



Board of Trustees Meeting – February 25, 2026

Appendix B Table of Contents

Senior Leadership Council Reports

- 1) Maureen Brakke, [Executive Director of Marketing & Communications](#) (pg. 2)
- 2) Dr. Jose Coll, [Provost & Vice President for Academic Affairs](#) (pg. 4)
- 3) Tina Fuchs, [Vice President for Student Affairs](#) (pg. 14)
- 4) Randi Lydum, [Executive Director of Intercollegiate Athletics](#) (pg. 18)
- 5) Desiree Noah, [Executive Director of Human Resources](#) (pg. 24)
- 6) Evan Sorce, [Executive Director of Government Relations & Secretary to the Board of Trustees](#) (pg. 29)
- 7) Dominique Vargas, [Executive Director of Diversity, Equity & Inclusion](#) (pg. 40)
- 8) Katie Wojke, [Vice President for Advancement & WOU Foundation](#) (pg. 59)
- 9) Kwabena Boakye, [Vice President for Finance and Administration](#) (pg. 66)



FROM: Maureen Brakke, Executive Director of Marketing & Communications

TO: Western Oregon University Board of Trustees

RE: February 2026 Board Update: Marketing & Communications

Recent News

Student Success, Community Strength & Institutional Sustainability:

- ***Dance students team up with California's Nickerson-Rossi Dance Company:*** dance students recently had the opportunity to collaborate with the visiting [Nickerson-Rossi Dance Company](#) (NRDC) as part of the [Smith Fine Arts Series](#). In the week leading up to their January performance at Rice Auditorium, NRDC conducted a week-long residency at Western, offering dance workshops and partnering with students on choreography. Several dance students were cast in the NRDC performance that culminated the residency.
- ***Earth Science Alumni Society Affinity Group announces fundraiser field trip:*** [Earth Science Alumni Society Affinity Group](#) announces a Camping and Rafting Weekend on the Deschutes River from Friday, June 19, to Sunday, June 21, 2026. Participants will enjoy a weekend of adventure, camaraderie, and education while contributing to a tax-deductible gift that will elevate the fund's value beyond the minimum threshold necessary for providing annual scholarships to students majoring in Earth and Environmental Science at Western.
- ***Center on Early Learning Support and Innovation at Western receives \$1.12 million in federal funding:*** This funding is through the Oregon Department of Early Learning and will be awarded as an amendment to the current \$8.1 million Spark contract. This competitive grant aims to augment and align existing early childhood education (ECE) infrastructure, with a specific focus on unifying fragmented systems. The award supports the ongoing development of a shared, comprehensive vision for early childhood education and maximizes parental choice as families navigate the ECE landscape.
- ***Students named to the 2025 fall term honor roll and President's list:*** After each term, undergraduate students are named to the Honor Roll and President's list for their academic honors. In recognition of academic achievement, the university makes public at the close of each term an honor roll of undergraduate students who earn 12 or more credits that are not of a pass/no pass nature and earn a grade point average of 3.50 or higher. [See the complete list.](#)
- ***Michelle Alpie Strowbridge selected as Career Center Director:*** Michelle Alpie Strowbridge, Ph.D., is the new Director of the Center for Professional Pathways, which is the career center. Before joining Western, Strowbridge served as the Assistant Director of the Career Development Center within the College of Liberal Arts at Oregon State University. In that role, she led initiatives to enhance career development services for liberal arts students, with a focus on equity and career efficacy. She has also been instrumental in developing programming tailored specifically for first-generation students and marginalized communities.

- *Oregon Department of Veterans Affairs awards grant to enhance support for veteran students:* Oregon Department of Veterans' Affairs [awarded grants](#) totaling \$800,000 to expand campus veteran resource centers and enhance services for student veterans at Oregon's public universities and community colleges. Western's [Veterans Resource Center](#) was a recipient of this grant for the amount of \$53,899. These centers play a crucial role in helping veterans transition from military service to college life and pursue their educational and career goals.
- *Occupational Therapy faculty Salvati honored with Sybil Hedrick Park Award of Merit:* This prestigious recognition honors an occupational therapy practitioner with over four years of experience who has actively contributed to the national, state, and local OT community through various initiatives, including legislation, program development, management, and public advocacy.

High intent Google media drove efficient application growth through digital marketing campaign:

In 2024, we saw 300 conversions and 453 completed applications through the digital marketing campaign. In 2025, we saw 225 conversions and 668 completed applications through the digital marketing campaign. We spent less money in 2025 by focusing on Google Search terms instead of paid digital ads. Conversions refer to the specific action a visitor takes in response to a campaign. In this case, clicking on the WOU application page.

**Academic Affairs Board of Trustee Report
February 2026**

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

Academic Affairs’s Strategic Plan:

The strategic plan for academic affairs centers on teaching excellence, shared governance, effectiveness. Below are the three goals which align to our institutional priorities:

I. Excellence in Teaching & Learning

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

Alignment with Education. Innovation. Community.

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

II. Shared Governance

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

Alignment with Education. Innovation. Community.

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

III. Effectiveness & Efficiency

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

Alignment with Education. Innovation. Community.

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

Academic Effectiveness:

Title III Strengthening Institutions Program (SIP) grant: Western Oregon University Retention Improvement Project continues to support and enhance our commitment towards retention of first-time students and reduce equity gaps. We are planning to realize this goal through five major activities: (1) Enhance Assessment and Continuous Improvement of Student Experience; (2) Leverage and coordinate first-year seminars and other elements of first-year experience to improve the student experience of belonging and finding purpose; (3) Increase faculty development programming and instructional design support to increase student engagement in priority courses; (4) Improve advising and clarity of degree paths for improved student success; and (5) Career and Life Design integration into curricula. All five of these activities are in year one implementation and the initial report for our next funding allocation has been submitted.

Year II Assessment

Grant activities in year two are largely being implemented as planned, with most milestones met or underway. Several initiatives experienced minor delays due to leadership transitions, capacity constraints, and data accessibility challenges, but overall progress remains aligned with the grant's objectives and timeline.

Key Activity Highlights

Grant activities in year two are largely being implemented as outlined in the original timeline, with meaningful progress across assessment, student success initiatives, advising, and career

development. The WOLF Survey was successfully adapted, administered in February 2025, and achieved strong participation, providing baseline data for all related performance indicators. Survey results were analyzed and shared through departmental reports and presentations to inform improvement efforts campus-wide.

First-Year Seminar (FYS) initiatives remained mostly on track. Eight Fellows projects were completed, with one pilot implemented due to leadership transitions. The pilot demonstrated positive impacts on students' sense of belonging—particularly for first-generation students—and strong fall-to-winter retention outcomes. Efforts to standardize FYS curriculum and clarify instructor expectations began in year two and are expected to be fully implemented by the end of year three.

Faculty development and instructional design support were partially implemented. While planned course revisions were delayed due to faculty interest, data limitations, and leadership changes, the Center for Teaching and Learning continued to provide robust instructional support and will play a key role in upcoming FYS instructor training and micro-credential development. Advising and degree pathway clarity progressed at a satisfactory pace. EAB Navigate was successfully expanded, advisors were trained, and a coordinated care network—Access, Advocacy, & Belonging—was established. Curriculum mapping efforts moved more slowly than anticipated due to the scale of collaboration required and leadership turnover but are advancing in year three.

Career and Life Design integration remained largely on schedule. An Experiential Learning Community of Practice continues to guide implementation, the Career Readiness Inventory was piloted in select courses, and career-focused micro-credential courses were developed.

Leadership vacancies delayed piloting, which is now planned for year three.

Stakeholder feedback indicates high satisfaction with implementation and timelines, with 85% reporting activities are proceeding as anticipated. All stakeholders believe their work contributes to improved retention, though many noted the need for minor strategic adjustments and additional time to observe full impact. Grant team meetings were identified as particularly valuable and will be increased in frequency.

Key challenges included cross-departmental collaboration, capacity constraints, leadership turnover, and data accessibility issues. Data limitations also slowed technology implementation. These challenges are being addressed through capacity planning, relationship-building with new leaders, and ongoing institutional efforts such as the multi-year Banner optimization project.

Office of Sponsored Projects:

We are pleased to share a structural merger of the Sponsored Projects Office (SPO) into the Advancement Office, effective March 2, under the leadership of Katie Wojke, VP of Advancement & Executive Director, WOU Foundation . This strategic merger is designed to align, enhance, and streamline the acquisition of external funding from both public and private

sectors. The integration of SPO and Advancement aims to bridge the gap between academic research, programs that support student success, and philanthropy, breaking down silos to create a more cohesive approach to institutional support while continually improving compliance. This merger is guided by a shared commitment to service. By aligning our efforts, this integration creates a "one-stop shop" for faculty or staff seeking external funding. It reduces bottlenecks, minimizes duplicate efforts, and streamlines the process from grant proposal submission to donation cultivation to reporting. Functionally, this merger will not impede existing or in-progress grants.

We're excited about the opportunities this merger creates to amplify the recent and ongoing successes of SPO and the Wolves Rising campaign. We remain committed to serving the WOU community with transparency, collaboration, and excellence. Additional information will be shared as this transition moves forward.

The Research Institute

Big news for early learning in Oregon! The Center on Early Learning Support and Innovation at the Research Institute at Western Oregon University has been awarded \$1.12 million through the Oregon Department of Early Learning and Care's Preschool Development Grant (PDG). This funding is an amendment to the current \$8.1 million Spark contract and is part of a larger \$7.3 million federal award to Oregon focused on strengthening early childhood systems statewide. This investment recognizes the impactful work being done to support early educators, children, and families across Oregon and helps ensure Spark continues to grow as a meaningful, statewide resource.

The Western Community Policing Institute continues its vital partnership with the Department of Justice's COPS Office to advance national awareness and training focused on addressing Missing and Murdered Indigenous People.

Library

Library Research and Access Services and related academic support units made significant progress in assessment, instructional innovation, faculty development, and student support. The library launched its first comprehensive, four-population assessment since 2017, scheduled for Spring 2026, and piloted an AI Literacy initiative that introduces students to foundational AI concepts using a human-centered approach, with full implementation planned for Spring 2026. Innovative partnerships expanded access through musical instrument lending with Creative Arts and the creation of WOU's first remote library collection and self-service checkout at the Center for Graduate Studies.

The Center for Teaching and Learning significantly expanded faculty development, with strong participation in online teaching and digital accessibility training, and launched WOU's first AI Forum to guide institutional strategy around academic integrity and digital literacy. CTL also increased faculty engagement through a new professional outreach presence.

- Online Teaching: Since January 2025, 145 faculty members have completed the Foundations of Online Teaching course.
- Digital Accessibility: Launched in January 2026; already reached 143 attendees via workshops and 99 practitioners in specialized online courses.

The Writing and Research Center experienced continued growth, delivering one-on-one support at near-record levels, expanding in-person engagement, and introducing new services such as rapid asynchronous feedback, recurring tutor partnerships, and dedicated graduate support.

Community partnerships further extended its impact.

- Writing Center Growth Metrics (Fall 2025): Conducted 726 one-on-one appointments, the second-highest fall volume since 2022. In-person sessions surpassed online bookings for the first time.

Faculty scholarship was also advanced, including a 2025 peer-reviewed publication examining student information-seeking behavior on TikTok. *The Reference Librarian*, 1–27.

<https://doi.org/10.1080/02763877.2025.2554874>

College of Education

Faculty and staff in the College of Education, in partnership with Sponsored Projects, are successfully closing out five major long-standing federal grants that collectively provided substantial annual support for student scholarships, training, and community-engaged programs. These include Project Promise, Protactile Language Interpreting, two Rehabilitation Mental Health Counseling (RMHC) grants, and an Interpreting Studies grant—many of which spanned decades at WOU and directed the majority of funds to student scholarships, workforce preparation, and service to the Deaf and education communities.

In addition to grant closeouts, the College of Education is advancing key academic priorities. Curriculum across divisions is being streamlined to improve student navigation and time to completion. Program review is underway in American Sign Language, with an external reviewer confirmed, and the RMHC program is preparing for a March CACREP accreditation site visit. Together, these efforts reflect the College's strong commitment to continuous improvement, accountability, and long-term strategic success.

College of Liberal Arts and Sciences

Faculty and students across the arts and humanities celebrated significant scholarly, creative, and community achievements. Ryan Topper published *Animist Poetics: Ancestral Trauma and Regeneration in African Literature* with SUNY Press, with a campus book event scheduled for March 5, while Henry Hughes released *Sergeant Dark*, his fifth poetry collection, adding to his distinguished record as an Oregon Book Award-winning poet. Faculty expertise was also highlighted through public scholarship, including Kimberley Jensen's contributions to the Oregon Historical Society's Oregon Connections series on incarceration during World War I and community organizing in Oregon.

Campus life was further enriched through new and evolving learning spaces, including updated classroom furniture in Bellamy and plans for a Forensics Education Center in Maaske, with an expected Fall 2026 start.

The performing arts thrived with a well-attended faculty music performance, a student-led Emerging Choreographers showcase in partnership with Central High School, and a residency by a professional dance troupe that resulted in collaborative performances and ongoing student internships underscoring the vitality of creative learning and experiential opportunities at WOU.

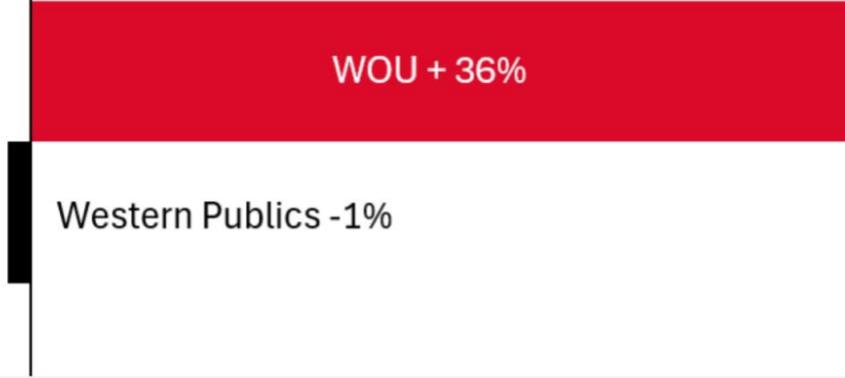
Enrollment Management

Fall 2026 enrollment is currently conservatively projected to be flat, with final outcomes largely dependent on the size of the entering first-year class. First-year applications, admits, and confirmations are all trending significantly upward year over year, outpacing national and regional public university trends, which remain largely flat. While confirmation growth is expected to level off closer to the May 1 deadline and several variables remain in play, current indicators suggest the university is on track to meet or potentially exceed its goal of enrolling 670 new first-year students. Transfer admits and confirmations are also modestly up, though this growth is expected to flatten over the coming months. The university has already confirmed one-third of the incoming first-year class—an unprecedented point in the admissions cycle—with 10% coming through Common App direct admissions. Overall, the institution is significantly outperforming expectations, and a substantial increase in the incoming class size is possible. While this growth is positive, it may create resource alignment challenges. Confirmation trends will be clearer closer to the May 1 deadline, and updates will follow as the cycle progresses.

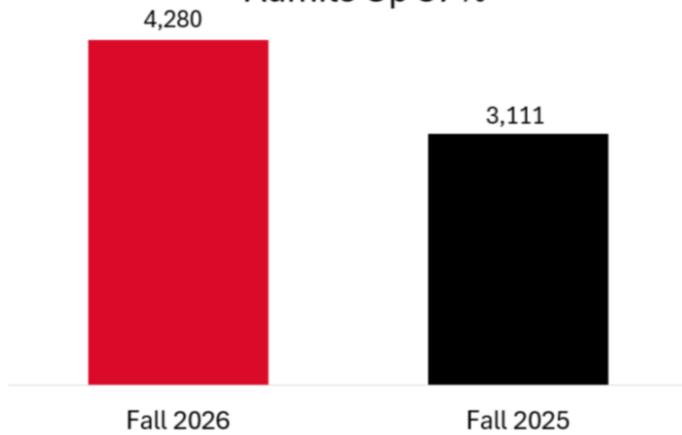
Data below is a snapshot of current enrollment management trends for Fall 2026 all projecting higher than expected with application numbers up by 36%, Admitted up by 37%, campus visitations up by 71% and confirmed numbers for fall 2026 up by 139%.



WOU Submitted Apps Outpace Western Regionals

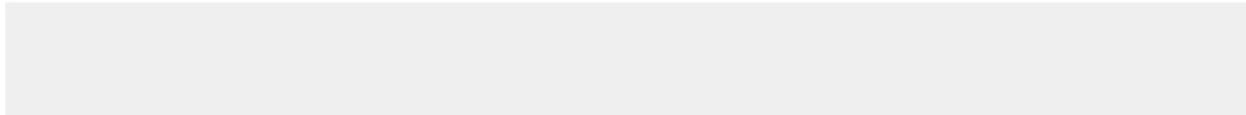
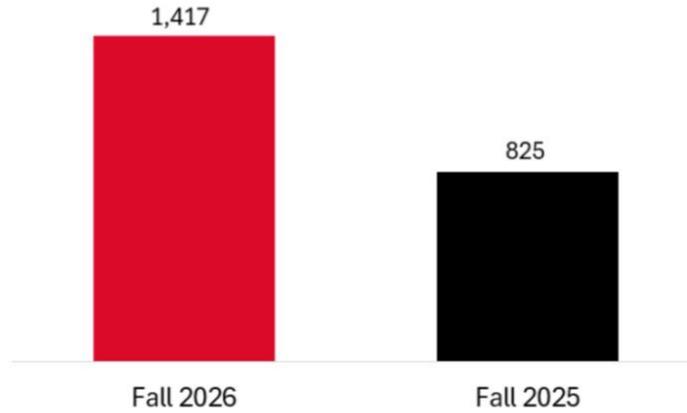


Admits Up 37%

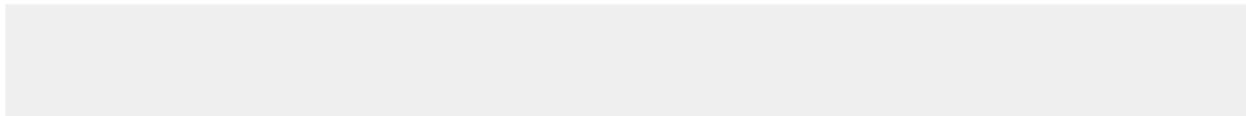
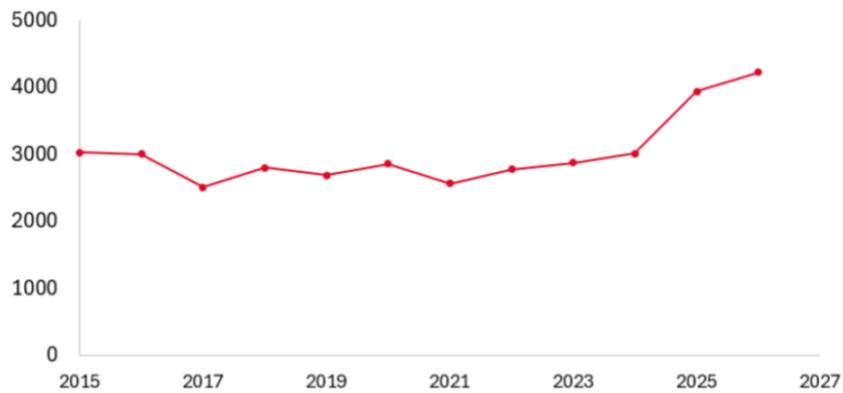




Visits are up 71%



Mid-Cycle First-Year Applications Exceed Last Year's 10-Year End-of-Cycle High



Graduate Studies

During fall term, Graduate Programs administration focused on maintaining essential admissions and enrollment operations following abrupt staffing changes, prioritizing continuity of service and consolidating admissions functions within the central Office of Admissions to build long-term capacity for professionalized graduate recruitment and support.

With two re-scoped staff positions now in the hiring process, the unit is positioned to move from operational stabilization to optimization and strategic improvement. Near-term priorities include strengthening centralized graduate recruitment and marketing, improving CRM utilization, reducing administrative friction through process and workflow redesign, and enhancing communication and community-building for continuing graduate students—needs reinforced by the 2025 Wolf Experience Survey.

Short-term goals center on completing hiring, stabilizing and documenting core operations, launching process improvements, and expanding recruitment and marketing capacity. Longer-term goals include strengthening graduate student support structures, reviewing program cost competitiveness, clarifying graduate policies and procedures, and conducting market analyses to identify growth opportunities. These efforts emphasize a collaborative partnership between enrollment management staff and graduate faculty leaders to ensure program quality, operational efficiency, and a strong graduate student experience.

Shared Governance

Academic Affairs in collaboration with the Faculty Senate will convene an Online Education Committee in Winter 2026 to build on recent work strengthening online and hybrid education. Chaired by Dean Chelle Batchelor and composed of faculty, students, and administrators, the committee will operate in close collaboration with the Faculty Senate and within shared governance structures.

The committee's charge is to establish clear, consistent institutional definitions, criteria, and processes for online, hybrid, and in-person course and program delivery, with a focus on student access, instructional quality, compliance, and long-term sustainability. Its scope includes updating course modality definitions, developing program-level criteria for online and hybrid degrees, aligning student modality identification within Banner, and recommending long-term governance and oversight structures for online education. The committee will deliver recommendations and proposed policy language to the Provost, Faculty Senate, and relevant administrative bodies, with final recommendations expected by the end of Spring 2026.

