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes
Ensure all university forms are electronic	Community Strength		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes
Establish credit/debit card access for all university services	Community Strength		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes
Long-Term			
Technology Infrastructure is brought to industry standards and best practices (Banner optimization)	Institutional Sustainability		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes

Recruitment and Retention of Students

	Strategic Plan Alignment	Climate Survey Alignment	Recommendations
Short-Term			
Provide more opportunities for senior leadership to engage with students	Student Success	Increase In Person Engagement with Senior Leadership and Board of Trustees	<ul style="list-style-type: none">Fireside chats give informal access for students<ul style="list-style-type: none">This does not provide opportunities for faculty and staffThis does not include board of trusteesConsiderations for transparency regarding current university issues/concerns (e.g., budget) <p>Recommend SLC update initiative, timeline, deliverables, and outcomes, with consideration for the following:</p> <ul style="list-style-type: none">BOT - invites for reception, coffee hours - regular engagement, but same/similar folks engage those who wish to engage<ul style="list-style-type: none">lack of student engagement in these opportunitieshow to invite and engage more students in these opportunities? like student leadership areas?how can BOT folks engage the community at other timesSLC - new ideas...<ul style="list-style-type: none">town halls<ul style="list-style-type: none">opportunities to ask questions and learn about what’s going on
Update 2/3 tuition hold to a set dollar amount	Student Success		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes
Establish student resource modules (e.g., student orientation, online course tutorial, registration) for students on Canvas	Student Success		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes – may be ready to roll off plan following this academic year
Create a virtual option for student orientation for remote/online students, commuter students, and transfer students	Student Success		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes
Mid-Term			
Review, evaluate, and revise advising systems and structures <ul style="list-style-type: none">Review of advising model including assessment of LEAD Advising pilot so farAssess effectiveness and places we are creating inadvertent inequities	Student Success		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes

Review and revise the Code of Student Responsibility and disciplinary procedures to shift to a restorative justice framework	Student Success		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes
Establish clear support systems for first-generation students	Student Success	Affinity Spaces	Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes <ul style="list-style-type: none">Began addressing concerns regarding first generation students, support and resources, but need to work on communication and access to resources, information gets lost
Long-Term			
Evaluate the MyWOU app and recommend the best path forward for an app that supports students throughout their time at WOU, including Admissions through Graduation Themes of access and community throughout the student experience			Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes

Recruitment and Retention of Employees

	Strategic Plan Alignment	Climate Survey Alignment	Recommendations
Short-Term			
Reimagine onboarding as a six-month to one year process, to include <ul style="list-style-type: none">Development of best practices and guidelines to assist with onboardingUpdated checklists for supervisor and employee	Community Strength		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes
Evaluate new employee orientation and restructure as needed	Community Strength		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes
Streamline search committee process, to include <ul style="list-style-type: none">Consistent basic standards for search committeesRevise search committee trainingGuiding documents (rubrics, question repository, schedules, etc.)	Community Strength		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes
Improve professional development opportunities for all employees <ul style="list-style-type: none">Clarify expectations around compliance training (e.g., Title IX, FERPA, HB 2864, etc.)Roll out compliance trainings with clear communication about expectations and ramificationsDevelop policy for hours used to participate in professional development (e.g., all staff have four hours of time they are expected to participate in professional development each academic year)Review support of faculty professional development and consider how can model similar for staff	Community Strength	Education & Development Opportunities for Board, Senior Leadership, Faculty & Staff	Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes <ul style="list-style-type: none">TRI professional development based on needs/requests from staff (e.g., BIPOC group)Faculty/CBA professional development pool of fundingClassified staff does not have similar opportunitiesUnclassified staff does not have similar opportunities (previous time when there was a pool of money that could be applied for)When job transitions happen, training to support transitions
Mid-Term			
Transition the Center for Academic Innovation to the Center for Teaching and Learning, expand the existing initiatives and resources <ul style="list-style-type: none">Objective 1: Quality rubrics are used to inform the design of high quality and inclusive online and hybrid coursesObjective 2: Academic Affairs has an infrastructure to ensure courses are high quality and inclusiveObjective 3: Faculty are equipped with learning opportunities and tools to engage in the work of diversifying and decolonizing curriculum	Community Strength	Education & Development Opportunities for Board, Senior Leadership, Faculty & Staff	Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes – potential transition off plan based on progress following this academic year

Evaluate and update performance management tools that include training, workshops, and resources <ul style="list-style-type: none">● Include DEI/Cultural competence in performance evaluations with a self-reflection component● Work with shared governance to determine tiers and self-reflection recommendations	Community Strength	360 Review of Senior Leadership	Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes <ul style="list-style-type: none">● While the Plan mentions updating the annual/performance evaluation processes, but not 360 of senior leadership
Develop and implement supervisor specific professional development program for supervisors, which is then followed up with a consistently available learning community	Community Strength	Education & Development Opportunities for Board, Senior Leadership, Faculty & Staff	Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes <ul style="list-style-type: none">● Folks who get promoted or are in supervisor roles do not necessarily have training in supervision and mentorship of staff● What type of training/PD is there for faculty as they transition to AND from the chair role● Building manager consistency and training
Develop/redevelop and pilot mentorship programs (with consistency in mind, with specific and measurable outcomes)	Community Strength	Junior Faculty and New Administrative Leader Mentoring Program Education & Development Opportunities for Board, Senior Leadership, Faculty & Staff	Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes <ul style="list-style-type: none">● What is currently available is more faculty focused● Develop for both faculty and staff● Disparity in what is already available and how utilized● Support for this, but what’s the parameters, guidance, training for the mentors● Classified staff may feel support from union representatives to ask questions and discuss uncertainties● Learn from COE● Learn from TRI - can request specific professional development when roles switch What about mentoring for students?
Long-Term			
Engage in a Classification and Compensation Project	Community Strength	Pay Equity	Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes <ul style="list-style-type: none">● Pay equity - classification and compensation study - unsure of how deep that went and what changes made (communication?)● Classified - if not involved in union may not know what’s going on regarding shifts - all classified staff invited to meetings whether part of union or not (if not a member can still attend, just not vote)

Conduct assessment of promotion and tenure process with an equity lens	Community Strength		Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes
Development and promotion of junior faculty retention programs <ul style="list-style-type: none">Consistency within divisions/departmentsFurther clarity of expectations that are easy to findPartnerships/mentorships with/for senior faculty support	Community Strength	Education & Development Opportunities for Board, Senior Leadership, Faculty & Staff	Recommend accountability leaders (in partnership with responsible parties) update initiative, timeline, deliverables, and outcomes

In the Climate Survey Recommendations, Though Not Explicitly in the Current Action Plan
Consider if we want to make recommendations – if so, what?

Climate Survey Recommendation	Strategic Plan Alignment	Recommendations
Establish Basic Needs & Mutual Aid Resources Review of Current Dining Offerings & Food Insecurity Increase Mental Health & Wellness Resources	Student Success	<ul style="list-style-type: none">● Centralized resource hub (accessibility, Abby’s house, etc.) - one stop - WOU student resources● Reallocation of resources for more hours for students for food pantry and stitch closet to be open - what is the commitment to be open that would increase our ability to increase resources/access to food● Website update - volunteer system; streamline paperwork and some self-service options such as SNAP applications both paper and online● Data on on campus and off campus students● Foundation support for local businesses (e.g., WinCo) to donate gift cards● Polk County Resource Center - student awareness - what are resources when we do not have the resources - can we collaborate - trolley to the resource center - is there are deeper collaboration here● Housing help - even applications for rentals● Increase resources so the food pantry (and stitch closet) can be open more hours, to the level that would meet student needs and time availability and if there is a level we can get to that gets us access to more federal resources, get our support to that level to be able to obtain the federal- Ask Maria and volunteer coordinator Sarah DeVyldere for opinion on recommendations● Explore “no show fee” as a barrier to access - do students know they can ask Beth to waive the fee? Consultation after three “no shows” - emergency code word - do students know this - fees for student health and counseling - clarity around fees● Community processing and dialogue spaces● Counseling center interested in resurgence of the peer educator program● Have we ever thought about outsourcing? Sliding scale partnerships?● What do they believe their mission is? What should students expect the health and counseling center to provide?<ul style="list-style-type: none">○ Example: student athlete gets injured, are we set up to support? What’s the coverage and support?● Notes from meeting with Beth from 5/19/25 meeting● What data does dining have?● Dining data from 5/19/25 meeting
Review of Athletics & Student-Athlete Experience	Student Success	<ul style="list-style-type: none">● President and/or other senior leadership members go to Student Athlete Advisory Committee (SAAC) on occasion● Student on Athletic Advisory Committee● Annual August staff retreat – Title IX and other reporting lines participate/train each year, require new folks to schedule sit down● Add and clarify student athlete expectations during required compliance training with teams – clarify expectations in student athlete handbook● Coaches and advisors annual meetings - expectations of student athletes - annual email reminding faculty each year to accommodate● <i>Who is a “safe” person for them to talk to before the coach/AD/etc.? Mentor/counselor/advocate? - Michael, and GA in the office</i>