- **Academic Affairs Software Implementation**

Scholarly Software is a secure, AI-driven platform designed to streamline the faculty promotion and tenure (P&T) process. It centralizes faculty data, automates workflows for annual reviews and P&T processes, and supports flexible digital dossier creation. The platform also simplifies management of external reviewer letters, integrates with HR and research systems like ORCID, and ensures data security with SOC 2 Type II compliance and single sign-on, reducing manual work while providing customizable and transparent processes. We plan to pilot and receive faculty feedback in the Winter term and implement for our next promotion and tenure review cycle.



Board of Trustees Student Affairs Report February 2026

The Division of Student Affairs has continued the work of serving and supporting students since the last report to the Board in November 2025. Since that time, we have also experienced staff changes within our Student Affairs Leadership Team.

Adry Clark, Director of the Center for Professional Pathways, stepped down from her position at the end of July. We conducted a national search to fill the role and were fortunate to select Dr. Michelle Strowbridge who brings a wealth of experience in career readiness and experiential learning. Michelle joins us from Oregon State University where she served as Assistant Director of the Career Development Center within the College of Liberal Arts.

Megan Habermann-Guthrie, Director of New Student and Family Programs, and a member of the WOU community for the last 16 years, took a position at Oregon State University. Her last day at WOU was Friday, February 13. Megan begins her position as Associate Director for Admissions and Student Engagement for the Honors College at OSU on Monday, February 23.

Finally, a national search has been launched for the Vice President for Student Affairs with an anticipated start date of July 2025.

Activities and Accomplishments – Division of 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

University Housing

- WOU is seeking funding for the replacement of the Heritage Residence Hall roof project. This project is essential to ensuring long-term resilience, as it safeguards the university's innovative revenue-generation initiatives, specifically, the capacity to safely house 333 current residents and the incoming Fall 2026 first year class. Investing in this infrastructure today prevents the displacement of students and protects the institutional stability required for future success.

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 Engagement

- The Co-Curricular Transcript has launched. It supplements the academic transcript by giving students a way to share their co-curricular learning, club leadership, awards and recognition, and volunteer service. These features are activated primarily through attendance at events, which is why tracking attendance is more important than ever before. Student participation is at 20% with over 13,500 points earned.

Abby's House

- Supported 14 survivors in Fall term 2025 and allocated \$3,700 on emergency housing & move-in costs for survivors
- Assisted 68 students in the Fall term for basic needs, allocated \$2,328 on course materials (textbooks, calculators, various school supplies for care cupboards), \$1,100 spent on gas gift cards & bus passes, \$2,750 spent on WINCO gift cards
- In the Fall term, 15,289 lbs of food and 2,470 clothing items were distributed in the Food Pantry and Stitch Closet. 430 households, 1,579 individuals. The majority of people who use the Food Pantry and Stitch Closet are students

Student Health & Counseling Center

- Hired a new full-time counselor who began their work at the start of the Winter term 2026.

Student Affairs

- The Young Democratic Socialists of America (YDSA) student organization has been leading work for a petition for WOU to become a sanctuary campus. The office of Diversity, Equity, and Inclusion, Campus Public Safety, and Student Affairs have met with these student leaders on several occasions and continue to work to meet students' goals as appropriate and in alignment with the missions, vision, and values of WOU.

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

Student Engagement

- Repurpose the former Freedom Center space into the Mosaic Center. It supports and connects students and organizations rooted in cultural identity, heritage and advocacy. It fosters a sense of belonging, community building and empowerment among historically marginalized student populations. This came from student feedback through various formats.
- Boxes of Hope sponsored by Student Media. 178 students participated. Project to support children in foster care in Polk and Yamhill counties, in partnership with Every Child Polk Yamhill, a program of REACH Northwest. Over the course of two days, 178



WOU students volunteered to build care boxes for foster youth in our area. This was an incredibly collaborative effort and brought many students and WOU departments together. You can visit the You Tube video at this web address for highlights of this project: <https://www.youtube.com/watch?v=RrfohR3Vqnw>

Abby's House

- Hired an LGBTQ+ Violence Prevention Coordinator who serves as the Project Director for our Office of Violence Against Women (OVW) grant and oversees the Stonewall Center. They started on Nov 17.

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

Student Engagement

- More than 2,700 students and local residents joined us at the Werner University Center during the Holiday Tree Lighting event on December 5.
- Increase in the Werner University Center usage Fall term 2025 compared to Fall term 2024. (12%)
- Discover Leadership credited class Winter Term. 26 enrolled students. Discover Leadership is an interactive, hands-on journey into what it means to be a leader. Participants explore key leadership concepts through discussions, group activities, case studies, and fun challenges that help build confidence and develop a unique leadership identity.
- Spanish translation of certain items and posting online when completed.

Abby's House

- Abby's House has strengthened partnerships to address violence prevention and response on campus through our Office of Violence Against Women grant. Campus partnerships include Public Safety, Title IX, Student Conduct, Residence Life, SHCC, Athletics, and the President's office. Community partnerships include Sable House, Monmouth PD, and Bradley Angle in Portland.
- The Food Pantry gave out 103 Turkey Baskets for Thanksgiving, which fed approximately 450 people in the community.

New Student and Family Programs

- The Western Oregon Family Portal is an effective tool for communicating with families of current students. There are currently 2,318 active users of the portal, and an average open rate of the newsletter of 57%. Our top engagement comes from the following populations with the following open rate percentages:
 - First-Year Families (2,081) - 60%
 - Families for First Gen Students (302) - 70%
 - Families of Transfer Students (273) - 75%
 - Spanish Speaking Families (98) - 54%



Center for Professional Pathways (CPP)

- In collaboration with the City of Monmouth, CPP hosted a MLK, Jr. Day of Service. Approximately 58 WOU volunteers, including the women's softball team participated in a variety of service projects both outdoors, such as graffiti cover up or home projects for seniors; and indoors, such as painting and making welcome bags for the local community shelter. They also made cards for seniors facing isolation and loneliness over the winter season.

Athletics Board of Trustees Report - February 2026

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.

Athletics goal- Review processes within the department to ensure efficiency within Athletics.

- Quarterly meetings with Director of University Budget/Planning and VP for Finance to monitor and evaluate Athletic department spending trends.
- FY27 budget reduction plan will include cuts in preseason support for fall sport student-athletes, reduction in preseason travel opportunities, and a reduction in student employment.

Direct Benefit of Athletics on Campus:

- Campus activity and vibrancy- 1 in 9 students at WOU is a student athlete
- Student employment opportunities- game ops, ticket sales, sports information
- School tradition and culture- fan following and alumni events
- Off campus visibility- team travel, live-stream events, social media
- Retention/Graduation- rates higher than general student population
- Diversity- Over 50% of student athletes identify as non-white

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.

Athletics goal- Provide opportunities for student-athletes to reach their academic and athletic goals within a supportive and healthy campus environment.

- Athletic Dept Fall term GPA- 3.1 (187 on Honor Roll)
- Men's and Women's Soccer teams advanced to the NCAA tournament
- Football played for the Lone Star Conference championship in the final game of the season (tied for 2nd). Coach Ferguson named LSC Coach of the Year.
- Numerous athletic and academic All-GNAC and All-LSC awards for Fall

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.

Athletics goal- Celebrate the engagement opportunities that our WOU student-athletes participate in within our community.

Community Engagement (Oct-Dec):

- Monmouth Halloween Trunk or Treat
- Wolves Football tailgate lot- 81 of the 94 available spaces purchased by Wolves Club members and fans
- SAAC hosted a Toy Drive and donated to the Fostering Success program for foster kids in our community
- MLK community service with City of Monmouth
- Fall sport camps

Home events (Fall/Winter):

- 50+ home athletic contests
- Hosted NCAA W Region Cross Country Championship (30+ M/W teams)
- Hosted collegiate, high school, and middle school cross country meets (5000+ participants)
- Hoop-N-Howl men's and women's basketball kickoff event
- Football Hall of Fame and Wolves Athletics Hall of Fame Induction Ceremonies
- Wolves on the Green Golf outing
- Men's Basketball Alumni Night

Social Media Reach (Main Athletics Accounts: Sept-Dec):

- Instagram- 5.5 million views
- Facebook- 671,805 views
- X-243,353 impressions
- YouTube-87,323 views

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 goal- Review policies and procedures within the department ensuring timely, accurate communication (onboarding staff, student support, NCAA compliance).

- Yearly review of Athletic Department Staff Handbook
- Yearly review of Athletic Department Student-Athlete Handbook

Campus Recreation – Winter 2026 Report

The Campus Recreation Strategic Plan 2022-2026 focuses on five areas: targeted participation, improving efficiency, skill development, fiscal responsibility, and saving WOU. The full plan can be found [here](#). We will be initiating the process of working towards our next strategic plan over the next 10 months.

WOU Core Values

Centering Students -

Club Sports

- [Positive] Club Sports has seen 333 participants on the rosters of the 12 active club sports, as of February 5, 2026. An increase of 19.35% over total participation from last academic year, and the 2nd highest level of participation we have ever seen in Club Sports at WOU. Club Sport participation is approximately 51% female.

Intramural Sports

- [Positive] Intramural Sports has seen over 929 participation from 243 unique student users throughout the fall and winter terms. Approximately 75% of Intramural participation has been male.

Climbing

- [Positive] The staff development and leadership model is taking hold and allowing students in two climbing leadership positions to transition into a mentor leadership role. This has been a long undertaking and is hopefully allowing us to train, maintain, and recruit long-term staff members on the wall.
- [Positive] With the additional academic class support running in conjunction with student participation, the wall has seen an ideal increase and balance. We have had over 320 student check-ins to climb this term. A substantial increase in the same time frame just last term.

Health and Wellness Center

- [Positive] There have been 28,632 student visits with 57.28% unique student body usage from Summer 2025 to present (1734 out of 3027 students). Last year, the overall usage of the Health and Wellness Center was 60.42% unique student body.
- [Positive] Through Campus Recreation's collaboration with Campus Public Safety and Abby's House, there were 2 free self-defense courses held with 29 participants.

Fostering Accessibility -

Intramural Sports

- [Positive] In addition to the high participation in our Drop-In style intramurals, we are also now seeing an increase in participation in Intramural events that require advanced registration. The table tennis tournament, for example, filled up just a few days after registration opened, and saw 17 students added to the waitlist. We were able to add a 2nd tournament to accommodate the large waitlist

Club Sports

- [Positive] The fall of 2025 was the first fall term in which the Club Sport Player Pass was available to community college students. Twelve students from Chemeketa Community College and one from Linn Benton Community College purchased the pass and participated in WOU Club Sports. All 13 of these students participated on our Rugby teams (9 males, 4

Campus Recreation – Winter 2026 Report

females). There was interest in some of our other sports, but the governing bodies of those sports have restrictions in place that limit this type of participation. We are actively working with those governing bodies in an effort to find a solution.

Outdoor Program

- [Positive] Access to trips has become streamlined with the addition of DSE trip sign-ups, and the liability forms have become very accessible to student members by allowing early registration and detailed information on trips.
- [Challenge] Winter term Outdoor program trips are limited due to funding for travel, limited snowshoe gear to 10 participants and two staff members, and abundant snow.
- [Positive] However, the Outdoor Pursuits Club has leveraged this opportunity to capitalize on Spring membership recruitment by running several ski meetups. Even with the lack of snow.

Valuing Community -

Intramural Sports / Health and Wellness Center

- [Positive] The upcoming Intramural Pickleball tournament is open to anyone, and registered teams include students, faculty/staff, and individuals from the Monmouth/Dallas area.

WOU Institutional Goals

Institutional Sustainability -

Club Sports

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

Climbing

- [Positive] In continuing to invest in sustainable climbing programming, our Assistant Director is now teaching off-campus to increase the national credibility of the program. This outreach style was pioneered by Oregon State University's Adventure Leader Institute, and now WOU is offering to teach at other schools, benefiting the climbing program. This provides WOU's Outdoor program with positive recognition across the PNW.
- [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 PCIA Sport Climbing and American Red Cross Wilderness First Aid training. Along with a spring term Whale Watching or Cascade Head Beach Trip.
- [Positive] The Outdoor Pursuits Club ran several activities this fall, including a recruitment meet-up at the Hoodoo ski area and a snowshoeing trip this winter. As a developing club,

Campus Recreation – Winter 2026 Report

they have met the criteria to be funded through IFC enhancement funds and will be participating in Giving Day.

- [Positive] With the DSE software, we have moved to a streamlined rental program allowing folks to reserve and pay online or with credit cards at the front desk. We maintain the most affordable rental program in Oregon.

Aquatics

- [Positive] We have distributed participation throughout our hours of operation. By opening the pool to lap swimmers, we have increased the total number of swimmers during the day in a manageable way. Community and student participation still needs an uptick as our lesson participation makes up for the difference in occupancy during our mainstay operation time.
- [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] Continual maintenance of assets on the mechanical side of operations is taxing on budget lines and will continue to be a substantial line item on Service and Supplies. We are moving toward an aggressive preventative maintenance model focusing on routine mechanical maintenance allowing us to plan for expenses.

Turf Field

- [Challenge] Turf Field referendum passed with 81.5% approval by the student body. To start collecting the new \$10 debt fees this upcoming summer of 2026. Campus Recreation is working with VPFA to secure an outside loan since the winter 2025 Legislative Session F-bond request was not passed. The challenge of waiting until the 2028 fiscal year for funding is the age of the Turf Field, compaction, heavy usage, and recruitment events, which may make the field unplayable before that opportunity arises.

Student Success -

Aquatics

- [Positive] Training and Certification have opened up Campus Recreation for American Red Cross courses, allowing students to become trained CPR and Lifeguarding instructors. With DSE, we can now offer online payment platforms, allowing students more opportunities to teach. We now have 3 fully certified instructors to capitalize on student hours, the development of staff, and internal audit training.

Climbing

- [Positive] We have increased our capacity to staff the climbing wall with trained instructors and specialists, as we are now fully independently offering our PCIA certification both for indoor and outdoor climbing settings. We will continue to keep costs down while driving student participation and leveraging outdoor climbing trips and our outdoor trip leaders.

Health and Wellness Center

- [Positive] The Health and Wellness Center student staff retention rate from the fall to winter term was 97.63%, or 72 out of 74 staff members.

Campus Recreation – Winter 2026 Report

Community Strength -

Health and Wellness Center

- [Challenge] After the transition to the DSE online membership portal with credit card payments versus internal WOU payroll deduction payments, the Faculty and Staff Memberships, including partners and dependents, still lag behind FY25 numbers. There are currently 51, down from 79 last year.
- [Positive] There were 31 Community Memberships and 49 Community Daily Passes in the fall term, and so far in the winter 2026 term, there are 41 Community Memberships and 97 Community Daily Passes. 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 continue to happen more frequently since last year's report regarding allowing full-time community membership access into the HWC. While this may seem like a revenue and community boost, it may create a very negative impact from the students' perspective. The majority of student usage is 3:00-10:00 pm Monday-Thursday and 3:00-8:00 pm on Friday, while for for-profit fitness centers, their prime usage is 4:00-9:00 pm Monday-Friday. This combination of demand, as mentioned before, could create an overcrowding effect. There may need to be a more in-depth study with Campus Recreation directly involved before deciding to open up more to community memberships.

Aquatics

- [Positive] Tactical increase in swimming lesson hours is a continual change. We have expanded hours offered to participants while maintaining manageable lesson operations. This program continues to be the hallmark community program for campus recreation.

Climbing

- [Challenge] The Gate climbing club has faced significant budgetary constraints and is not currently renting our climbing facility.
- [Positive] We saw an increase in our Climbing Youth Classes this winter. Both climbing levels for the first time had a waiting list. We will focus on developing a more strategic model after surveying parents to see what we can implement to increase participation.

February, 2026

Human Resources, Payroll & Faculty Staff Access Services

Desiree Noah, Chief Human Resources Officer

HR Operations Update

Supervisor Training and Performance Management

Human Resources delivered two Performance Management supervisor training sessions in January. Both were held in person with Zoom participation options to increase access across campus. The sessions focused on preparing supervisors to conduct annual performance evaluations in a consistent, fair, and well-documented manner.

Training content emphasized setting clear expectations, providing constructive feedback, addressing performance concerns early, and understanding documentation standards tied to collective bargaining agreements and University policy. Strong participation across campus demonstrated a collective interest in growing supervisory skills and supporting our employees effectively.

Continued supervisor training remains a key risk-mitigation and workforce development strategy, supporting consistency, compliance, and employee engagement.

Staffing Updates

Human Resources is pleased to share several staffing updates that support continuity and operational stability.

- **Benefits Coordination:** Miriam Garland, who has worked with the University for the past two years as a student employee in HR, has transitioned into the role of Benefits Coordinator. Her institutional knowledge and familiarity with employee needs provide continuity in benefits administration during a period of increasing complexity in health and leave programs.
- **Payroll Staffing:** Preparations are underway to post the Payroll Technician position following a January vacancy. Payroll operations have continued without disruption because the team stepped up for one another and took on additional work to make sure employees were paid accurately and on time. This has not been easy, and it has required sustained effort over several weeks. Their commitment has kept things moving, and it also underscores the importance of restoring full staffing so this level of strain does not become the norm.
- **HR Team Milestone:** Julie McMurry, HRIS Coordinator, welcomed a baby girl, Adelee Rose, on February 7. Both mom and baby are doing well. The HR team has ensured continuity of HRIS operations during Julie's leave.

Recruitment Update

HR Recruitment continues to strengthen the University's hiring processes through a more structured, centralized, and supportive approach. High-touch pre-launch meetings with search chairs remain a cornerstone of this work and have proven effective in increasing clarity around roles, timelines, and compliance expectations.

Key recruitment improvements underway include:

- More consistent application of standard hiring practices across academic and administrative searches
- Expanded use of centralized guidance and resource tools for search committees
- Ongoing refinement of processes based on feedback from departments and hiring managers

HR Recruitment remains focused on continuous improvement, equity, and transparency while supporting departments in attracting and retaining qualified candidates.

Student Employment and Supervisor Training

Student employment continues to be a critical operational and educational component of the University. Student employees support essential academic and administrative functions while gaining transferable skills, professional experience, and financial support for their education.

As staffing constraints and compliance requirements continue to evolve, effective supervision of student employees is increasingly important. Supervising students requires a distinct approach that balances mentorship, accountability, and flexibility aligned with academic obligations.

Human Resources continues to invest in targeted supervisor training focused on student employment, including:

- Student employment eligibility, funding sources, and work-hour limits
- Wage and timekeeping requirements, including proper use of Web Time Entry
- Performance expectations and appropriate feedback for student employees
- Managing absences, schedule changes, and academic priority conflicts
- Creating inclusive, respectful, and development-focused work environments
- Recognizing when issues should be escalated to HR or Student Employment staff

Ongoing training reduces risk, supports compliance with wage and hour laws, and improves the student employee experience. These efforts directly support student retention, engagement, and workforce readiness while ensuring operational continuity for campus departments.

Campus Engagement

The HR, Payroll, and Faculty & Staff Access Services teams will host a campus Town Hall on **May 7** from 3:00 to 5:00 p.m. in the Columbia Room. This forum will provide updates and answer questions related to payroll, benefits, student employment, leave, and workplace accommodations, and will offer an opportunity for direct feedback from the campus community.

Labor Relations

Faculty (WOUFT)

Faculty bargaining with WOUFT began on January 12 as part of the economic reopener and is being conducted using an Interest-Based Bargaining approach. This framework supports collaborative problem-solving and shared understanding of institutional priorities while addressing compensation and related economic issues.

WOU's instructional workforce includes **301 faculty members** across tenure/tenure-track, instructional (non-tenure track), and adjunct appointments. Instructional faculty represent approximately **26%** of instructional headcount, tenure/tenure-track faculty **41%**, and adjunct instructors **33%**.

When teaching expectations are considered, instructional faculty deliver the majority of direct classroom instruction. Tenure/tenure-track faculty contribute to teaching while also carrying responsibility for curriculum development, accreditation, shared governance, advising, and student mentoring. Adjunct instructors provide targeted flexibility and specialized coverage.

This teaching-centered instructional model supports student access and stability while shaping how the University approaches compensation, workload, and long-term workforce planning. As bargaining proceeds, this context informs HR's focus on balancing fiscal sustainability, instructional continuity, and equity across faculty roles.

Classified Staff (SEIU)

The University's classified workforce has remained relatively stable, reflecting sustained demand for operational, frontline, and student-support roles. Between 2022 and 2026, classified headcount increased from 155 to 166, a net change of 11 positions (7.1%).

We will begin negotiations with SEIU on February 12 at the University of Oregon.

SEIU Bargaining Schedule

- February 12–13 – University of Oregon
- March 5–6 – Western Oregon University
- March 19–20 – Portland State University
- March 30–31 – Oregon State University (Corvallis)
- April 23–24 – Oregon State University (Bend)
- May 14–15 – University of Oregon
- May 28–29 – Southern Oregon University

Administrative preparation sessions are scheduled the day prior to each bargaining session.

Payroll Updates

Payroll continues to prioritize accurate and timely pay for employees while working closely with Human Resources and campus departments to manage appointments, pay changes, and compliance with wage and hour requirements. This work has not been easy and has required significant coordination, troubleshooting, and persistence, particularly as policies, systems, and staffing levels continue to evolve. Despite these challenges and limited resources, the Payroll team has done exceptional work to keep payroll running and to support employees across the University.

Payroll is currently working with SIG to implement electronic Personnel Action Forms (ePAFs). This work will support more accurate data entry, improve coordination between departments, HR, and Payroll, and reduce delays in processing personnel actions.

In addition, Payroll is continuing to enhance Web Time Entry capabilities. A key next step is the planned implementation of live leave accruals maintained directly within the system. This will provide employees and supervisors with real-time visibility into available leave balances, improve accuracy, and reduce manual tracking and reconciliation across HR and Payroll.

Access Services Update

Interpreting, Accommodations, and Leave

- HR Interpreting Services continue to provide high-quality communication access for Deaf faculty and staff, as well as for campus-wide events and meetings.
- Emily Herb completed the ADA Coordinator Certification program and is now a certified ADA Coordinator, strengthening the University's internal expertise and capacity for accessibility consultation and compliance.
- Digital accessibility efforts are ongoing and expanding across campus. Current initiatives include:
 - Three months of digital accessibility trainings designed and delivered in collaboration with the Center for Teaching and Learning and MarCom
 - Development of a remediation process in partnership with Student Conduct
 - Design of a captioned video database and support system with Disability Access Services, the Library, and CTL
 - Planning for a Digital Accessibility event on April 24, coordinated by Emily Herb and Dan Rockwell
- HR, in partnership with UCS, is implementing a new leave and accommodations management system, AbsenceSoft, to improve service delivery, tracking, and compliance in these critical areas.
- Emily Herb and Stacey Rainey completed an RFP process and established contracts with additional communication access service providers, expanding options and positioning the University for potential cost savings.

Workforce Trends

January 2022 – January 2026

Total employee headcount has remained relatively stable over the four-year period, despite enrollment shifts, budget constraints, and strategic staffing decisions.

- January 2022: 710 employees
- January 2026: 712 employees
- Net change: +2 employees

After growth in 2023, the University experienced three consecutive years of gradual workforce contraction, with the largest single-year decrease occurring between January 2025 and January 2026.

While a formal retention rate requires tracking individual employees over time, January headcount and separation data together indicate workforce stability. Most separations have been voluntary, and total separations have declined over time.

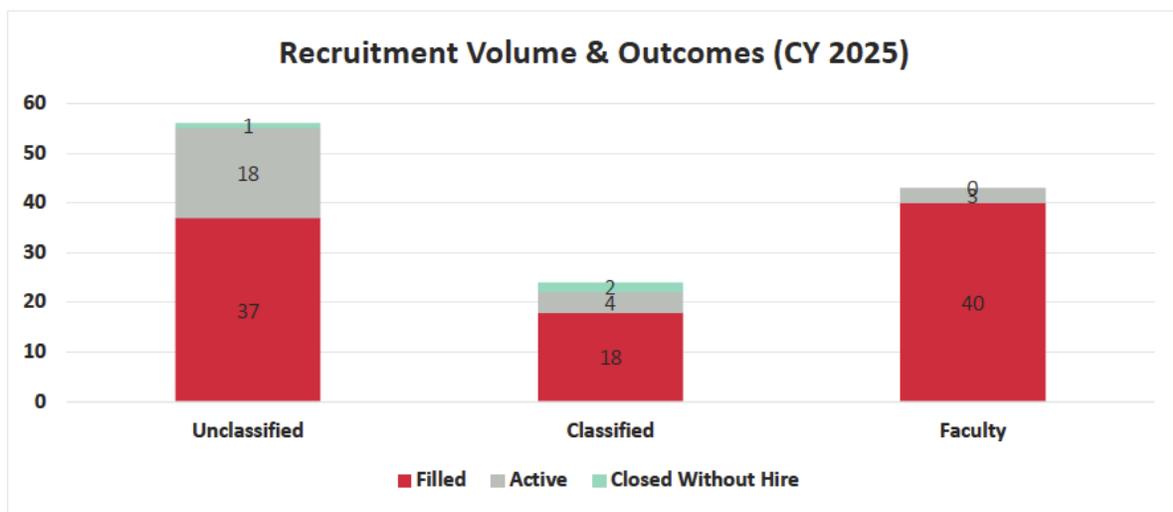
Employee Group Trends

- **Classified staff:** Stable to slightly increasing, reflecting sustained operational need
- **Faculty:** Overall decline, driven primarily by reductions in tenure-track and full-time non-tenure track roles
- **Unclassified staff:** Growth through 2024 followed by modest recalibration in 2025–2026

Together, these trends reflect intentional workforce management during a period of institutional constraint, with continued monitoring of retention and capacity moving forward.

Recruitment Specific

During calendar year 2025, Western Oregon University managed a high volume of recruitment activity across classified, unclassified, and faculty positions. This includes both internal and external searches and reflects ongoing staffing needs during a period of budget constraint, labor market competition, and operational change.



Fill Rate: 77% of all posted positions



**Board Secretary Update:
February 25, 2026 Board of Trustees Meeting**

Institutional Sustainability

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

Activities & Accomplishments

- **Board Statement Changes:**

Working with our Internal Audit Team to develop some additional recommendations for the Board Statement on the Delegation of Authority, as well as the Executive Governance and Trusteeship Committee, specifically around clarifying the board's role in oversight, internal audits, and risk management. These proposed changes were presented to the Executive Governance and Trusteeship Committee (EGTC) on February 13, 2026. The committee will review the proposed changes and work with Board Leadership and our Internal Audit team to approve an amended EGTC charter that incorporates them.

- **President's Job Performance Survey:**

As part of the President's 360 review, Board Leadership has asked Board Staff, in consultation with our General Counsel, to put together a survey evaluating the President's Job Performance. The survey asked a series of scale-based and short-answer questions to evaluate different aspects of the President's performance. The survey went out on February 2nd, 2026, and closed to the general campus population on February 11th, with roughly 150 responses. The survey will remain open for a bit longer for key stakeholders, including shared governance leaders, cabinet members, and senior leadership. We will provide the aggregated results, without identifying information, to the Board Leadership, who will consider them.

- **Policy Updates:**

Worked with the Office of General Counsel, the Office of Student Affairs, the Director of Marketing and Communications, and the Vice President for Finance and Administration to move forward with the creation of several institutional policies over the last few months. Additionally, through collaboration with the General Counsel, University Computing Solutions, Academic Affairs, and others, we have selected NAVEX as our new Policy Software for our policy library. The University has an existing relationship with NAVEX, and this software will greatly improve the ease of accessing our institutional policies and dramatically increase the efficiency of the policy process. We are optimistic that the new software will be live this Spring.

- **Recruitment of Future Potential Board of Trustees:**



Unfortunately, due to a clerical error, our nominees to serve on the Board of Trustees who were to be considered for the February process were not forwarded. I have assurances that they have been submitted for the next appointment hearing, which will likely be in June. I will work with our Nominee for the Graduate Student Trustee, Rhylie Sevits, to ensure she remains interested in moving forward with the nomination. As a reminder, **ASWOU formally nominated Rhylie to fill that position** back in the fall. **Rhylie is a first-year Doctoral candidate in Occupational Therapy. She received her Bachelor's degree from WOU in the Spring and is currently serving as Chair of the Incidental Fee Committee** for the second year in a row. Additionally, we are moving forward with Leah Mitchell's reappointment.

Additionally, a seat will open effective July 1, 2026, with Trustee Gayle Evans's term limited. We have received at least one application to fill that open position. We will work with Board Leadership to connect with the applicant.

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 Executive Director of Government Relations and Secretary of the Board of Trustees, I am the accountability leader for two different initiatives along with the office of the General Counsel. The first initiative involved making accessibility a funding priority for Western Oregon University. This includes working with the accessibility working group to create or update a suite of policies around various accessibility areas. I will get into more details on this in the next accomplishment. The second initiative I am working on with the general counsel is to review and update policy and communication for all-person restrooms. Currently, we have formed an 11-member task force to review state and federal guidance on this issue and have met five times. In those meetings, the committee has reviewed the policies of other institutions and conducted an audit of all user restrooms and wayfinding signs across our campus. The committee has also reviewed the proposed policy for existing and newly built environments. The committee will meet one more time to vote on the policy recommendation.

Accessibility Working Group:

The Accessibility Working Group was formed in the Spring of 2025 to develop and implement policies addressing accessibility issues on campus. The first policy that the committee worked on was the Digital Accessibility Policy. The committee worked on this policy throughout the summer and had it vetted by UTAC and General Council. In October, the policy went to the policy council for consideration, through public comment, and was approved by the President on October 30th. The committee will now focus on implementing the policy before the April 2026 implementation date for the new federal regulation.



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

- **Trustee Trainings and Development:**

We have scheduled a public meeting and executive session training with the Oregon Ethics Commission on April 21st. Cameron and I will work with Board Leadership to develop additional training opportunities for our Trustees.

- **Attending the Pacific Northwest Leadership Institute on Antisemitism in Higher Education**

A group of Four Western Oregon University employees is attending the Pacific Northwest Leadership Institute on Antisemitism in Higher Education. This seminar is fully funded through a partnership between Portland State University and the Brandeis University President's Initiative on Antisemitism and is designed to equip senior administrators in higher education with the knowledge and tools needed to address antisemitism on their campuses. I will be joining our Executive Director of Diversity, Equity, and Inclusion, as well as two other members of our institution. We will meet after the seminar to discuss how we can bring something back to WOU.

- **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.

FROM: Evan Sorce, Executive Director of Government Relations and Secretary to the Board of Trustees

TO: Western Oregon University Board of Trustees

RE: February 2026 Board Update – Government Relations

Honorable Trustees:

This report provides an update on the issues reported to you back in the November 2025 Board meeting, including the shared services study commissioned with sustainability funds allocated by the legislature in the 2023 session, as well as an update on the HECC budget note funded in the 2025 legislative session, and an update on the 2026 Legislative session.

TRU Shared Services Report:

One of the projects approved by the HECC to utilize the Sustainability funding authorized by the legislature was a report to evaluate service areas where shared service models could provide financial, operational, and qualitative benefits to the Technical and Regional Universities and Portland State University. In early June, the project team selected Campusworks to lead this initiative. The project commenced in June 2025 and is expected to be completed by June 15, 2026. The study focused on, but was not limited to, the following areas, which had previously been identified as potential locations for shared services:

- Purchasing and Procurement Services
- Information Technology Services (Platforms, Technologies, & Cybersecurity)
- Legal Services
- Compliance and Risk Management
- Internal Audit
- Payroll Services (backend)
- Human Resource Management (Training/Recruitment)

In mid-October, the Campusworks project team traveled to WOU and met with President Peters, senior leadership, and select employees. It was clear from the conversation with the project management team that they haven't found any

magic solution that will save the university large amounts of money if the service were shared across the five institutions.

Earlier in February, the University presidents and CampusWorks identified five priority areas for potential shared services among the Technical and Regional Universities (TRUs) and Portland State University: cybersecurity (leveraging Oregon State University infrastructure), legal services (including contracts, counsel, and Title IX investigations), multi-state tax and payroll compliance, training and professional development platforms, and a centralized project management office to coordinate implementation and change management. These initiatives are projected to generate minimal annual savings. Phase 2 will involve a detailed analysis of these focus areas and development of implementation plans prior to presenting formal recommendations to institutional presidents and the Higher Education Coordinating Commission (HECC). Leaders also discussed the idea of potentially expanding participation to include Oregon community colleges, which are expected to increase possible savings but would extend the timeline for recommendations from the original June target to approximately September 2026. Further expansion to include larger institutions such as the University of Oregon or Oregon State University could extend the timeline to December 2026 or into 2027.

Budget Note Update:

During the 2025 legislative session, a budget note was attached to the Higher Education Coordinating Commission (HECC)'s budget bill (SB 5525). This note required the HECC, in consultation with universities, to review university spending, efficiency, and revenue strategies to guide future funding models and ensure that public universities can continue to provide quality education while remaining financially sustainable. Throughout the process, the HECC made it clear that they were responsible for writing the report. Although they gave us two opportunities to provide feedback on their report, the feedback they took was limited, and the public universities were not given the opportunity to provide feedback on the recommendations. The public Universities got the final report back in late November, and the report was made Public in early December in the docket of the HECC Funding and Achievement Committee meeting. The recommendations in the report were the following:

1. An opportunity exists for Oregon to exploit scale to create a competitive advantage in workforce and talent development on a regional or statewide basis, and to drive collaboration rather than competition. **The Legislature should direct HECC, in consultation with all of Oregon's public higher education institutions, including community colleges, to develop a proposal, or**

- proposals, for targeted institutional integration by January 2027.**
2. Today, new degree programs and significant changes to degree programs must be approved by HECC, but no mechanism exists for the State to review programs for sustainability, value, or other criteria. **The Legislature should require academic degree programs at public universities to be periodically reviewed and renewed by HECC.**
 3. Alongside the biennial adoption of the Public University Support Fund, the Legislature should consider **appropriating a separate salary pool to support essential compensation increases.** This would set reasonable, state-level expectations for institutions and their employee groups about biennial compensation increases.
 4. Many public universities rely on IT systems that are 20+ years old. These systems are inadequate for current needs and vulnerable to cyberattacks. Some institutions are preparing to replace enterprise-wide systems, or are in the process of doing so. **In setting priorities for state higher education capital investments, the HECC and the Legislature should put a greater emphasis on the replacement of IT infrastructure.**

After the recommendations, there was significant pushback not only from the Public Universities but also from their labor partners, community colleges, and legislators. The pushback delayed the HECC action until January, but the HECC ultimately approved the report, though the vote was not unanimous. Director Cannon presented the report to the Joint Education Subcommittee of the Oregon Legislature on [February 10, 2026](#). The recommendations have largely been amended in House Bill 4124, which will be discussed later in this report. The full report and PowerPoint on the recommendations are available [here](#).

The Governor and the Legislature Request for Agency Cut Packages

Last fall, due to actions by the Federal Government, the September Revenue Forecast showed a \$372 million budget shortfall this biennium. The Governor and Legislative Budget Leaders requested that agencies submit 5% and 2.5% cuts. HECC's proposed 5% cuts were roughly \$151 million, with large implications for Community Colleges, Workforce Development, and Public Universities. The majority of the cuts for the universities would come from the Public Universities Support Fund (PUSF). A 5% cut to this fund would force each University to dramatically increase tuition at a time when it would be most inopportune for our students, who are dealing with federal financial aid changes. Fortunately, in December, the Revenue forecast was far more positive than the

September forecast, reducing the projected \$372 million deficit to a much more manageable \$63.1 million. This was the context we were in at the beginning of the February 2026 Legislative session.

The 2026 Legislative Session Update:

The 2026 Oregon “Short” Session takes place February 2–March 9, operating under a compressed timeline with an emphasis on budget adjustments, select policy measures, and critical issues. This year, the session priorities of the legislative leadership include figuring out how to address the Medicaid and SNAP budget holes created by the Big Beautiful Bill, addressing a Transportation funding shortfall, and a large policy package to respond to the federal government’s immigration enforcement actions. At the time of this meeting, Session will be in its fourth week on a fast-paced schedule to move legislation and make statewide decisions by sine die.

2026 Legislative Session at a Glance:

35 Calendar Days

Roughly 280 Bills

16 House Committees

15 Senate Committees

5 Joint Committees, Including:

- **Ways and Means**
- **Transportation Oversight**
- **Information Management and Technology**
- **7 Ways and Means Committees**

February Revenue Forecast Exceeds Expectations:

A slightly better-than-expected revenue forecast on February 4th predicts that the state will have an additional \$100 million in revenue, which is buoying the state budget. This updated forecast results in revised budget reduction expectations. Previously set at 2.5%-5% for the 2026-27 year, or the second half of the biennium. While legislators are now signaling lower or possibly no reductions in the Public University Support Fund (PUSF) for the current biennium, they are



very clear that the 2027-29 biennium will be much more challenging, given the federal funding cuts that start in 2027.

Bills We are Monitoring:

[HB 4079](#) - Directs school district boards and governing bodies of institutions of higher education to adopt policies that address how the school district or the institution of higher education will respond when a federal immigration authority enters school property or a campus.

Representatives of the Coalition of Oregon Public Universities have been actively working with the bill's Chief Sponsors to communicate our concerns about the original bill. The Chief Sponsors have made those changes, and OPU is currently neutral on the bill. The bill passed the Oregon House on February 17th and is now moving to the Senate side for consideration.

[HB 4124](#) – Directs the Higher Education Coordinating Commission to conduct a study of the condition of Oregon's post-secondary education system and to develop detailed recommendations for the design, implementation, and operation of a viable and superior institutional framework.

Representatives of the coalition of Oregon Public Universities have been actively working with the bill's Chief Sponsors to communicate our concerns about the original bill. The bill has changed dramatically from its original form, and some of the universities' concerns have been addressed, but many remain. In its current form, this is the legislative vehicle for studying all the recommendations in the budget note report discussed earlier in this report. OPU has been clear that the universities MUST be at the table as active participants in this study, rather than simply being studied. I am confident that legislators have heard this concern. We should expect to be very actively involved with this study throughout the interim. Currently, this bill is in Ways and Means, and it is expected to move forward.

[HB 4138](#) - The measure creates new rules around law enforcement identification and prohibition of law enforcement facial coverings, restricts how and when public bodies in Oregon can cooperate with out-of-state law enforcement, and creates a cause of action and a violation offense related to violations of the requirements. The measure declares an emergency and is effective on passage.

Representatives of the Coalition of Oregon Public Universities have been actively working with the Chief Sponsors to address the substantial concerns the Universities had with several parts of the original bill, including a private right of

action for members of the public who felt the University wasn't following specific provisions. The Chief Sponsors have addressed many of the University's concerns

[HB 4060](#) – The measure exempts, until January 1, 2030, sales to purchasers with facilities totaling more than 1 million square feet from the prohibition on the sale of certain fluorescent lamps. The measure declares an emergency, effective on its passage.

Representatives of the Coalition of Public Universities have been actively supporting this bill, which would allow us to purchase fluorescent lamps until 2030 (a state ban took effect in 2025). We are planning to write a letter of support on this in the Senate. The bill has passed the House and has a hearing in the Senate on Feb 25th.

[HB 4094](#) – Requires employers who provide paid vacation time to compensate employees for all earned or accrued but unused paid vacation time when employment terminates.

Representatives of the Coalition of Public Universities have been actively working with the Chief Sponsors to address the concerns we have with this bill (because of its financial impact). The bill is currently in Ways and Means, and because it has a fiscal impact, it is unclear whether it will pass. Regardless of whether it passes this session, it is safe to assume it will be back next session.

University Day Lobby Day – February 12, 2026

As you may know, the even-year legislative sessions are brief, lasting only 5 weeks. Due to the short duration, we focus our efforts on a single large lobby day for the seven public universities. This year, Lobby Day was February 12, 2026. The organizational committee set a goal for each university to bring about 25 members of their campus community to attend and meet with our State Legislators around the importance of state funding for our public universities. In reality, we had over 250 attendees.

Western Oregon University alone had over 60 students, staff, and faculty attend the advocacy day. Including:

4 Trustees
1 Foundation Board Member
3 Senior Leaders
22 Staff and Faculty
30 Students

Thank you so much to everyone who participated in our advocacy day. We have received a lot of positive feedback from legislators and staff, and I know our advocacy that day will make a difference. Below is a picture of the WOU delegation

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

- **First Chamber Deadline:** February 16, 2026
- **Post Work Session Deadline (Second Chamber):** February 20, 2026
- **2nd Chamber Deadline:** February 26, 2026
- **2026 Legislative Session Constitutional Sine Die:** March 8, 2026
- **May Revenue Forecast:** May 20, 2026
- **June Legislative Committee Days:** June 15-17, 2026
- **September Legislative Committee Days:** September 8-10, 2026

Additional Noteworthy Information:

- Earlier this month, we received \$250,000 as part of a Community-Initiated Project we requested through Congresswoman Salinas' office last spring. The money will go towards the development of an Emergency Operations Center as part of the larger Data Center project. We sincerely appreciate Congresswoman Salinas and her team for their work in securing this additional funding for our university.
- We are currently working with both Senator Wyden's and Senator Merkley's offices to apply for a Community-Initiated Project for FY 27. Their application process closes on February 25, 2026
- WOU has joined the other public universities, as well as the private universities, in opposition to a proposal by a consortium of community colleges from across the state (including Chemeketa) to offer a Bachelor of Applied Science in Education. The proposal has moved through the first phase of review by the HECC. Our opposition focuses on our belief that this proposal will create duplicative programming that already exists in the state and would compete with existing programs at public and private universities across Oregon. We remain open to working with community colleges to develop partnerships and pathways that remove any barriers students might face in obtaining their educational credentials.



Diversity, Equity and Inclusion Report February 12, 2026

Dominique Vargas, Executive Director of Diversity, Equity and Inclusion

INSTITUTIONAL SUSTAINABILITY

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

Activities & Accomplishments

- **Equity Assessment.** *Action Plan.* Accountability leaders continue to work on equity assessment action plan initiatives with an updated plan included in the January DEIAC meeting docket, which includes the new initiatives presented in November.
- **Civics Training.** The office of diversity, equity, and inclusion partnered with the Oregon Community Table on Postsecondary Education and Training (OCPET) on Thursday, January 29 to offer a civics training, which included learning about the legislative system, effectively engaging in civics advocacy, and university lobby day.
- **Celebrate Your True Self Visit Day.** The office of diversity, equity, and inclusion invited volunteers for a planning committee of WOU students, faculty, and staff, which has started meeting to organize Celebrate Your True Self Visit Day (formerly GSA Day). Faculty member, Dan Dowhower, secured Oregon Representative Travis Nelson as the keynote speaker on Friday, March 6. However, due to legislative short session a backup speaker is being considered. This event is developed in partnership with Admissions and with support from the WOU Foundation grant.