Review Bias Incident Reporting Process & University Reporting Options	Community Strength	<ul style="list-style-type: none">● Title IX and Bias - one-stop-shop website - clarity of process and expectations, more centralized, some kind of chart that shows what the process is that is easy to follow - more education and outreach● Clarify to students when to go to public safety - text or call anytime● Clarity to employees what their responsibility is, but also what they do if they feel they have been harmed● Annual recurring implicit bias trainings (used to this on annual basis from other institutions)● Searching for resources and support, not clear, multiple sites not taking to same place● Ties into annual training - frontline staff training● Bias response team - policy and website reflect our mission, vision, values - do folks know we have a BIRT? - can they do an annual training? Case studies, what to report? What is bias (examples)?● Legal support for students
Affinity Spaces	Community Strength	<ul style="list-style-type: none">● WOU<ul style="list-style-type: none">○ Wolf Pride (tri-chair, foundation account)○ BIPOC (state grant dollars)● TRI specific<ul style="list-style-type: none">○ TRI BIPOC Group○ TRI JEDI Group○ TRI honor family/culture lunch hour○ TRI family space● Lactation spaces● When writing the invitations - making sure the language is inclusionary enough and reach the appropriate people <p>In the works</p> <ul style="list-style-type: none">● Tentatively titled, Mosaic Center proposal for Student Engagement, Multicultural Student Services & Programs, ASWOU● Student legal services (if get grant could lead to establishment of Dream Center) <p>- Ask shared governance to explore need and want for affinity spaces, groups, etc.</p> <p>- Ask shared governance to explore shared faculty, staff, and students spaces, groups, etc.</p> <p>*advisors for clubs - training and resources*</p> <p>- Disability as identity</p>
Establish Clear & Equitable In-Person Requirements for Employees	Community Strength	Establish Clear & Equitable In-Person Requirements for Employees Status of the remote work policy?
University-Wide Recognition Process	Community Strength	Some of the things we know about: <ul style="list-style-type: none">● Staff Senate● HR end of year recognition● Pastega Awards● Student Affairs end of year What’s happening at the department level
Engagement with Families & Alumni	Community Strength	Engage new alumni for connection and time Alumni tables at events - to engage them Family weekend Child and family friendly events

		Invite the community in more - are we consciously inviting folks or are we just saying oh we are doing it they can come
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Report for WOU Board of Trustees – submitted May 22, 2025, for June board meeting**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 May 22, we have raised \$3,170,717 for the 2024-2025 fiscal year. This brings the current Campaign total to \$18,291,703 which is just over 91% towards our goal of \$20 million.

Percentage Progress by Pillar as of May 22:

- Scholarship – 123%
- Wolves Athletics – 34%
- Student Success – 87%

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

- \$77,851 grant from the Oregon Community Foundation for the Ramsdell Scholarships
- \$30,000 pledge payment from Swire Coca-Cola (part of multiyear beverage contract, with the funds being directed into a WOU Campus Dining program fund)
- \$24,663 gift from a Donor Advised Fund for the Fund for WOU
- \$20,000 gift to add to an existing scholarship endowment
- \$14,500 grant from the James and Marion Miller Foundation for Rainbow Dance Theater
- Grant highlight: Oregon Community Foundation was the title sponsor for both the Hispanic Serving Institute Summit and the Cesar E. Chavez Leadership Conference. OCF had representation at both events. The HSI

keynote speaker positively noted the number of community partnerships. The CECLC had nearly 1,000 participants, with 29 different concurrent presentations occurring.

3) Annual Giving:

- Gifts contributed to Giving Day continue to come in from the mail appeal, with the current total now at \$193,463 from 650 unique donors.
- We will be forming a Giving Day working group to help spread the word across campus and to get more engagement and involvement from students, faculty, and staff.
- The Spring direct mail appeal went out on May 15, and we are starting to receive gifts in from that mailing.
- A focus between now and June 30 will be on outreach to lapsed donors, specifically on President's Club level donors (\$1,000+).

4) Sponsorships and Special Events:

- We are actively communicating with several potential new sponsors for athletics, campus programming, and student organizations.
- Sponsors were pleased with the **Block Party** turnout, and given the success of the event, we believe there will be more sponsor interest next year.
- The [Wolves Auction](#) will be held May 31, and includes a live and silent auction, wine pull, raffle and Golden Ticket (a chance to win an live auction item). An online auction will run from May 22-29. There are 18 sponsors this year, up from 15 last year, including five new sponsors ("C" Cable Realty, Servpro Team McGinnis, Salem Health, PCL, and MICC). The value of donated items to auction off is significantly higher than recent years, and guest attendance is also anticipated to be greater than in past years.
- **Wolves Club** renewals will launch on June 1, and the general launch is July 1.
- The second annual **Art Auction** is scheduled for August 2 at Illahe Hills Country Club. Donations are starting to be received, including prints from alumni who had their student work highlighted at last year's event. We are approximately \$8,500 away from endowing a permanent art scholarship.
- **Wolves on the Green Golf Tournament** is scheduled for October 17 at Illahe Hills Country Club.