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

- **Professional Development.** The office of diversity, equity, and inclusion hosted Supporting DACA and Undocumented Students with the Presidents' Alliance on Higher Education and Immigration on Tuesday, February 30. About 90 WOU employees attended this session. The session is now available in the 2025-2026 Diversity, Equity, and Inclusion course in Canvas for one month.
- **Accessibility Working Group.** Emily Herb leads the Access @ WOU group to continue to move the work around digital accessibility forward with direct alignment with the strategic plan and subcommittees focused on implementation, professional development, and remediation. The Center for Teaching and Learning (CTL) and MarCom have begun hosting training sessions.
- **Student Engagement.** The Young Democratic Socialists of America student organization has been leading work for a petition for WOU to become a sanctuary campus. The office of diversity, equity, and inclusion, Student Affairs, and Campus Public Safety have met with these student leaders on several occasions and continue to work to meet students' goals as appropriate and in alignment with the missions, vision, and values of WOU.

TRANSFORMATIONAL DIVERSITY

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

Activities & Accomplishments

- **HSI Shirts.** The office of diversity, equity, and inclusion coordinated a t-shirt design competition for WOU students to design a t-shirt in celebration and honor of WOU becoming the first four-year public HSI in Oregon. Students submitted entries, students votes for their favorite, the winning shirt has been selected, and the process is being finalized to print the t-shirt to be sold in the university bookstore.
- **HSI Summit.** The office of diversity, equity, and inclusion called for volunteers for a planning committee to develop the 2026 HSI Summit. [Marla Franco](#) is signed

on to be the keynote presenter on Friday, April 17.

- **OIRFC Grant Opportunities.** The office of Diversity, Equity and Inclusion is coordinating with General Counsel, the Special Projects office, and the Foundation to partner with Innovation Law Lab for legal and education resources for students.

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

- **Community Conversations.** The office of diversity, equity, and inclusion facilitated two community conversations with General Counsel and Campus Public Safety in follow up to the demonstration on December 3 that impact many WOU community members.
- **Community Conversations (shared governance).** The office of diversity, equity, and inclusion partnered with General Counsel and Campus Public Safety to engage with faculty senate (January 22), ASWOU (January 23), and staff senate (February 3) to discuss rights and responsibilities in the 2026 social climate.
- **Private Spaces.** The office of diversity, equity, and inclusion coordinated efforts to develop private and reserved space signs for use on campus. The private sign indicates that a space, such as an individual office, may be considered a private university space. The reserved sign is for other spaces that are for general use, which can be transformed into private areas when reserved specifically for WOU events or activities. [Signs.](#)
- **Professional Development.** The office of diversity, equity and inclusion hosted a Know Your Rights session with Esme Santos, an immigration attorney out of Salem on Tuesday, January 14. About 40 students, employees, and community members attended. This engagement was offered bilingually in English and

Spanish, with ASL interpreters in person and live captioning over Zoom webinar. The session is now available in the 2025-2026 Diversity, Equity, and Inclusion course in Canvas for one month.

- **Oregon Hispanic Serving Institution (HSI) Consortium.** The Executive Director of Diversity, Equity, and Inclusion serves as co-chair the [website](#) and membership form launched in Fall 2025.
- **OPU DEI Council.** The Executive Director of Diversity, Equity, and Inclusion serves as co-chair, facilitating monthly meetings for the publics that currently have the role of senior diversity officer.
- **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. Following the May 2026 CECLC, the event will shift to Fall terms in collaboration with community partners and internal partners, including, but not limited to: admissions, Multicultural Student Services and Programs, Oregon Community Foundation, and Unitus Credit Union. This year's planning committee will also include individuals outside of the direct WOU community. The office in partnership with the Foundation has secured funding to support both the May and October CECLC's, with the plan for the registration fees from October to begin the path to sustainably funding this initiative.
- **Save the Dates.**
 - Celebrate Your True Self Visit Day – Friday, March 6, 2026
 - Hispanic Serving Institution Summit – Friday, April 17, 2026
 - Cesar E. Chavez Leadership Conference – Friday, May 8, 2026

2025-2026 | Equity Assessment Action Plan

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

Short-term is defined as something that is reasonable to complete or have ready during the 2025-2026 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					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	February 2026 Update
Short-Term					
NEW Conduct an assessment of parking <i>SP: Community Strength</i>	2025-2026	Accountability Leader(s): Vice President of Finance & Administration	Not at this time	Spring 2026 <ul style="list-style-type: none"> Parking assessment complete with recommendations reported to the Vice President for Finance & Administration for consideration of next steps 	<ul style="list-style-type: none"> New initiative established in response to the equity assessment team recommendations around employee and community engagement with the university and difficulty with parking and affiliated costs. Goals have been established to improve the following: <ul style="list-style-type: none"> Self-pay parking communication Flexible payments for parking cost
Mid-Term					
Promote communication with and utilization of the Office of Disability Access Services for students <ul style="list-style-type: none"> Office of Disability Access Services presentations to the WOU community Update Western Oregon Web Accessibility Guidelines Update Creating Accessible Content in Canvas Develop list/guide of best practices and considerations for planning more accessible programs and events <i>SP: Community Strength</i>	2023-2026	Accountability Leader(s): Vice President for Student Affairs and Executive Director of Marketing and Communications Responsible Parties: Office of Disability Access Services, Academic Innovation, University Computing Solutions, Diversity, Equity and Inclusion Office, Student Affairs, Academic Affairs, Marketing and Communication	No	2023-2024 <ul style="list-style-type: none"> Western Oregon Web Accessibility Guidelines updated Creating Accessible Content in Canvas updated Best Practices list/guide developed Distribution of materials through university communication Accessibility workshop(s) facilitated to educate regarding resources and best practices 2024-2025 <ul style="list-style-type: none"> Accessible event guide/toolkit developed and completed Disability Access Services presentations took place during the academic year (additional presentations offered as needed/by request) 2025-2026 <ul style="list-style-type: none"> Web accessibility guidelines adopted and available to campus Content in Canvas is accessible 	<ul style="list-style-type: none"> Disability Access Services provides presentations to departments/campus on an as needed basis. No scheduled presentations, but available if requested. Continuing to promote the federal accessibility guidelines to campus, MarCom and the Center for Teaching and Learning are currently offering many digital accessibility training sessions to campus. This is ongoing work in preparation for the April 2026 deadline.
Review and update policy and communication for all-person restrooms	2023-2026	Accountability Leader(s): General Counsel and Executive Director,	No	Fall 2025 <ul style="list-style-type: none"> Committee formed for review and revision Winter/Spring 2026	<ul style="list-style-type: none"> The All User Restroom Committee has met four times. The committee has researched different policies across Oregon Universities as well as across the country.

<ul style="list-style-type: none"> ● Include the establishment of a standardized protocol for university restroom and locker room/ changing room usage <p><i>SP: Community Strength</i></p>		<p>Government Relations and Secretary to the Board of Trustees</p> <p>Responsible Parties: Diversity, Equity and Inclusion, Board of Trustees Secretary, General Counsel, Human Resources</p>		<ul style="list-style-type: none"> ● Committee development of proposed policy <p>Summer 2026</p> <ul style="list-style-type: none"> ● Policy updated ● Implementation plan developed ● Policy communicated and implemented 	<ul style="list-style-type: none"> ● A full audit of the all user restrooms was completed, a spreadsheet was created that included images or descriptions of the different layout of the restroom. ● An initial draft policy was developed by the General Counsel’s office and was reviewed by the Committee. ● The draft policy will now be revised and presented to the Committee at their next meeting
Long-Term					
<p>Accessibility is a funding priority for Western Oregon University</p> <p><i>SP: Community Strength</i></p>	<p>Ongoing</p>	<p>Accountability Leader(s): General Counsel and Executive Director, Government Relations and Secretary to the Board of Trustees</p> <p>Responsible Parties: Human Resources, Facilities Services, Office of Disability Access Services, University Computing Solutions, University Technology Advisory Committee, Marketing and Communication, Academic Affairs</p>	<p>While no funding was required for the first steps in this priority, with training and implementation needs regarding digital accessibility shifts need to consider allocation of resources for faculty, staff, and student development to implement and be in compliance with policy and federal requirements.</p>	<p>2024-2025</p> <ul style="list-style-type: none"> ● Accessibility Working Group Formed ● Accessibility Policy, Procedure, and Implementation at WOU logic model developed ● Draft of Digital Accessibility Policy <ul style="list-style-type: none"> ○ Policy drafted and reviewed ○ Public Comment ○ Approval <p>2025-2026</p> <ul style="list-style-type: none"> ● Draft Digital Accessibility Policy presented to Cabinet ● Digital Accessibility Policy Implementation Plan (to include training plan) and Roll Out for April 2026 ● Draft/Updated Draft for: <ul style="list-style-type: none"> ○ Nondiscrimination Policy ○ Employee Accommodations Policy ○ Student Accommodations Policy ○ Built Environment Accessibility Policy ○ Service Animal & Emotional Support Animal Policy ○ Accessible and Inclusive Events Handbook - Currently being updated ○ Accessibility at WOU Website ● Official University Accessibility Committee Established <p>2026-2027</p> <ul style="list-style-type: none"> ● Adoption of policies ● Policy Implementation Plan (to include training plan) and Roll Out for drafted/updated policies 	<ul style="list-style-type: none"> ● Draft digital accessibility policy presented to Cabinet on October 8, 2025. Digital Accessibility policy went to public comment from October 14-October 21st and the President approved the policy on October 30, 2025. ● Digital accessibility trainings started in January 2026 ● Accountability leaders are planning to develop a prioritized schedule for the consideration and public feedback period for these policies.

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TECHNOLOGY					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	February 2026 Update
Mid-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 SP: Student Success	2023-2026	Accountability Leader(s): Executive Director of Marketing and Communications and Vice President for Finance & Administration 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 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 on a request basis available Frontend Web Developer hired Fall 2025 <ul style="list-style-type: none"> Campus communication plan regarding digital accessibility 	<ul style="list-style-type: none"> Currently working with the Madison Avenue Collective (web design agency) who is currently working on the WOU website with Frontend Web Developer to ensure the WOU website is digitally accessible compliant by April 2026. Best website practices are also underway. Digital accessibility campus communication is ongoing in the @ WOU newsletter and via emails, and will continue through April 2026 and beyond to ensure it is at the forefront of the WOU community’s mind.
Implement the institutional policy on names SP: Community Strength	2023-2026	Accountability Leader(s): General Counsel and Executive Director, Government Relations and Secretary to the Board of Trustees Responsible Parties: Registrar, University Computing Solutions, Business Services, Financial Aid, Admissions, Human Resources	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 	Next Steps <ul style="list-style-type: none"> Accountability leaders to connect. General Counsel is currently leading an initiative to restore the public visibility of the University’s policy library, including the current policy on names. After the current policy is restored to the policy library, the General Counsel will review the current policy and report findings and recommendations to accountability leaders in July 2026.

		Solutions, Business Services		Fall 2026 <ul style="list-style-type: none"> All university services are able to be purchased utilizing a credit card 	
Long-Term					
Technology Infrastructure is brought to industry standards and best practices <i>SP: Institutional Sustainability</i>	Ongoing	Accountability Leader(s): Vice President for Finance & Administration	Additional funding request anticipated as work through needs assessment to bring the university to industry standards and best practices		<ul style="list-style-type: none"> Banner 9 Self Service fully developed an accessible through Ellucian Experience, a full responsive web and mobile application The IAM project, utilizing OKTA, continues to make steady progress. It will be available on 3/3 and mandatory on 7/7. Communication from UCS is expected to begin this week and continue regularly until completion. The new payment system (Transact) deployed phase 1 in December 2025. UCS continues to update infrastructure across the University. Completed projects and upcoming projects can still be viewed on the UCS webpage

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RECRUITMENT AND RETENTION OF STUDENTS					
Short-Term					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	February 2026 Update
Provide more opportunities for senior leadership to engage with students <i>SP: Student Success</i>	2025-2026	Accountability Leader(s): Executive Assistant to the President Responsible Parties: Senior Leadership	President’s office to support light refreshments	2025-2026 <ul style="list-style-type: none"> SLC “office hours” in the WUC - first Wednesday lunch in the Summit Revamped Fireside Chats to conversations with Cabinet - explanation of what various roles do and encouragement of questions/dialogue SLC members (1-2 at a time) attending select ASWOU meetings throughout the year 	<ul style="list-style-type: none"> SLC Office Hours in the Summit: changed to second Wednesdays, but on track to continue winter/spring 2026 terms Pausing on “Conversations with Cabinet” planning to try and realign next year based on interest and student needs Regular meetings between President Peters and ASWOU President
NEW Increase Athletic Advisory Committee membership to include two student representatives. <i>SP: Student Success</i>	2025-2026	Accountability Leader(s): Executive Director of Athletics Responsible Parties: Athletic Advisory Committee Chair and Members	None needed	December 2025 <ul style="list-style-type: none"> Select two members interested and willing to serve on the Athletics Advisory Committee January 2026 <ul style="list-style-type: none"> Hold an Athletics Advisory Committee meeting with full membership, including student members 	<ul style="list-style-type: none"> New initiative established in response to the equity assessment team recommendations regarding the student athlete experience The Director of Athletics and Chair of the Athletics Advisory Committee met in late January to discuss the membership of the group. One member is on sabbatical and another has left the committee. They are working to recruit two new members (faculty/staff) as well as the two student-athlete representatives. The plan is to have full committee membership this month and to schedule a meeting for March.
NEW Strengthen university culture and accountability through a unified approach to reporting, education, and prevention related to bias, discrimination, and Title IX. <i>SP: Community Strength</i>	2025-2026	Accountability Leader(s): Chief Human Resources Officer Responsible Parties: Human Resources, Title IX, Bias Response Team, Student Affairs, Wolves Against Interpersonal Violence (WAIV) committee, Diversity, Equity, and Inclusion, MarCom	No immediate funding requested; potential future funding requests	2025-2026 <ul style="list-style-type: none"> Centralized Title IX and Bias Reporting website Accessible process chart for reporting Clear guidance for employees, students, and supervisors University-wide distribution of Bias Response Team information materials Integration of bias awareness and reporting expectations into supervisor and new employee training 	<ul style="list-style-type: none"> New initiative established in response to the equity assessment team recommendations regarding the bias incident reporting process and university reporting options <p><i>*No update provided on this initiative as of 2/11/26</i></p>
NEW Increase access to and communication about current needs for our	2025-2026	Accountability Leader (s): Vice President for Student Affairs	Yes. Abby’s House has and continues to apply for multiple grants this year and has been successful	2025-2026 <ul style="list-style-type: none"> Abby’s House campaign to raise funds Food drive for 100 turkey baskets – November 13 Promote Abby’s House during WOU Giving Day 	<ul style="list-style-type: none"> New initiative established in response to the equity assessment team recommendations regarding establishing basic needs and mutual aid resources Fundraising continues. The campaign in December yielded some funds, with a large gift dedicated to Basic Needs from a donor

students and resources available <i>SP: Student Success</i>		Responsible Parties: Dean of Students, Abby’s House, WOU Foundation, Human Resources	with one grant for \$6000. Continue pursuing opportunities as they arise. Additionally, they will promote their foundation account during Giving Day this year.		<ul style="list-style-type: none"> Abby’s House is looking to reactivate the Basic Needs Task Force - more to come as they explore this initiative Seeking external support by evaluating an opportunity to work with the Hope Impact Partnership (distributed the basic needs survey completed a couple of years ago)
Mid-Term					
Establish student resource modules (e.g., student orientation, online course tutorial, registration) for students on Canvas <i>SP: Student Success</i>	2023-2026 <i>*Update not provided on this section</i>	Accountability Leader(s): Vice President for Student Affairs and Provost Responsible Parties: Student Affairs, Academic Affairs, Academic Innovation, University Computing Solutions	No	2023-2025 <ul style="list-style-type: none"> Modules developed and ready for use Fall 2025 <ul style="list-style-type: none"> Implementation <i>*Update not provided on this section</i>	As of Fall 2025 the following has been established: <ul style="list-style-type: none"> Student resources Canvas page that we currently maintain and provide to faculty in our Canvas course templates. What has been done recently <ul style="list-style-type: none"> This fall (2025) they hosted a PACK welcome week event that was an introduction to Canvas for students. Unintended obstacles: WOU does not have a consistent structure for online courses. Historically, faculty have been allowed to design their courses however they wish. This could make a tutorial that is confusing if it focuses on specific details about online courses. Fall 2027 Move and establish all online and hybrid courses to a CANVAS shell. This work will begin Fall 2026.
Create a virtual option for student orientation for remote/online students, commuter students, and transfer students <i>SP: Student Success</i>	2023-2025 <i>*Update not provided on this section</i>	Accountability Leader(s): Vice President for Student Affairs and Provost Responsible Parties: Student Affairs, New Student & Family Programs, Academic Affairs, Academic Innovation, University Computing Solutions	No	2023-2025 <ul style="list-style-type: none"> Virtual option was used during the pandemic – a review of that option took place 2025-2026 <ul style="list-style-type: none"> Virtual option available on an as needed basis Annually update content 	<ul style="list-style-type: none"> Virtual option being reassessed
Review and revise the Code of Student Responsibility and disciplinary procedures to shift to a restorative justice framework <i>SP: Student Success</i>	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 Responsibility Update Student Conduct website Plan 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 2025-2026	Winter 2026 <ul style="list-style-type: none"> The Director of Student Conduct has training hours available with a consultant to provide guidance with implementation of social justice practices. The Director of Student Conduct will consider appropriate use of restorative justice practices on a case-by-case basis over the next two terms.

				<ul style="list-style-type: none"> • Consideration of learned material and Implementation/utilization of updated practices 	
<p>Establish clear support systems for first-generation students <i>SP: Student Success</i></p>	2023-2026	<p>Accountability Leader(s): Vice President for Student Affairs and Provost</p> <p>Responsible Parties: Student Success and Advising, Diversity, Equity and Inclusion, Student Affairs, Marketing and Communication, and University Partners</p>	<p>2023-2024 – no funding requests anticipated, funds reallocated from existing Student Success and Advising for position</p> <p>2024-2026 – additional funding request may occur as further developed</p>	<p>Fall 2023</p> <ul style="list-style-type: none"> • Reallocate resources to recruit and hire a First-Generation Advisor/Coordinator <p>Fall 2024</p> <ul style="list-style-type: none"> • First-Generation Advisor/Coordinator begins working at WOU <p>2024-2025</p> <ul style="list-style-type: none"> • Establish supporting first-generation college students as the 2024-2025 cultural competence focus for the university <p>November 2024</p> <ul style="list-style-type: none"> • First-generation student day, celebration expanded beyond TRiO Programs • Custom AI Chatbot Campaign for FG students goes out from “Wolfie” introducing first gen coordinator and resources. <p>Winter 2025</p> <ul style="list-style-type: none"> • First-generation student center opened 	<ul style="list-style-type: none"> • Continue promotion of First Gen resources • Embed first generation practices in day-to-day work with students • Consideration of First Gen Week planning for Fall 2026 (Nov 2-6)
<p>*NEW* Reinstate a health promotions program <i>SP: Student Success</i></p>	2025-2027	<p>Accountability Leader(s): Vice President of Student Affairs, Vice President of Finance & Administration</p> <p>Responsible Parties: Director of Student Health and Counseling Center, Dean of Students, WOU Foundation</p>	<p>Approximately \$138,000 if funded by E&G. If funding by SHCC, approximately \$149,000 (to account for overhead fees)</p>	<p>2025-2026</p> <ul style="list-style-type: none"> • Develop proposal for health promotion program • Proposal ready for review by VPSA and VPFA 	<p>Plan for Winter 2026</p> <ul style="list-style-type: none"> • Formally present health promotion program as a proposal during the Winter term budget process - request or identify strategies for funding
<p>Review, evaluate, and revise advising systems and structures</p> <ul style="list-style-type: none"> • Review of advising model including assessment of LEAD Advising pilot so far • Assess effectiveness and places we are creating 	<i>Ongoing</i>	<p>Accountability Leader(s): Provost</p> <p>Responsible Parties: Student Success and Advising, Academic Affairs Consulting with Student Affairs, Admissions, Financial Aid, Registrar</p>	<p><i>No funding required for the initial step of this initiative, however, funding requests anticipated including continued investments in existing software utilized by advisors</i></p>	<p>2023-2024</p> <ul style="list-style-type: none"> • <i>Review completed and report generated</i> <p>Fall 2024</p> <ul style="list-style-type: none"> • Recommendations brought forward to Academic Affairs Council for further consideration 	<p>Plan for Winter 2026</p> <ul style="list-style-type: none"> • Increase support & visibility for advising as a strategic tool/activity that can be leveraged to positively impact retention, persistence, and timely graduation. • Centralized Advising Training to ensure student success.

<p>inadvertent inequities <i>SP: Student Success</i></p>				<p><i>*Update not provided on this section</i></p>	
Long-Term					
<p>Evaluate the MyWOU app and recommend the best path forward for an app that supports students throughout their time at WOU, including Admissions through Graduation</p> <ul style="list-style-type: none"> Themes of access and community throughout the student experience <p><i>SP: Student Success</i></p>	<p>2023-2024/Update after Fall 2024</p> <p><i>*Update not provided on this section</i></p>	<p><i>Accountability Leader(s):</i> Vice President for Finance & Administration</p> <p>Responsible Parties: University Technology Advisory Committee, University Computing Solutions, Student Affairs, Strategic Enrollment Working Group, Academic Affairs, Associated Students of Western Oregon University</p>	<p>No request during research phase, however, if continuation of app usage or expansion of app usage is recommendation, additional funding request anticipated</p>	<p>Fall 2024</p> <ul style="list-style-type: none"> Recommendation for pursuing a mobile application utilization for WOU <p><i>*Update not provided on this section</i></p>	<ul style="list-style-type: none"> Still in the development phase There is no new update other than it is still being evaluated. Development of app is in UCS's hands Given the state of this initiative shifted to VPFA as the sole accountability leader

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RECRUITMENT AND RETENTION OF EMPLOYEES					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	February 2026 Update
Short-Term					
<p>*NEW* Audit and redesign university-wide recognition programs <i>SP: Community Strength</i></p>	2025-2026	Accountability Leader(s): Chief Human Resources Office and Vice President for Student Affairs Responsible Parties: Human Resources, Academic Affairs, Student Affairs, Diversity, Equity, and Inclusion, University Advancement/Foundation, Faculty and Staff Senates	No immediate funding requested; potential future funding requests	2025-2026 <ul style="list-style-type: none"> University-wide audit of recognition programs Summer 2026 <ul style="list-style-type: none"> Recommendation for inclusive and transparent recognition practices Framework for new and/or revised awards aligned with strategic plan Consideration of non-voting award advocates to ensure equitable and values-based decision making Donor education materials developed to strengthen understand of award intent and impact 	<ul style="list-style-type: none"> New initiative established in response to the equity assessment team recommendations around university-wide recognition processes. No update at this time due to competing priorities. Will work with responsible partners in the coming months.
Mid-Term					
Reimagine onboarding as a six-month to one year process, to include <ul style="list-style-type: none"> Development of best practices and guidelines to assist with onboarding Updated checklists for supervisor and employee <i>SP: Community Strength</i>	2023-2026	Accountability Leader(s): Chief Human Resources Officer 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 2026 Checklists 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"> No update at this time due to competing priorities. Will work with responsible partners in the coming months.

				<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. 	
<p>Streamline search committee process, to include</p> <ul style="list-style-type: none"> ● Consistent basic standards for search committees ● Revise search committee training ● Guiding documents (rubrics, question repository, schedules, etc.) <p><i>SP: Community Strength</i></p>	2023-2026	<p>Accountability Leader(s): Chief Human Resources Officer</p> <p>Responsible Parties: Human Resources, Diversity, Equity and Inclusion, Search Advocacy Learning Community</p>	No	<p>2023-2024</p> <ul style="list-style-type: none"> ● Review and update search committee member training ● Review search advocacy resources <p>Spring 2025</p> <ul style="list-style-type: none"> ● Updated search committee member training available ● Best practices/basic standards available ● Shared templates of guiding documents available (rubrics, question repository, schedules, etc.) <p>2025-2026</p> <ul style="list-style-type: none"> ● Clarity of partnership for search advocacy and Human Resources developed ● Increase number of search advocates ● WOU search advocacy training developed ● WOU search advocacy training available ● Integrate analytics/metrics tracking ● Comprehensive search committee training in Canvas ● Post-search reflection and continuous improvement sessions ● Ongoing refinement on adjunct search process 	<ul style="list-style-type: none"> ● Work to strengthen and standardize the search committee process is ongoing and builds on meaningful progress already made across hiring. <p>Several components of this initiative remain in motion, including:</p> <ul style="list-style-type: none"> ● Development of comprehensive search committee training housed in Canvas ● Post-search reflection sessions focused on continuous improvement ● Continued refinement of the adjunct search process to better align with operational realities <p>General Progress to Date</p> <p>Human Resources has updated staff, faculty, and adjunct search process documentation to improve clarity and consistency. A shared Google Drive folder has been developed to house all essential search materials and ensure HR compliance, including rubrics, interview note formats, search reports, and related documentation.</p> <p>Additional improvements include:</p> <ul style="list-style-type: none"> ● A required initial meeting between each Search Chair and Human Resources to review roles, expectations, and compliance requirements ● Identification of required pre-review materials for search committee members, including slide decks on veterans' preference, implicit bias, and search committee orientation ● Ongoing development of standardized templates and scripts to support each phase of the search process, including: <ul style="list-style-type: none"> ○ Search committee orientation ○ Application review and screening ○ Interview coordination ○ Reference checks ○ Search committee recommendations ○ Final search reports

					<ul style="list-style-type: none"> ○ Hiring authority next steps <p>This work supports the broader objective of establishing consistent baseline expectations for search committees, improving training quality, and providing clear guiding documents such as rubrics, question repositories, and scheduling tools.</p>
<p>Improve professional development opportunities for all employees</p> <ul style="list-style-type: none"> ● Clarify expectations around compliance training (e.g., Title IX, FERPA, HB 2864, etc.) ● Roll out compliance trainings with clear communication about expectations and ramifications ● Develop policy for hours used to participate in professional development (e.g., all staff have four hours of time they are expected to participate in professional development each academic year) ● Review support of faculty professional development and consider how can model similar for staff <p><i>SP: Community Strength</i></p>	2023-Fall 2026	<p>Accountability Leader(s): Chief Human Resources Officer</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 2026</p> <ul style="list-style-type: none"> ● Centralized home for asynchronous compliance training made consistently available at the start of the fall term each year and as new employees are hired ● Policy regarding professional development established ● Financial support and system developed to support staff professional development 	<ul style="list-style-type: none"> ● No update at this time due to competing priorities. Will work with responsible partners in the coming months.
Evaluate and update performance management tools that	2023-2027	Accountability Leader(s):	Funding requests anticipated	<p>2023-2026</p> <p>Phase 1: Foundation Building (Now–Spring 2026)</p> <ul style="list-style-type: none"> ● Current Tools & Processes Audit: Conduct an 	<ul style="list-style-type: none"> ● Human Resources delivered performance management training for supervisors on January 9 and January 13, 2026. The sessions focused on practical application and included take-away tools supervisors can use in

<p>include training, workshops, and resources</p> <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 <p><i>SP: Community Strength</i></p>		<p>Chief Human Resources Officer</p> <p>Responsible Parties: Human Resources, Diversity, Equity and Inclusion, Shared Governance</p>		<p>assessment of existing performance evaluation tools, training, and utilization across employee groups.</p> <ul style="list-style-type: none"> ● Needs Assessment & Stakeholder Input: Engage shared governance, and employee groups to gather input on functional gaps. ● Research & Benchmarking Summary: Compile best practices, including models for tiered evaluation systems and self-reflection components tied to cultural competence. <p>Phase 2: Development (Spring–Summer 2026)</p> <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. <p>Phase 3: Implementation Planning (Winter 2026)</p> <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 <p>Fall 2026</p> <ul style="list-style-type: none"> ● Implementation begins 	<p>real time. This work builds on prior progress and supports a broader initiative to evaluate and update the university’s performance management framework.</p> <ul style="list-style-type: none"> ● Progress on this initiative has been temporarily delayed due to competing institutional priorities, including the Banner Optimization and Web Time Entry projects. While foundational planning work has not yet begun, Human Resources remains committed to advancing this work using the established multi-phase framework. ● The project will resume in Phase 1 once key system modernization efforts are complete. Initial efforts will focus on reviewing existing performance management tools, identifying training and resource gaps, and engaging shared governance partners to shape a tiered, culturally responsive evaluation model that incorporates DEI and self-reflection.
<p>Develop and implement supervisor specific professional development program for supervisors, which is then followed up with a consistently available learning community</p> <p><i>SP: Community Strength</i></p>	<p>2024-2026</p>	<p>Accountability Leader(s): Chief Human Resources Officer</p> <p>Responsible Parties: Human Resources, University Diversity and Inclusion Advisory Committee, Facilities, Feedback from Shared</p>	<p>No</p>	<p>2025-2026</p> <ul style="list-style-type: none"> ● Tuesdays at 2, monthly training opportunities on topics specifically for supervisors <p>Spring 2026</p> <ul style="list-style-type: none"> ● Professional development available to professional employees 	<ul style="list-style-type: none"> ● No update at this time due to competing priorities. Will work with responsible partners in the coming months.

<ul style="list-style-type: none">• Further clarity of expectations that are easy to find• Partnerships/mentorships with/for senior faculty support <p><i>SP: Community Strength</i></p>	<p><i>*Update not provided on this section</i></p>			<ul style="list-style-type: none">• <i>Consistent procedural guidelines and expectations shared with all units</i>• <i>Centralized and consistent training and mentoring system for PRC's and tenure track faculty</i> <p><i>*Update not provided on this section</i></p>	
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Report for WOU Board of Trustees – submitted February 13, 2026, for February 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**

The campaign's three pillars are \$10M Scholarships, \$5M Wolves Athletics and \$5M Student Success. The goal and timeline are \$20 million by June 30, 2028.

As of January 31, seven months into the 2026 fiscal year, \$1,803,676 has been raised. This brings the current Wolves Rising campaign total to \$20,835,415, which is 104.2% of the goal of \$20 million.

Percentage Progress by Pillar as of October 31:

- Scholarship – 129%
- Wolves Athletics – 42%
- Student Success – 116%

While the Wolves Rising campaign goal of \$20 million has officially been exceeded well ahead of the June 2028 timeline, there are still major projects within the campaign to complete. This includes raising \$2 million for the Turf Field for Wolves Athletics. The Data Center match requirement will also be added to the Student Success pillar.

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

- \$212,500 from the Oregon Community Foundation Joseph E. Weston Public Foundation for scholarships
- \$100,000 gift to create two new scholarship endowments
- \$100,000 new estate commitment for existing scholarship endowment
- \$40,000 gift for two existing annual, expendable scholarships
- \$34,000 grant from the Oregon Cultural Trust for Smith Fine Arts Series
- \$25,000 pledge payment from Unitus Community Credit Union for their Bilingual Teachers Scholarship
- \$23,000 from the Oregon Community Foundation for the Cesar E. Chavez Leadership Conference
- \$22,000 gift to an existing scholarship endowment

- \$15,000 pledge payment for the Student Success Center
- \$10,000 grant from the Edouard Foundation for Emergency Student Aid and WOU Student Media
- \$10,000 gift for Abby's House

3) Annual Giving:

A year-end direct mail appeal, featuring a message from President Peters, raised over \$35,000, mostly for the Fund for WOU.

Giving Day has been moved to April 7. A working group with representatives from around campus has preparations well underway. 20 groups have signed up, to-date. Groups will be provided with social media training sessions and video workshops on how to fundraise effectively.

This year, we are focusing our efforts on the BIG Gift, which is a collection of larger gifts from donors that we can use to build excitement and enthusiasm across campus and with current and potential donors. 500 gifts on Giving Day unlocks the BIG Gift!

Giving Day will also feature on-campus events, including a blood drive in the Werner University Center, a minigolf course in the library, and service projects around campus and throughout the community.

Athletics and Club Sports teams continue to have success on our GiveWolves crowdfunding site (givewolves.wou.edu), and we will be using some of the successful strategies teams have used for Giving Day.

4) Sponsorships and Special Events:

Plans are well underway for the 40th Annual Athletic Auction on May 30. Oregon State Credit Union is back again as our presenting sponsor. We are in the process of procuring additional sponsors and auction items.

University sponsorship: We are renewing sponsors currently, and year over year, sponsorship dollars are up, as is the number of sponsors. Athletics continues to lead the way, and we are beginning to sign up more team-specific sponsors (Volleyball-Avoli-and Men's and Women's Basketball-Homestead Property Management-have their own sponsors). Club Sports sponsorships are growing as well, with three Club teams with active sponsors (Men's Rugby, Women's+ Rugby, Lacrosse).

The Academic Excellence Showcase has its first-ever sponsor this year (Oaktree Property Management).

We are also working with New Student and Family Programs to identify revenue streams and sponsorship opportunities.

GNAC Network advertising continues to be a productive revenue stream, and we are in the process of working to educate existing sponsors about its reach. We are looking forward to having hard viewership data and numbers. This will allow us to be more targeted in our asks and to demonstrate its value.

We have also been growing relationships with local businesses frequented by students, and we have regular gift card donations from several for small prizes for campus events, athletic events, and student groups.

Plans for the 3rd Annual Art & Wine Auction on September 10 have also begun.

5) Sponsored Projects Office and Advancement Officer merger

This strategic merger is designed to align, enhance, and streamline the acquisition of external funding from both public and private sectors. The integration of SPO and Advancement aims to bridge the gap between academic research, programs that support student success, and philanthropy, breaking down silos to create a more cohesive approach to institutional support while continually improving compliance.

This merger is guided by a shared commitment to service. By aligning our efforts, this integration creates a "one-stop shop" for faculty or staff seeking external funding. It reduces bottlenecks, minimizes duplicate efforts, and streamlines the process from grant proposal submission to donation cultivation to reporting. Functionally, this merger will not impede existing or in-progress grants.

We're excited about the opportunities this merger creates to amplify the recent and ongoing successes of SPO and the *Wolves Rising* campaign.

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) Endowment financial reports we mailed to endowment donors and contacts in December.
- 2) The WOU Foundation 990 will be reviewed by the Finance committee during their February meeting.
- 3) Scholarship reception is being brought back after more than 5-year hiatus. This event, which connects scholarship recipients and donors, has been the most requested stewardship event to bring back.

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) **The Smith Fine Arts Series** has had two successful campus collaborations since our last report. In December, we welcomed Shara Nova (who performs under the name My Brightest Diamond) to campus. She spent a week rehearsing and interacting with students before her masterclasses on December 5 and her concert on December 6. Sixteen WOU students and faculty members had the opportunity to perform with her at our Smith Fine Arts show. We had an audience of 293 for this show - people from Vancouver to Eugene. The day after the concert, the students and faculty went to the studio with Shara Nova to record two songs with her. This week was even more remarkable considering we had a last-minute venue switch due to a safety issue at Rice Auditorium. Central High School worked with us to host this concert, and we are grateful for their help and partnership in making it a memorable event.



Dr. Joel Garza, Shara Nova, and WOU students and faculty rehearsing for the December 6 Smith Fine Arts Series concert.

In January, choreographer Michael Nickerson-Rossi and his five-person dance company spent a week on campus with WOU dance students. Nickerson-Rossi created a piece specifically for 11 dance students and his company to perform at the Smith Fine Arts show. Dancers worked for four hours each evening with the choreographer and company and three WOU dancers were integrated into one of Nickerson-Rossi's repertoire pieces. Students worked hard throughout the week, and we were rewarded with an amazing performance on January 17 at Central High

School. The Nickerson-Rossi Dance Company gave an elegant and powerful performance, and they were a joy to host on campus.



Choreographer Michael Nickerson-Rossi instructing WOU dancers at rehearsal in Maple Hall

On January 13, Smith Fine Arts hosted 600 local elementary students at the Wolves Athletic Center for two performances by Rainbow Dance Theater. Students learned about collaboration, prototyping, and creativity as they watched four magical dance numbers come to life in the gym. Special thanks to Wolves Athletics for hosting these performances and helping things run smoothly that day.



Students watch as dancers perform an illuminated Waltz of the Flowers

These residency-concert collaborations and outreach activities have been a successful way to integrate the Smith Fine Arts Series into campus life and into our community. We have enjoyed giving students the chance to perform with and learn from world-class artists.

Remaining SFAS Shows this season (all concerts are held at 7:30 in Rice Auditorium):

- Rodney Marsalis Philadelphia Big Brass – March 14
- De Tierra Caliente – April 10
- Taimane – June 6

Planning for the 2026/27 season is well underway, with two artists are committed. One is a Latinx artist and 3x Grammy winner who will be performing during Welcome Week and Hispanic Heritage Month. The second is a singer and composer who will be combining their concert with choir residency activities at WOU, Linn-Benton Community College, and Chemeketa Community College. Students from all three programs will be joining this artist on stage for their SFAS concert. This will be a great concert, but also a great way to get community college students and their families on campus. The Jensen Lecture Series is transferring over from the Provost's Office and will be incorporated to create the Smith Fine Arts & Lecture series as part of the 2026/27 season and going forward.

2) Alumni and Community Engagement

Search is underway for Director of Alumni and Parent Relations.

Alumni Awards Selection Committee reviewed nearly 40 nominations and selected the following individuals as the 2026 Alumni Award Honorees. These individuals will be celebrated on April 3.

- Jane Berry-Eddings '75 – Alumni Award of Excellence
- Jordan Meekins '15 – Professional Achievement
- Amanda Stevens '16 – Professional Achievement
- Kenn Letho '76 – Alumni Volunteer of the Year
- Pro Escobedo '04 – Community Impact Award
- Miranda Garrison '09 – Entrepreneurial Spirit Award
- Janell Davis '17 – Distinguished Alumni Educator

Events since last report:

- November 20 – Regional Alumni & Friends event in Salem, featuring “Meet the Deans”
- December 5 – Holiday Tree Lighting and WOU Foundation Open House
- December 6 – Smith Fine Arts Series featuring My Brightest Diamond
- January 17 – Smith Fine Arts Series featuring Nickerson-Rossi Dance and WOU Men's Basketball Alumni Night
- February 12 – Lobby Day reception

Upcoming events:

- March 14 – Smith Fine Arts Series featuring Rodney Marsalis Philadelphia Big Brass

- April 3 – Alumni Awards
- April 7 – Giving Day
- April 10 – Smith Fine Arts Series featuring De Tierra Caliente
- April 22 – Scholarship Reception
- May 16 – 2nd Annual WOU Block Party (Postposed, new date TBD)
- May 30– 40th Wolves Athletics Auction
- June 6– Smith Fine Arts Series featuring Taimane
- June 12– Forever Wolves Grad Party
- June 13– WOU Commencement: Featuring four Golden Wolves from the Class of 1976
- July 4 – Monmouth Independence 4th of July Parade
- July 18 – Alumni & Friends Summer Baseball at Eugene Emeralds
- July 24 – Alumni & Friends Summer Baseball at Hillsboro Hops
- July 30 – Alumni & Friends Summer Baseball at Salem Marion Berries
- July 31 – Alumni & Friends Summer Baseball at Tacoma Rainiers
- August 22 – Woodburn Fiesta Mexicana Parade
- September 10 – Art & Wine Auction
- October 23 – Wolves on the Green Golf tournament & Athletics Hall of Fame
- October 23-24 – Homecoming
- December 4 – Holiday Tree Lighting

Finance and Administration Committee (FAC), February 20, 2026, Vice President for Finance and Administration (VPFA) Report

Efforts are ongoing to implement transformative financial and administrative initiatives to support WOU's financial well-being. To have a focused roadmap for achieving goals of the initiatives, a Finance and Administration (F&A) Strategic Plan has been developed aligning the goals with the WOU Strategic Plan. This VPFA report provides updates on F&A activities and accomplishments. Included as supplements are 1) FY2025 Financial Sustainability Analysis, 2) revised 5-Year Sustainability Plan, 3) FY2026 Q1 Investment report, and 4) an extract from the most recent Schedule of Deferred Maintenance submitted to the Higher Education Coordinating Commission.

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. Prepared Financial Sustainability Analysis Report covering FY2021-25, which assessed the condition of Board fund balance, financial ratios, and Institutional Viability Metric.
2. Created a Budget Process Handbook and shared with the campus community by posting it on the website for easy access.
3. Established the FY27 Budget Development Timeline and FY27 Budget Commitments & Obligations worksheet and shared with budget authorities.
4. Generated monthly budget status reports for budget authorities to check the progress of their budgets.
5. Prepared quarterly management reports providing visibility into budget progress.
6. Achieved 23% Banner Optimization ROI to date, reaching 1,148 hrs. of savings/year.
7. Transitioned from WolfWeb to SS9 and now have active pages available in Experience.
8. Achieved Cybersecurity control score of 63/100, which exceeded the FY26 goal of 60.
9. The entire tuition table has been re-written and scheduled to go into production in Summer 2026.

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 Transact payment system was successfully launched in December. Students are now able to pay their bills online and email their account information to their parents.
2. The Student Revolving Charge Agreement has been re-worded into more student-friendly language and renamed Student Financial Agreement, and moved from WOU Portal into the Transact system, creating a more streamlined and efficient signing process for students.
3. Reached out to students as Transact and SS9 became available, communicating the upcoming changes through targeted emails and posters across campus.
4. Improved technology system access for students through the deployment of Ellucian Experience as a WolfWeb replacement, modernizing from Banner 8 to Banner 9 Self Service. Services available through Experience continue to grow.
5. IT helpdesk closed 1090 tickets last quarter with a satisfaction survey rating of 4.7 out of 5. Past 31 days resolution time by priority: High - 0.3 days for 45 tickets, Medium - 1.1 days for 282 tickets, and Low - 12.8 days for 8 tickets.
6. Updated Classroom technology in CH101, RWEC205, and APSC102 Music lab. The 13 old iMacs removed from the lab will be made available to athletic coaches. Todd 347 classroom computers were moved to Bellamy 236 at Dean's request saving \$15k.

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. ADA Sidewalk upgrades completed in September 2025.
2. DAS is included on committees for new construction or major renovation.
3. Lighting survey was completed in November 2025 with student leaders. Many of the issues identified through the survey were addressed.

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. Held a Budget Managers Workshop on 1/23/26 with over 40 attendees.
2. Held two listening sessions after the antagonistic event in Fall 2025.
3. Completed Clery compliance reporting in a timely manner in accordance with target.
4. Held separate training for senior leadership, student counselors, financial aid staff, and other student-facing departments to ensure they had the knowledge and tools needed to assist students during the Transact implementation.
5. Held self-defense and CPR training in Fall 2025.
6. Held pandemic exercise in October 2025 with community partners.
7. Held training session focused on travel document oversight and proper form completion which was attended by 13 employees.
8. Held training session focused on Purchasing document oversight and proper form completion which was attended by 17 employees.
9. As the ability to use WolfWeb for invoice approvals sunset in December 2025, training sessions were held in November and December focusing on transitioning from WolfWeb approvals to Banner approvals. These sessions targeted all invoice approvers.