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 WOU Foundation 990 was approved and filed with the IRS.
- 2) The FY25 pre-audit work will begin in June. Full audit prep will occur in July. An onsite visit is scheduled for August.
- 3) The WOU Foundation received 41 campuswide [Competitive Grants](#) applications for the 2025-2026 academic year. This is up from 34 applications last year. These small 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 earmarked \$25,000 to support these small grants for the 2025-2026 fiscal/academic year.
- 4) Outreach to student scholarship recipients for thank you letters is underway. Once this is completed, scholarship reports will be prepared and mailed, ideally before the end of the Spring Term. There is continuous collaboration between Advancement, Financial Aid, and various campus departments to ensure that annual and endowed scholarships are awarded and stewarded. We plan to bring back a scholarship reception next year.

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) There is one remaining concert in the **Smith Fine Arts Series** 47th season. Tickets are still available for Louisiana band, The Revelers, on June 7.

Beo String Quartet gave an amazing concert on campus on April 12. They played pieces from a several genres and wowed the audience with their mastery and creativity. Before their concert at Rice Auditorium, they played three pieces at the Dallas Retirement Village. There were over 100 residents present at the concert, and it became “the talk of the Village” afterward. One resident commented that she was so impressed by their musicianship and loved that the quartet took time to answer the audience’s questions after they had played. The performance in Dallas was sponsored by the Dallas Community Foundation.

A reception will be held for our season ticket holders and sponsors before the last concert on June 7 to thank them for their support. Sales have been strong for this concert, and we are hoping to have the largest audience of the year to see The Revelers.

The 2025/26 season will be announced at the June 7 concert. Season tickets will go on sale during the month of June. Single show tickets will go on sale in July. The season will be promoted with direct mailing, emails, movie theater ads, announcements at local music events, podcasts, and other means as needed. The 2025/26 season features a strong roster of performers, and we hope to draw more of the community to campus with these amazing concerts.

2) Alumni and Community Engagement

Events since last report:

- April 11-12 – Track & Field/Cross Country John Knight Alumni Meet: A successful event with 49 alumni in attendance, fostering reconnection among former athletes and current team members.
- April 12 – Softball Alumni Appreciation Game and Tailgate: 14 softball alumni joined for a spirited day of softball and camaraderie during the appreciation event. It was also Senior Day, so our alumni were able to welcome them to the alumni network.
- April 12 – Smith Fine Arts Series featuring BEO String Quartet
- April 18 – Alumni Regional Event – Bend: The Bend regional event drew 35 alumni, providing valuable engagement in Central Oregon.
- May 10 – Wolves Spring Game
- May 15 – WOU Advocacy Day: Several alumni participated in Advocacy Day and/or attended the reception.

- May 17 – WOU Block Party: A major success with approximately 400 attendees, including 120 alumni—some traveling 2–3 hours to attend. **Save the date for next year: May 16, 2026.**

Upcoming events:

- May 31 – Rugby Alumni Game and Banquet Dinner
- May 31 – Wolves Athletics Auction
- June 7 – Smith Fine Arts Series featuring The Revelers & pre-concert reception
- June 13 – Forever Wolves Grad Party: the COM 410 Class assists with planning the Forever Wolves Grad Party. Dana Schowalter (communications faculty), Raeann Salchenberg (alumni relations), and Katelin Granger (student engagement) co-teach the class. The purpose of the class is to teach students about all aspects of event planning, including marketing, entertainment, logistics, volunteer recruitment, accessibility, donor relations, fundraising, etc.
- June 14 – WOU Commencement: Featuring four Golden Wolves from the Class of 1975; Sharon Baugh, Sheila Daniels, Steve Lamb, and Carol Bartholomew Miller. They will lead the graduates into the stadium.
- July 4 – Monmouth Independence 4th of July Parade
- August 10 – Alumni Regional Event – Portland Metro
- August 16 – Fiesta Mexicana Parade in Woodburn
- 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 & Athletics Hall of Fame
- October 18 – Homecoming
- December 5 – Tree Lighting
- April 17, 2026 – Alumni Awards
- May 16, 2026 – 2nd Annual WOU Block Party