Supplemental Materials - Vice President for Finance and Administration (VPFA) Report

- [Supplement 1: FY25 Financial Sustainability Analysis](#)
- [Supplement 2: Revised 5-Year Sustainability Plan](#)
- [Supplement 3: FY2026 Q1 Investment Report](#)
- [Supplement 4: WOU Deferred Maintenance Schedule](#)

Western Oregon University
Financial Sustainability Analysis

The following financial sustainability analysis examines data from WOU’s independently audited financial statements, and unaudited data for operating budget, student enrollment, retention, and graduation. The analysis evaluates the Board’s fund balance target measured by Education & General (E&G) fund balance as a percentage of budget revenues. Also, the analysis evaluates WOU’s institutional sustainability goal in its Strategic Plan as measured by Composite Financial Index (CFI). Additionally, the analysis evaluates WOU’s Institutional Viability Metric (IVM). IVM is the best practice financial sustainability measure established by EY-Parthenon to assess viability of Higher Ed institutions using metrics including financial position, market demand, and student outcomes. Key highlights of WOU’s actual financial sustainability measures are summarized in the table below.

Measures & Metrics	FY2021	FY2022	FY2023	FY2024	FY2024 Restated	FY2025
Board Fund Balance Target - 10-12%	15.1%	20.2%	20.3%	18.7%	18.7%	18.6%
Composite Financial Index With Pension Add Back Industry Target - 3.0	1.39 3.10	0.34 1.00	0.42 1.44	2.30 3.43	1.20 2.22	1.18 2.24
Primary Reserve Ratio With Pension Add Back Industry Target – 0.4	0.13 0.42	0.13 0.36	0.14 0.36	0.13 0.37	0.06 0.28	0.08 0.31
Net Operating Revenues Ratio With Pension Add Back Industry Target – 0.02	(0.01) 0.02	0.00 (0.02)	(0.07) (0.07)	(0.03) (0.01)	(0.10) (0.08)	(0.04) (0.03)
Return on Net Assets Ratio With Pension Add Back Industry Target – 0.06	0.09 0.10	(0.02) (0.03)	0.02 0.01	0.20 0.17	0.13 0.11	0.11 0.10
Viability Ration With Pension Add Back Industry Target – 0.0125	0.27 0.85	0.30 0.87	0.36 0.95	0.39 1.06	0.20 0.87	0.26 1.00
Institutional Viability Metric Industry Target – 2.3		1.8	1.7	2.1	2.1	2.1

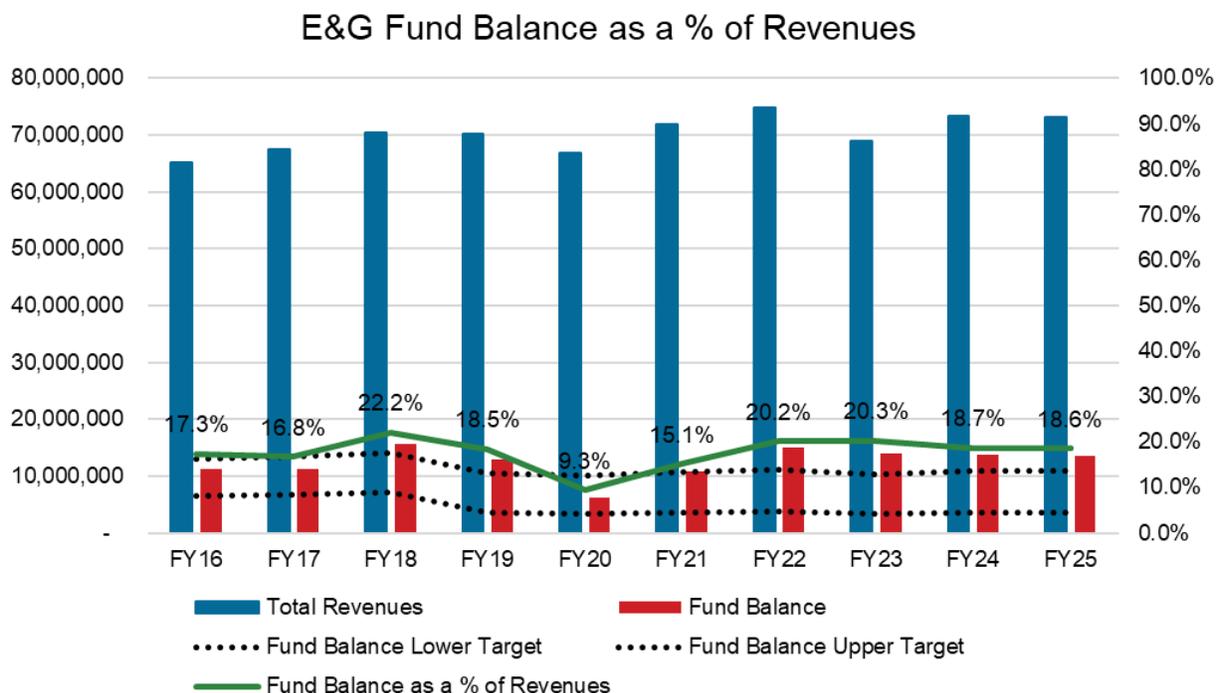
These financial sustainability measures, viewed together and trended over time, provide information regarding the overall financial health of WOU. The measures are industry standard and provide an overview of the strength of the university’s resource sufficiency and flexibility, operating results, financial asset performance, debt management and viability.

Note in FY2025, WOU adopted GASB Statement 101, *Compensated Absences*. As a result, WOU restated the FY2024 compensated absence liability from \$2,685,000 to \$11,006,000. For comparison purposes, both the original FY2024 (prior to implementation of GASB 101) as well as the restated FY2024 (reflecting implementation of GASB 101) financial ratios are included.

Board of Trustees Fund Balance Target

As set in the Board Statement on Education & General Fund Balance Standards, the Board requires WOU to develop budgets that target an ending Education & General fund balance of 10-12% of annual budget operating revenues. The Board requires the VPFA to provide advice when projected or actual target falls below 5% or rises above 15%. Prior to June 12, 2019, the Board target was 15% with a range of 10-20%. Figure 1 shows Education & General Fund Balance as a Percentage of Revenues for FY2016 to FY2025.

Figure 1



Trend Analysis:

E&G Fund Balance took a significant dip in FY2020 due to declining enrollment and impacts of the COVID-19 pandemic. The E&G Fund balance recovered in FY2021 with the influx of HEERF grants and expense reductions. Since FY2022, the E&G fund balance trends above the Board required upper target level, although gradually decreasing due to deficit spending.

Current Year Analysis:

The E&G fund balance currently has a strong position, ending FY2025 at \$13.59 million, or 18.6% of revenues. However, the FY2026 Adjusted budget includes projected deficit spending of \$4.1 million.

Composite Financial Index (CFI)

WOU's Strategic Plan includes institutional sustainability goal measured in part by the Composite Financial Index. CFI provides an overall assessment of the University's financial health. It is computed by calculating the values of the four core ratios: Primary Reserve Ratio, Viability Ratio, Return on Net Assets Ratio, and Net Operating Revenues Ratio. These ratios are converted to a strength factor along a common scale, with strength factors capped at 10 and floored at -4. The strength factors are multiplied by specific weighting factors, with heavier emphasis on Balance Sheet driven ratios. The resulting four weighted factors are totaled to compute the single CFI score, ranging from -4 to 10. A lower CFI score indicates financial considerations need to be made, while a higher CFI score reflects a more stable financial environment.

Figure 2 shows the Composite Financial Index score strength factors from 2023 to 2025 plotted along a schema graph, which displays the four core ratios strength factors, creating a picture of the financial assessment of WOU. Balance sheet-oriented ratios are on the vertical axis, while income statement-oriented ratios are on the horizontal axis. Strength factors are capped at -4 and 10. The industry standard is a balance schema with at least CFI index score strength value of 3 for each of the four core ratios.

Figure 2

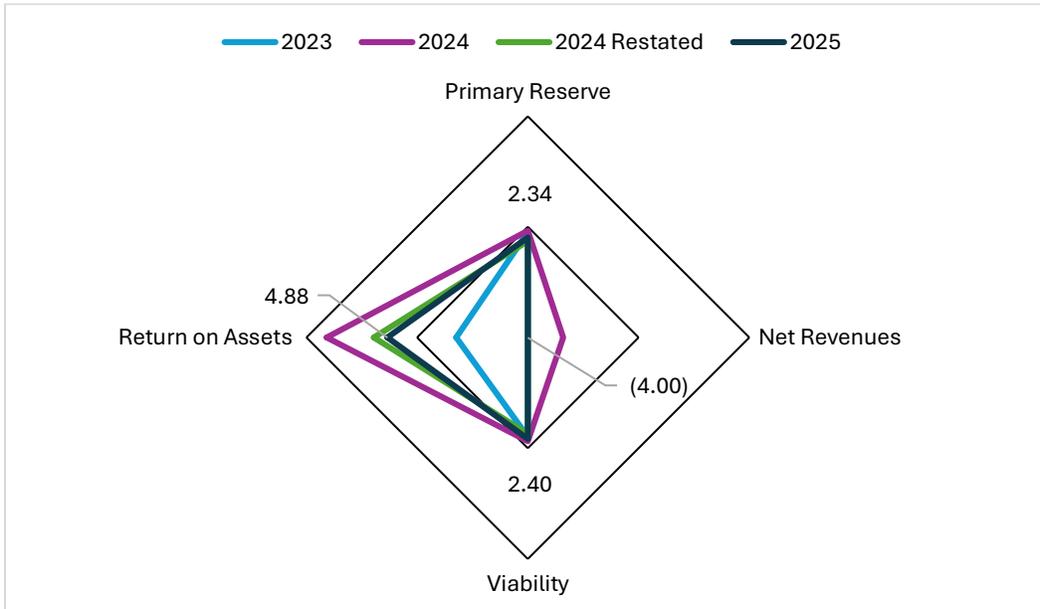
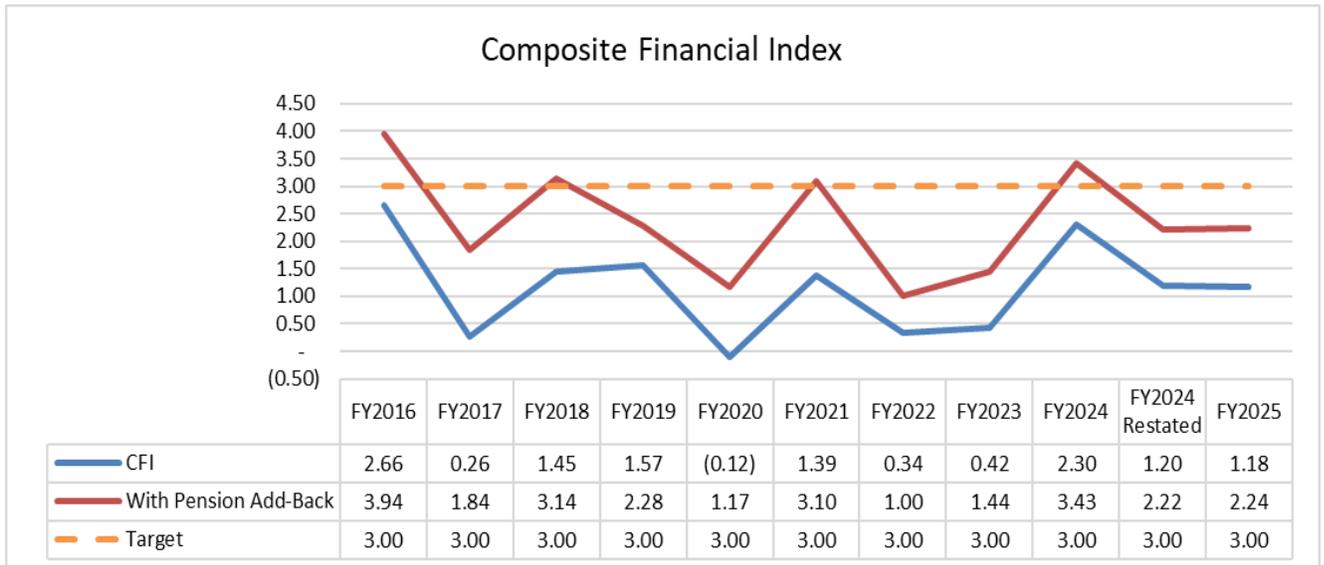


Figure 3 shows WOU’s Composite Financial Index score for the period FY2016 to FY2025.

Figure 3



Trend Analysis:

WOU nears the target strength value for the balance sheet-oriented ratios, reflecting a history of financial prudence. WOU exceeds one target strength value for the income statement-oriented ratios, but falls short of the other, signifying the volatility of the operating revenue and expenses situation. Regarding the CFI index, WOU’s score has been volatile over the last 9 years, on an upward trend since FY2022.

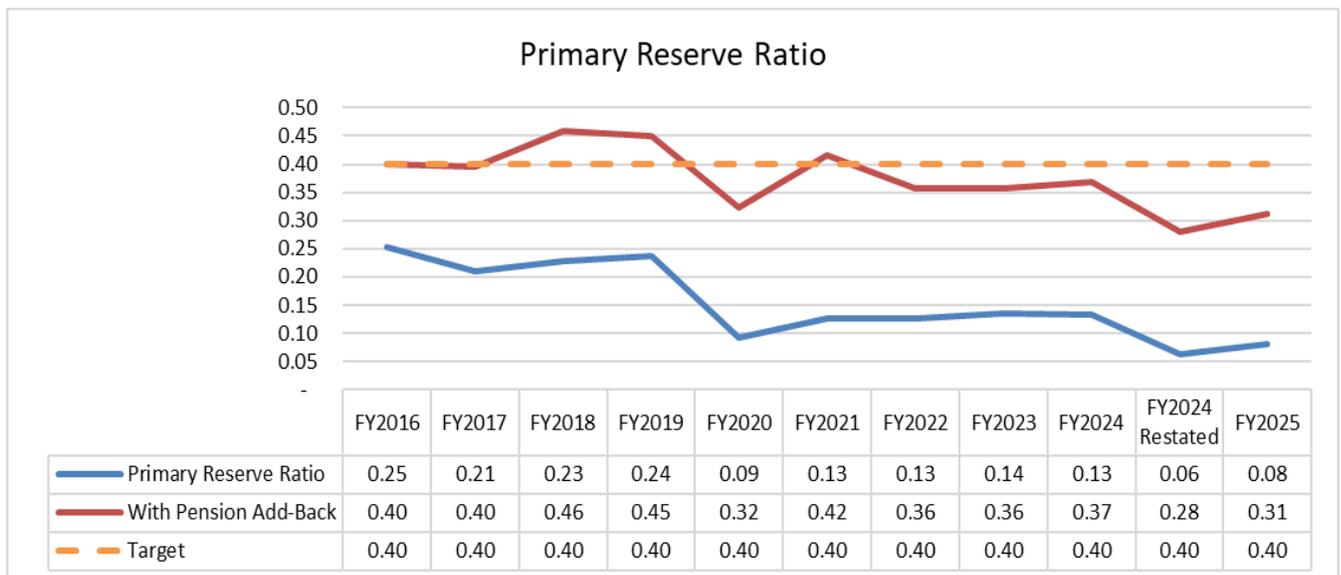
Current Year Analysis:

WOU’s FY2025 CFI score when compared to the Restated FY2024 is relatively stable. With pension add-back, the FY2025 CFI index is 2.24, falling short of the industry target of 3.0. According to measures in the WOU Strategic Plan, a CFI index of 0 to 3 means Reengineer, implying the need to improve efficiency, reduce costs, and strengthen the overall institutional fiscal well-being.

Primary Reserve Ratio

Primary Reserve Ratio is a financial stability measure showing adequacy of expendable reserves to carry out the University mission without additional net assets from operations. It is computed by dividing expendable resources by total expenses. Figure 4 shows Primary Reserve Ratio with pension/Other Post-Employment Benefits (OPEB) liability impact and without pension/OPEB liability impact for FY2016 to FY2025.

Figure 4



Trend Analysis:

With pension/OPEB liability add back, primary reserve ratio was relatively stable and above the industry target of 0.4 until FY2020, when declining enrollment and the COVID pandemic marked a stark decline. In FY2021, with the influx of HEERF grants, the University's reserves rebounded but fell slightly in FY2022 as the HEERF grants were depleted and enrollment continued declining. From FY2022 through FY2024, with pension add-back, the University has been building back expendable net assets to achieve a recovering trend toward nearing the industry target of 0.4.

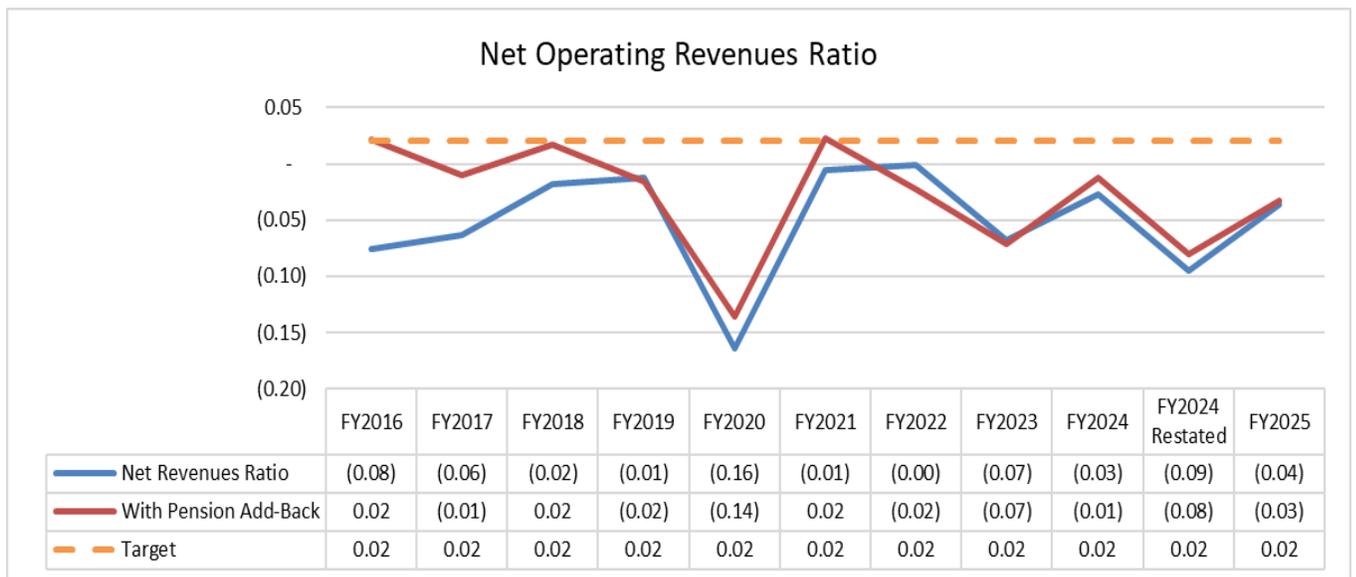
Current Year Analysis:

Primary Reserve Ratio provides a snapshot of financial strength and flexibility by indicating how long the University could function using its expendable reserves without relying on additional net assets generated by operations. A ratio of 0.40 or 40% is the industry standard desirable to give the University the flexibility to support its mission. The implication of 40% is that the University would have the ability to cover about 5 months of expenses (40% of 12 months). With the impact on net position from implementing GASB 101, the University saw a slight decline toward achieving the desirable target of 40%. With the University's work to stabilize enrollment as well as reducing the budget to contain expenses, the primary reserve ratio is expected to stabilize and continue the positive trend.

Net Operating Revenues Ratio

Net Operating Revenues Ratio is a measure of how surpluses and deficits from activities affect financial viability over time to carry out the University mission. It is computed by dividing unrestricted net income (loss) by total unrestricted income or revenues. Figure 5 shows the Net Operating Revenues Ratio for FY2016 to FY2025.

Figure 5



Trend Analysis:

The Net Operating Revenues ratio is essentially trending negatively due to deficit financing of the operating budget. With pension add-back, the trend turned positive in FY2021, reaching the industry target of 2%. This was achieved through lost revenue claims on HEERF grants that neutralized the effect of enrollment decline. However, since the depletion of HEERF grants, the negative trend has continued.

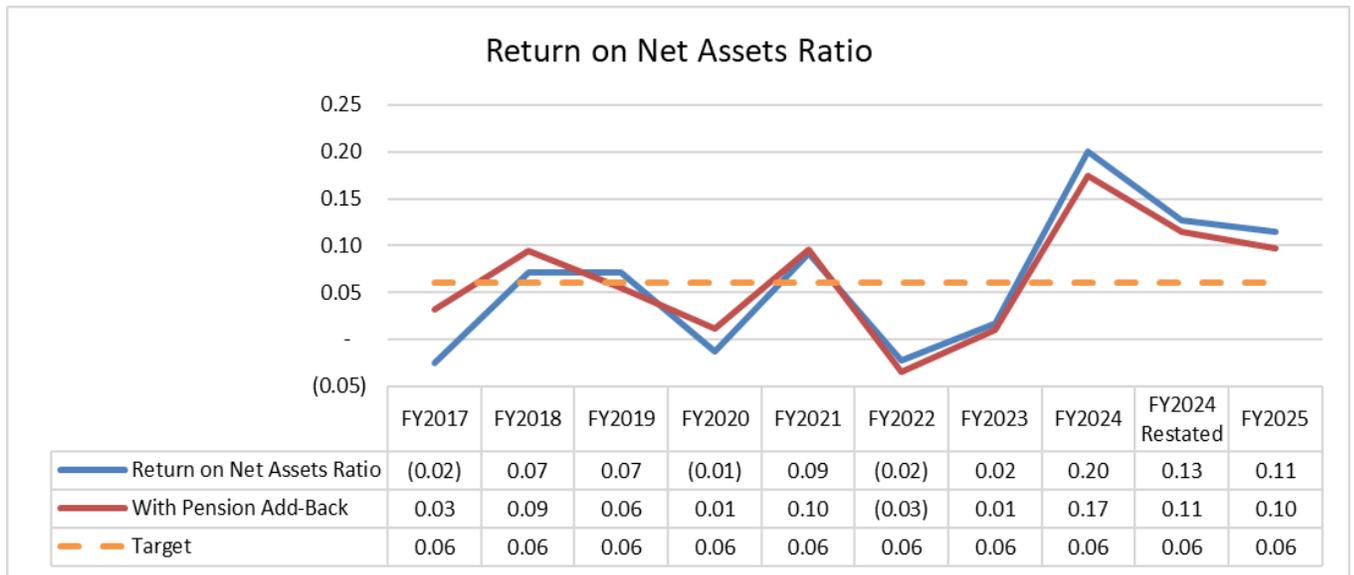
Current Year Analysis:

The positive trend continued in FY2025. The desirable target is a positive ratio. A positive ratio indicates that the University experienced an operating surplus for the year. A negative ratio indicates a deficit for the year. Increasing revenue from operating activities, such as tuition and grants/contracts, and executing austerity measures to rationalize expenses to align with available revenue would improve net income and the University's unrestricted net position.

Return on Net Assets Ratio

Return on Net Assets Ratio measures economic returns, that is, the increase or decrease in total net assets showing financial viability over time to carry out the University mission. It is computed by dividing change in net assets by total net assets. Figure 6 shows Return on Net Assets Ratio from FY2017-FY2025.

Figure 6



Note: FY2016 includes a significant influx of net assets due to the Oregon University System disbanding, so it is excluded as an outlier.

Trend Analysis:

WOU's Return on Net Assets Ratio has a volatile trend. With pension add-back, the trend bottomed out in FY2022 and trended positively to its peak in FY2024 due to state capital funds for construction projects.

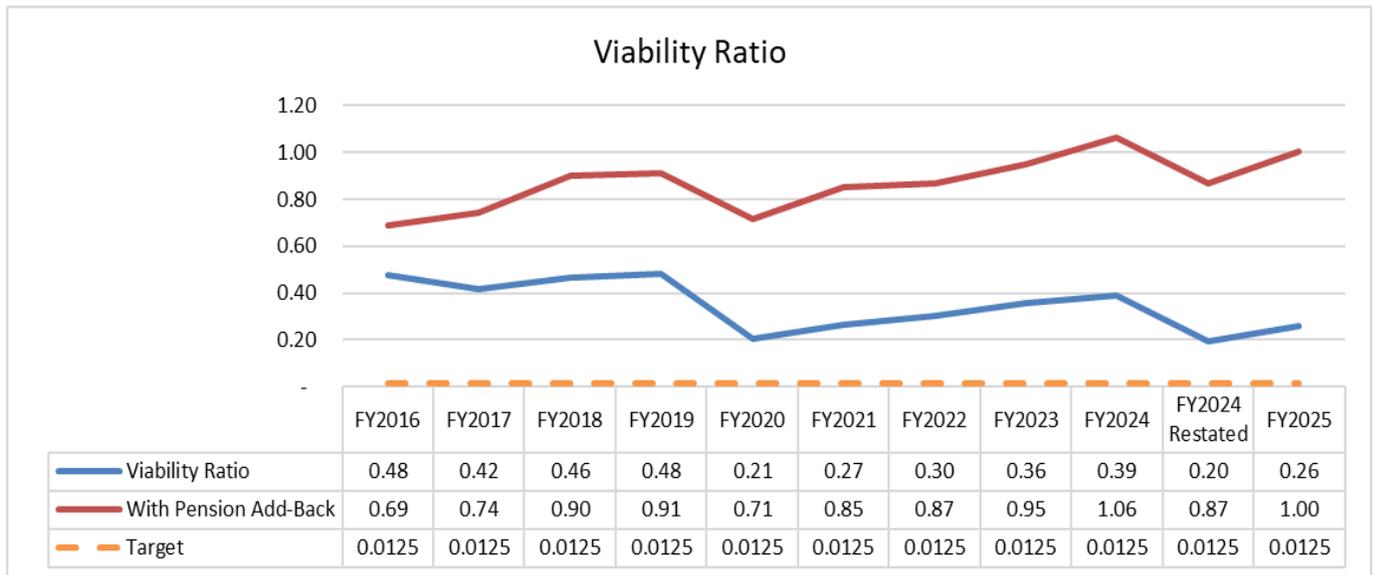
Current Year Analysis:

WOU's Return on Net Assets trended negatively from FY2024 to FY2025, but at 0.10 with pension add-back, still exceeds the industry target of 0.06.

Viability Ratio

Viability Ratio measures availability of expendable net assets to cover debt as of the fiscal year end data, showing financial viability over time to carry out the University mission. It is computed by dividing expendable resources by long-term debt. Figure 7 shows the Viability Ratio for FY2016 to FY2025.

Figure 7



Trend Analysis:

For FY2016 to FY2024, the Viability Ratio trended positively, well above the industry target of 0.0125. This illustrates the University has sufficient expendable net assets to satisfy debt obligations. The majority of WOU’s debt obligations are Article XI-F bonds payable to the state of Oregon. Generally, WOU’s capital projects are funded by XI-Q or XI-G bonds, which are paid for by the state and not included in WOU’s long-term debt, therefore contributing to the strong viability ratio.

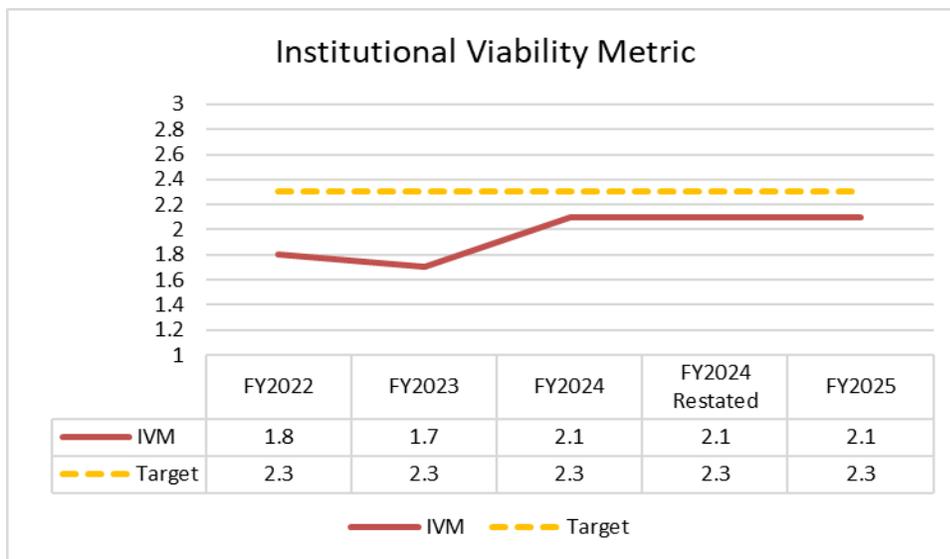
Current Year Analysis:

FY2025’s viability ratio of 0.26 continues the positive trend and exceeds the industry target. For many of the XI-F bond obligations, WOU has dedicated revenue streams to service the obligations. Parking and Housing/Dining both pay their XI-F debt out of auxiliary operations. While overall viability ratio is strong, some of the dedicated revenue streams are not generating sufficient fee revenues due to declining enrollment.

EY-Parthenon Institutional Viability Metric (IVM)

The EY-Parthenon Institutional Viability Metric (IVM) incorporates measures of financial position, market demand, and student outcomes to give institutional leaders a dynamic view of their institutional health in time to take strategic and operational action. The IVM uses six weighted metrics to assess and score an institution’s viability risk: 1) profit margin (25%), 2) reserve ratio (25%), 3) total enrollment compound annual growth rate (CAGR) over the past five years (20%), 4) net tuition and fees per FTE CAGR over the past five years (15%), 5) six-year Bachelor’s graduation rate (10%), and 6) full-time retention rate (5%). Indicators are scored 1 to 3 utilizing [EY-Parthenon’s online tool](#) and then weighted to generate an overall IVM score. Thus, an institution can receive a maximum score of 3 or a minimum score of 1. An institution is “At risk” if it receives an overall IVM score of less than or equal to 2. An institution is placed in the “Monitor” category if it receives an overall IVM score between 2 and 2.3. An institution is considered “Stable” if it receives an overall IVM score above 2.3. Figure 8 shows WOU’s Institutional Viability Metric Score for FY2022-FY2025.

Figure 8



Analysis:

In FY2022 and FY2023, WOU’s IVM score was below 2 and therefore considered at risk by the model. However, in FY2024 and FY2025, WOU’s IVM score improved above 2, moving from “at risk” status to “Monitor”, implying the need to continue working towards increasing revenues and reducing or containing expenses, to achieve a sustained stable financial viability.

Western Oregon University

5 Year Projection

Education & General Fund

	FY25	FY26	FY27
Assumptions - Increase/(Decrease)			
Tuition Rate			3.00%
Enrollment			0.57%
State Funding			3.70%
Faculty Salaries			3.00%
Unclassified Salaries			3.00%
Classified Salaries			10.00%
Health OPE			3.00%
Retirement OPE			0.00%
S&S			3.00%
Reductions			-3.20%
Projection			
Tuition	38,016,998	38,783,842	40,174,255
Remissions	(5,195,175)	(5,900,000)	(6,111,517)
State	34,877,074	35,006,510	36,301,751
Gift Grants	2,176,005	1,900,000	1,900,000
Investment	2,454,589	2,500,000	2,500,000
Other Rev	<u>755,393</u>	<u>750,000</u>	<u>750,000</u>
Total Revenues	73,084,884	73,040,352	75,514,489
Faculty	16,387,915	16,011,636	16,491,985
Unclass	11,587,136	11,668,859	12,018,925
Unclass Pay	1,457,394	1,278,964	1,317,333
Class	6,698,881	6,789,460	7,468,406
Class Pay	372,238	257,599	283,359
Student	1,549,598	1,451,072	1,451,072
Health OPE	8,084,410	10,011,146	10,311,480
Retirement OPE	8,324,994	10,716,557	11,166,730
Other OPE	<u>5,211,943</u>	<u>3,161,021</u>	<u>3,293,807</u>
Total Payroll	59,674,509	61,346,314	63,803,097
S&S	12,286,210	12,937,098	13,325,211
Internal Sales	(4,204,872)	(3,190,720)	(3,190,720)
Transfers	<u>7,275,776</u>	<u>5,501,318</u>	<u>5,666,358</u>
Total Expenses & Transfers	75,031,623	76,594,010	79,603,945
Reductions		-	<u>(2,547,326)</u>

Total Expenses & Transfers		76,594,010	77,056,619
Net Recurring	(1,946,739)	(3,553,658)	(1,542,130)
One-Time	<u>-</u>	<u>(578,110)</u>	<u>-</u>
Net	(1,946,739)	(4,131,768)	(1,542,130)
Beginning Fund Balance	13,753,975	13,590,136	9,458,368
Additions/(Deductions)	<u>1,782,900</u>	<u>-</u>	<u>-</u>
Ending Fund Balance	13,590,136	9,458,368	7,916,238
Fund Balance as a % of Revenues	18.60%	12.95%	10.48%
Quasi Endowment Balance	3,097,756	3,223,963	3,355,313
Ending Fund Balance w/ Quasi	16,687,892	12,682,331	11,271,550
Fund Balance w/ Quasi as a %	22.83%	17.36%	14.93%

FY28	FY29	FY30
3.00%	3.00%	3.00%
0.96%	1.02%	0.29%
1.00%	1.00%	1.00%
3.00%	3.00%	3.00%
3.00%	3.00%	3.00%
5.00%	5.00%	5.00%
3.00%	3.00%	3.00%
0.00%	0.00%	0.00%
3.00%	3.00%	3.00%
-3.20%	0.00%	0.00%

Note

FY27 based on GRB

Increase applied to retirement rate as ratio of pay; FY2

41,778,155	43,470,453	44,905,827
(6,355,511)	(6,612,952)	(6,831,308)
36,664,768	37,031,416	37,401,730
1,900,000	1,900,000	1,900,000
2,500,000	2,500,000	2,500,000
750,000	750,000	750,000
77,237,413	79,038,917	80,626,249
16,986,745	17,496,347	18,021,237
12,379,493	12,750,877	13,133,404
1,356,853	1,397,558	1,439,485
7,841,826	8,233,918	8,645,613
297,527	312,403	328,023
1,451,072	1,451,072	1,451,072
10,620,825	10,939,450	11,267,633
11,533,633	11,913,760	12,307,620
3,402,031	3,514,155	3,630,331
65,870,003	68,009,541	70,224,419
13,724,967	14,136,716	14,560,818
(3,190,720)	(3,190,720)	(3,190,720)
5,836,348	6,011,439	6,191,782
82,240,599	84,966,976	87,786,299
(5,179,025)	(5,179,025)	(5,179,025)

Increase connected to unclassified salaries

77,061,573	79,787,950	82,607,273
175,840	(749,033)	(1,981,024)
-	-	-
175,840	(749,033)	(1,981,024)
7,916,238	8,092,078	7,343,044
-	-	-
8,092,078	7,343,044	5,362,020
10.48%	9.29%	6.65%
3,492,013	3,634,283	3,782,350
11,584,091	10,977,328	9,144,369
15.00%	13.89%	11.34%

FY2026 Q1 Investment Report

BACKGROUND

The Western Oregon University (university) investment report for the first quarter (Q1) of FY2026 is presented in the following sections:

- **FY2026 Q1 Western Oregon University Investment Report** – This section includes a report on the investments of the operating and endowment assets of the university. This report reflects the university’s operating assets that are invested in short and intermediate-term fixed income funds and the university’s quasi-endowment investments managed by the Oregon State Treasury.
- **FY2026 Q1 Market Commentary** – This section provides a general discussion of the investment markets and related performance data for the fourth quarter of FY2025 (i.e., July 1 – September 30, 2025).

FY2026 Q1 WESTERN OREGON UNIVERSITY INVESTMENT REPORT

The schedule of Western Oregon University’s investments is shown in the investment summary below.

Western Oregon University Operating Assets

The Oregon Short Term Fund (OSTF) increased 1.2% for the quarter, outperforming its benchmark by 10 basis points. The Public University Fund Core Bond Fund (PUF) increased 1.9% for the quarter, exceeding its benchmark by 40 basis points. The PUF’s investment yield was 1.1% for the quarter. As of September 30, 2025, WOU had \$25.2 million on deposit in the OSTF and \$4.5 million invested in the PUF.

Relative performance in the PUF was driven by corporate bonds and securitized bonds, as spreads (coupon variance to a similarly dated Treasury bond) continued to tighten. The Oregon State Treasury investment officers are maintaining a high quality bias in the portfolio with over 60% of the portfolio allocated to on-the-run Treasuries. On-the-run Treasuries are recently issued securities compared to Treasuries trading in the secondary markets.

Western Oregon University Quasi-Endowment Fund

The WOU Quasi-Endowment Fund (Fund) increased 3.6% for the quarter, outperforming its benchmark by 20 basis points. The Fund ended the quarter with a balance of \$3.2 million.

The Fund’s assets were allocated to a global equity index strategy (BlackRock All-Country World Index – 32.4%), a fixed-income strategy (JP Morgan Active Fund – 33.9%) and the remaining assets were invested in the Oregon Short Term Fund 33.7%.

For the three months ending September 30, 2025, the Blackrock All-Country World Index rose 7.8%, outperforming its benchmark by 10 basis points. The JP Morgan Active Bond Fund rose 2.2%, outperforming its benchmark by 20 basis points.

Western Oregon University
Investment Summary
as of September 30, 2025
(Net of Fees)

	Quarter Ended 9/30/2025	Current Fiscal YTD	Prior Fiscal YTD	3 Yr Avg	5 Yr Avg	10 Yr Avg	Market Value	Actual Asset Allocation ¹	Policy Allocation Target
WOU Operating Assets									
Oregon Short - Term Fund	1.2%	1.2%	1.3%	4.5%	3.0%	2.3%	\$ 25,247,097	84.8%	N/A
Benchmark - 91 day T-Bill	1.1%	1.1%	1.4%	4.8%	3.0%	2.1%			
PUF Core Bond Fund	1.9%	1.9%	4.0%	5.6%	1.7%	N/A	4,540,517	15.2%	N/A
Benchmark - Bloomberg Barclays Intermediate U.S. Gov't./Credit Index ²	1.5%	1.5%	4.2%	5.2%	0.8%	2.1%			
Investment Yield ³	1.1%	1.1%	1.1%	4.4%	3.8%	N/A			
Total Operating Assets							<u>\$ 29,787,614</u>	<u>100.0%</u>	
WOU Endowment Assets									
BlackRock ACWI IMI B	7.8%	7.8%	6.9%	22.6%	13.4%	N/A	\$ 1,038,051	32.4%	30.0%
Benchmark - MSCI ACWI IMI Net	7.7%	7.7%	6.8%	22.5%	13.3%	11.6%			
JP Morgan Active Bond Fund ⁴	2.2%	2.2%	N/A	N/A	N/A	N/A	1,088,194	33.9%	35.0%
Benchmark - Bloomberg Barclays Aggregate Index	2.0%	2.0%	5.2%	4.9%	-0.4%	1.8%			
Cash	1.2%	1.2%	1.3%	4.5%	3.0%	N/A	1,081,447	33.7%	35.0%
Benchmark - 91 day T-Bill	1.1%	1.1%	1.4%	4.8%	3.0%	2.1%			
Total Endowment Assets	3.6%	3.6%	6.0%	13.3%	6.3%	N/A	<u>\$ 3,207,692</u>	<u>100.0%</u>	
Policy Benchmark ⁵	3.4%	3.4%	5.9%	12.9%	6.4%	N/A			

¹ University operating investment allocations based upon liquidity needs as determined by rolling 12-month cash flow forecasts. Operating assets in excess of liquidity requirements are available for investment in the PUF Core Bond Fund and other long-term investments.

² 100% Bloomberg Barclays Intermediate U.S. Gov't./Credit Index as of February 1, 2021. From April 1, 2017 to January 31, 2021, the benchmark was 75% Bloomberg Barclay's Aggregate 3-5 Years Index, 25% Bloomberg Barclay's Aggregate 5-7 Years Index.

³ The reported investment yields for the quarter and fiscal year-to-date represent earned yields for the period and are not annualized rates.

⁴ The Western Asset Core Bond Fund was liquidated in December 2024 and replaced with the JP Morgan Active Bond Fund in April 2025.

⁵ Policy Benchmark Composition: 30% Morgan Stanley Capital Indices All-Country World Investable Market Index Net, 35% Bloomberg Barclays Aggregate Bond Index, 35% 91 day T-Bill. From March 1, 2019 to May 1, 2025 the benchmark was 55% Morgan Stanley Capital Indices All-Country World Investable Market Index Net, 40% Bloomberg Barclays Aggregate Bond Index, 5% 91 day T-bill.
Note: Outlined returns underperformed their benchmark.

Oregon Short Term Fund

September 30, 2025

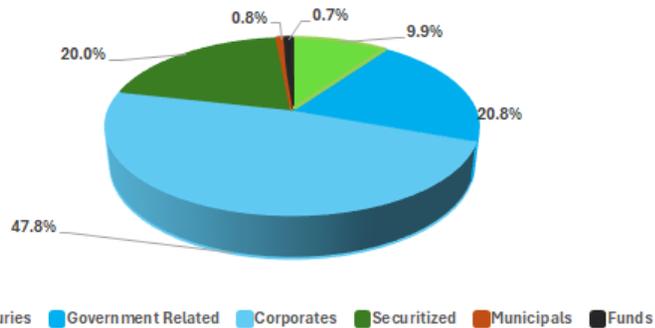
Portfolio Characteristics

Net Asset Value 9/30/2025	\$ 32,882,307,380
Weighted Average Credit Quality	AA
Rate Paid (%)	4.6%
Weighted Average Maturity (days)	70 days
Duration (years)	0.17
Spread Duration (years)	0.88

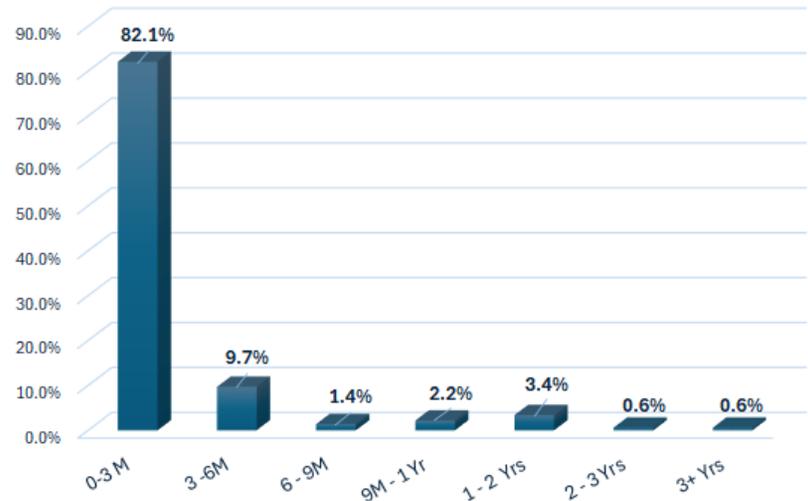
Top 10 Issuers

United States Treasury	9.8%
Federal Farm Credit Banks	5.2%
Canada Pension Plan Investment Board Capital Incorporated	4.5%
American Honda Finance Corporation	2.2%
The Toronto-Dominion Bank	1.9%
Royal Bank of Canada	1.9%
Caterpillar Financial Services	1.9%
CDP Financial Incorporated	1.8%
Toyota Motor Credit Corporation	1.8%
New York Life Global Funding	1.8%
Total	32.8%

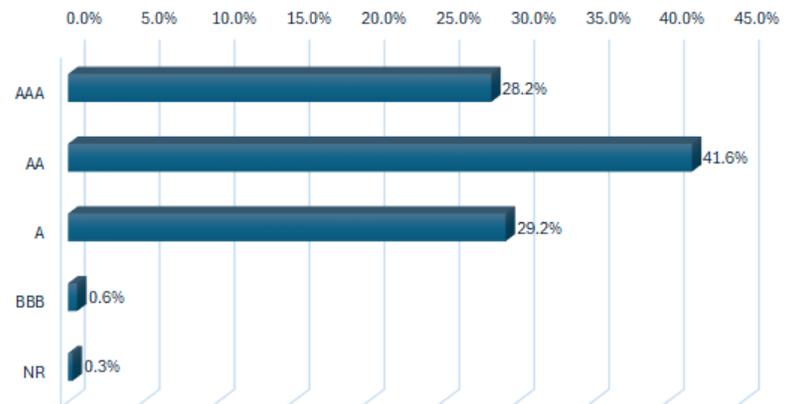
Sector Allocations



Maturity Breakdown



Credit Quality Distribution



Source: Oregon State Treasury

Core Bond Fund

September 30, 2025

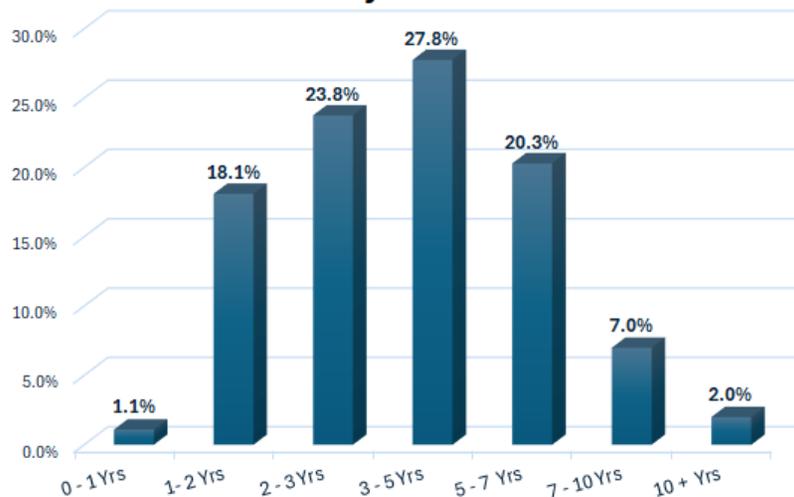
Portfolio Characteristics

Market Value 9/30/2025	\$ 252,587,178
Weighted Average Credit Quality	AA-
Book Yield (%)	4.91%
Weighted Average Maturity (years)	4.52
Duration (years)	3.82
Spread Duration (rate)	1.46

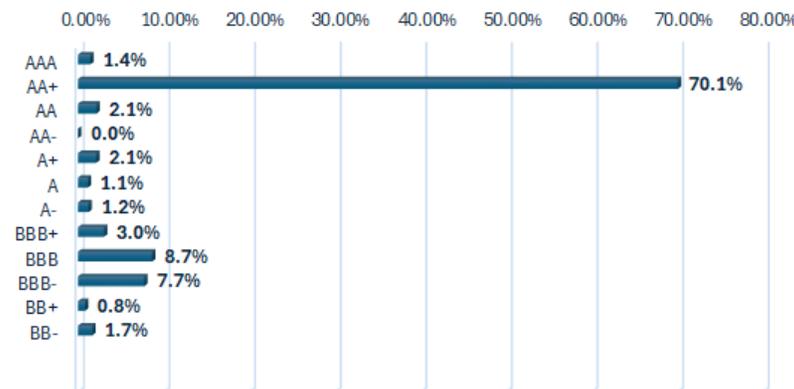
Top 10 Issuers

United States Treasury	60.9%
Federal Home Loan Mortgage Corporation	3.9%
Wheels Fleet Lease Funding LLC 25-1	3.9%
Fideicomiso Fibro Uno	2.9%
Federal National Mortgage Association	2.1%
Oregon State Treasury	2.1%
Rexford Industrial Realty Incorporated	1.9%
Spirit Airlines Class A Pass Thru Certificate	1.6%
Fideicomiso Irrevocable F/00939	1.5%
DT Midstream Incorporated	1.4%
Total	82.1%

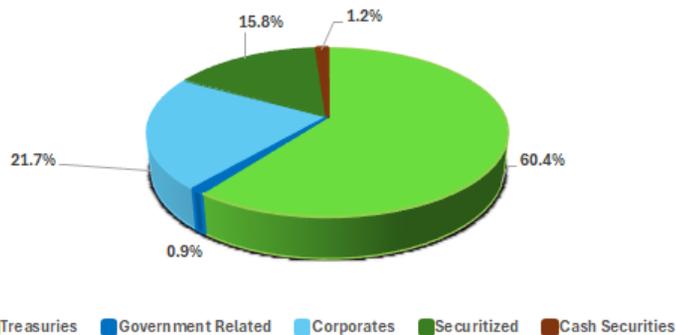
Maturity Breakdown



Credit Quality Distribution



Sector Allocations



Source: Oregon State Treasury

FY2026 Q1

MARKET COMMENTARY

(Prepared by Meketa Investment Group, consultants to the Oregon Investment Council)

Report on Investments – as of September 30, 2025

Economic and Market Update

In the third calendar quarter of 2025, most stock and bond markets delivered positive returns, benefiting from renewed interest rate cuts from the Federal Reserve, continued strong artificial intelligence (AI) demand and investment, and overall solid corporate earnings.

- U.S. stocks enjoyed a broad rally in the third calendar quarter with the S&P 500 gaining 8.1%. Large cap stocks trailed small cap stocks in a reversal of the prior trend with mixed results across market capitalizations for growth and value.
- Non-U.S. developed market stocks (Morgan Stanley Capital Indices (MSCI) Europe Australasia Far-East (EAFE)) lagged U.S. stocks in the third calendar quarter with gains of +4.8% with value outperforming growth.
- Emerging market stocks beat developed market stocks in the third calendar quarter with the MSCI emerging market index gaining +10.6% and up a leading 27.5% calendar year-to-date; Chinese stocks drove the emerging market index higher with the MSCI China index returning 20.7% in the quarter and 41.6% calendar year-to-date.
- In general, bond markets performed well in the third calendar quarter supported by softer labor data and largely dovish central banks, with high yield bonds and long-dated Treasuries both returning 2.5% for the quarter, slightly outperforming the broad U.S. bond market (+2.0%) and Treasury Inflation Protected Securities (TIPS) (+2.1%).
- Chair Powell's comments from Jackson Hole buoyed market expectations for more rate cuts this year. In addition to continued public pressure on Chair Powell, the Administration also signaled that it would investigate Federal Open Market Committee (FOMC) member Lisa Cook adding to market concerns about future Federal Reserve (Fed) independence.
- Key questions going forward include how the Fed will manage interest rates given competing pressures on its dual mandate of inflation and employment, will tariff pressures eventually show up in inflation, can earnings growth remain resilient in the U.S., will the recent rotation into small cap stocks continue, and how will China's economy and relations with the U.S. track.

Market Returns¹ September 30, 2025

	Month	Quarter	YTD	1-Year	3-Year	5-Year	7-Year	10-Year
S&P 500	3.7%	8.1%	14.8%	17.6%	24.9%	16.5%	14.5%	15.3%
MSCI EAFE-ND	1.9%	4.8%	25.1%	15.0%	21.7%	11.2%	7.7%	8.2%
MSCI EM-ND	7.2%	10.6%	27.5%	17.3%	18.2%	7.0%	6.2%	8.0%
MSCI China-ND	9.8%	20.7%	41.6%	30.8%	19.5%	0.4%	3.9%	6.8%
Bloomberg US Aggregate	1.1%	2.0%	6.1%	2.9%	4.9%	-0.4%	2.1%	1.8%
Bloomberg US TIPS	0.4%	2.1%	6.9%	3.8%	4.9%	1.4%	3.4%	3.0%
Bloomberg US Corporate High Yield	0.8%	2.5%	7.2%	7.4%	11.1%	5.5%	5.3%	6.2%
ICE BofAML US 3-Month Treasury Bill	0.3%	1.1%	3.2%	4.4%	4.8%	3.0%	2.6%	2.1%
ICE BofAML 1-3 Year US Treasury	0.3%	1.1%	3.9%	3.9%	4.3%	1.6%	2.3%	1.7%
ICE BofAML 10+ Year US Treasury	3.0%	2.5%	5.9%	-3.1%	0.7%	-7.4%	-0.2%	0.0%

¹Source: Oregon State Treasury

U.S. Equities: U.S. stocks increased sharply during the third calendar quarter as the Fed lowered interest rates, corporate earnings came in above expectations, and economic growth surprised to the upside. The enthusiasm surrounding AI helped push the indices higher, as well.

Small cap stocks, represented by the Russell 2000 Index, outperformed both mid and large cap stocks during the quarter. The small cap index's higher weighting to biopharma stocks contributed to the outperformance as well as the overall strength of the economy and expectations for lower rates given their generally higher leverage.

Value stocks outperformed growth stocks during the quarter (except in the large cap space). The outperformance of large technology and consumer discretionary stocks drove this dynamic.

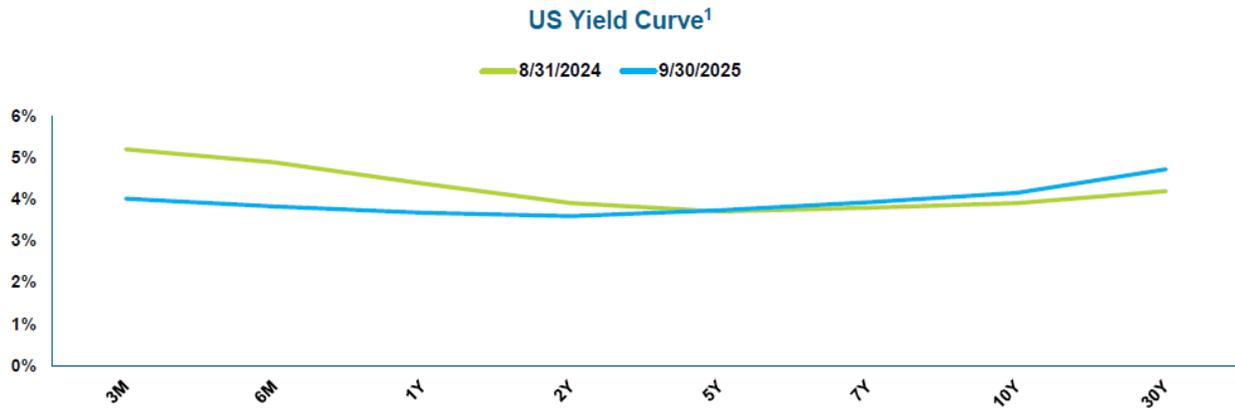
Foreign Equity: Developed markets posted solid gains in the third calendar quarter, driven by easing monetary policy, strong corporate earnings, and AI-related enthusiasm. Eurozone equities, while positive, were the laggards of the quarter, with losses in Germany and political instability in France somewhat balanced by strong performance from financials and stable inflation. The United Kingdom saw solid performance supported by strong bank earnings and resilient consumer demand despite rising debt. Japan was a top performer, benefiting from a weaker yen, strong tech exports, and favorable political shifts.

Emerging markets outperformed developed peers in the third calendar quarter, aided by easing trade tensions and strong tech performance. China led the way with a significant 20.7% return for the quarter, benefitting from domestic chipmaker support, accelerating AI spending, and optimism surrounding policies to reduce unproductive competition. Tech enthusiasm benefited other Asian markets, particularly Taiwan and Korea. Brazil lagged, due largely to political uncertainty. India saw losses, with the recent imposition of very punitive tariffs by the U.S. weighing heavily on performance.

U.S. stock valuations increased in the third calendar quarter, finishing September with a cyclically adjusted price to earnings (P/E) ratio of 39.4. This level is well above their long-run average of 28.4. Given strong results this year in non-U.S. developed stocks, valuations have moved slightly above their long-run P/E ratio (22.1 versus 21.0). As emerging market stocks lead the way in 2025 their valuations are now also trading at levels above their long-run average (18.5 versus 16.7).

Fixed Income: The U.S. yield curve shifted lower on expected monetary policy easing in the coming quarters and strong risk appetite by investors provided positive performance for credit

indexes. In this environment, the broad U.S. bond market (Bloomberg Aggregate) returned 2.0% with longer dated U.S. Treasuries performing slightly better (2.5%). Longer and short-dated TIPS gained 2.1% and 1.6%, respectively, as inflation risks remained elevated. Positive risk sentiment supported emerging market debt (+2.8%) and high yield (+2.5%). Year-to-date performance in emerging markets solidly exceeded other fixed income indices, and the broad U.S. stock market.

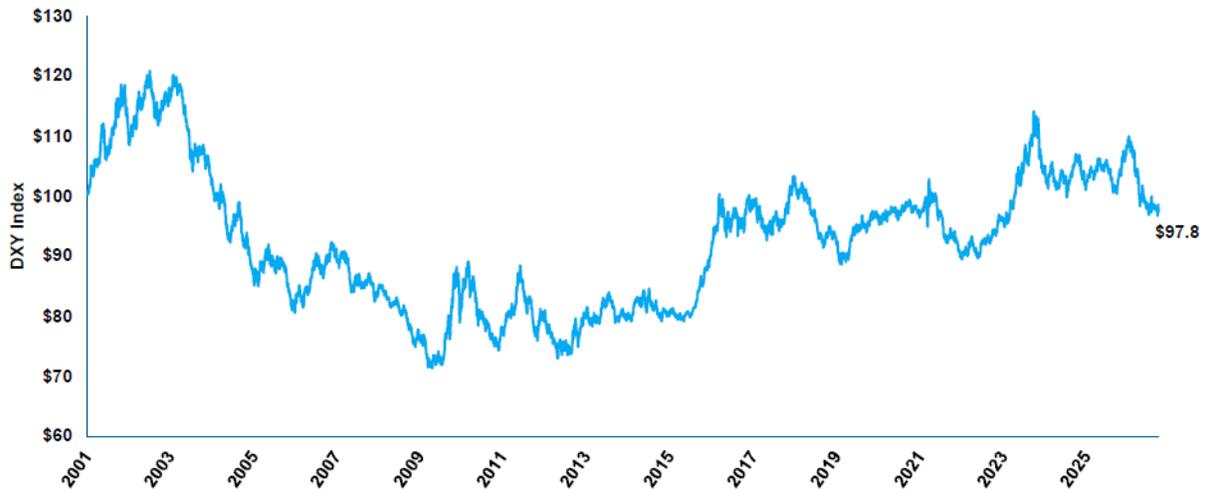


¹ Source: Bloomberg. Data is as of September 30, 2025.

A rate cut by the Fed, with more expected weakness in the labor market, and no signs yet of tariffs significantly influencing inflation drove rates lower across the yield curve in the third calendar quarter. The policy sensitive 2-year nominal Treasury yield was volatile during the quarter but overall fell from 3.72% to 3.61% given the anticipation of additional interest rate cuts by the Fed. The 10-year nominal Treasury yield was also volatile and declined from 4.23% to 4.15% for the quarter, while the 30-year nominal Treasury yield fell slightly from 4.78% to 4.73%.

The recent government shutdown has caused a delay in the release of government economic reports like the consumer price index from the Bureau of Labor Statistics. This has led to investors increasing use of other models and private data to assess the economy. Bloomberg’s real-time inflation models have recently trended up to levels still above the Fed’s average target of 2.0%. Market and survey-based measures of inflation show a divergence between short-term (higher) and long-term (lower) expectations for how inflation will track. This dynamic is likely driven by the anticipation that tariff related price increases have still not shown up in the numbers.

US Dollar vs. Broad Currencies¹



¹ Source: Bloomberg. Data as of September 30, 2025

The U.S. dollar hit near-historic highs in January of 2025 but since then its value has declined by ~11%. The U.S. dollar stabilized in the third calendar quarter on the easing of trade war concerns. Typically, higher interest rates support the U.S. dollar but recent concerns over changing U.S. administration policies and slowing growth have weighed on the value of the U.S. dollar.

Summary-Key Trends:

- According to the International Monetary Fund's October's World Economic Outlook, the global economy will decelerate from 3.2% in 2025 to 3.1% in 2026. The U.S. is expected to modestly accelerate economic growth in 2026 to 2.1% from 2.0% in 2025. The euro area will slow slightly from 1.2% in 2025 to 1.1% in 2026. China's economy is expected to slow from 4.8% in 2025 to just 4.2% in 2026.
- Despite the recent pause in negotiations related to tariffs, many questions remain including how they will ultimately impact inflation. Overall, higher tariff levels and continued uncertainty could weigh on growth while increasing prices. Inflation levels and potential developments with tariffs combined with a weakening labor market will complicate the Fed's rate cutting path. A lengthy government shutdown and a lack of official economic reports could create further complications for the Fed and others to assess the health of the economy.
- Some signs of stress have started to emerge on the U.S. consumer, with growing weakness in the jobs market and sentiment weakening since the start of the year. Consumers are particularly concerned about losing their jobs and the potential for higher prices. Overall, risk to economic growth and to inflation from tariffs, as well as elevated borrowing costs, could put further pressure on consumers and lead to an even weaker job market. The recent resumption of collecting and reporting delinquent student loans could be a further headwind to consumption.
- U.S. equities have fully recovered from substantial losses experienced during the first week of April and have reached new highs. A relatively strong second calendar quarter earnings season, renewed AI optimism, and prospects of future rate cuts from the Fed

all helped drive stocks higher. How earnings track from here, particularly for the large AI related companies that make up a significant portion of indexes, will be key going forward.

- Trade tensions between the U.S. and China will remain an important focus as well as the overall health of China's economy. With the recent flare up in rhetoric, China has deepened its restrictions on exporting rare earth and critical minerals required in the manufacturing of many high-tech items. In response, the U.S. threatened across the board tariffs up to 100% on Chinese goods. Upcoming negotiations between the two sides will be important to watch. How China manages its slowing economy, and deflationary pressures will also be important.

WESTERN**DEFERRE**

#	BUILDING NAME	GSF	YEAR	AGE
1	ADMINISTRATION	30535	1936	89
2	ADVISING	7188	1963	62
3	ACADEMIC PROGRAMS & SUPPORT CENTER	43484	1951	74
4	CAMPBELL HALL	30978	1871	154
5	CHILD DEVELOPMENT CENTER	6728	1994	31
6	CHILLER	970	1971	54
7	DEVOLDER FAMILY SCIENCE	22375	2013	12
8	GENTLE HOUSE	3854	1914	111
9	HAMERSLY LIBRARY	80238	2000	25
10	HEALTH & WELLNESS CENTER	32405	2010	15
11	HUMANITIES AND SOC SCIENCE	38748	1964	61
12	INSTRUCTIONAL TECHNOLOGY CENTER	28623	1910	115
13	INSTRUCTIONAL TECHNOLOGY CENTER	7348	1948	77
14	INSTRUCTIONAL TECHNOLOGY CENTER	6542	1958	67
15	JENSEN HOUSE	3736	1910	115
16	MAASKE HALL	22620	1955	70
17	MAPLE HALL	4603	1913	112
18	MATH AND NURSING	24712	1988	37
19	NATURAL SCIENCES BLDG	47109	1969	56
20	WOLVES ATHLETIC CENTER	62468	1971	54
21	RUTH LAUTERNBACH HALL	29424	1936	89
22	PHYSICAL PLANT	32071	1960	65
23	PHYSICAL PLANT STORAGE	3876	1999	26
24	RICE AUDITORIUM	27667	1976	49
25	RICHARD WOODCOCK EDUCATION CENTER	53314	2016	9
26	SMITH MUSIC HALL	14315	1958	67
27	STADIUM	11090	1980	45
28	SWINDEL HALL	5390	1922	103
29	TERRY HOUSE	2040	1925	100
30	THE COTTAGE	5568	1917	108
31	TODD HALL	37706	1912	113
32	WATSON HOUSE	2057	1910	115
33	WELCOME CENTER	65155	1996	29
34	WERNER UNIVERSITY CENTER	81326	1959	66
35	WEST HOUSE	6166	1924	101
36	WOU SALEM	37150	1925	100
	TOTAL			

OREGON UNIVERSITY

DEFERRED MAINTENANCE NEEDS

ESTIMATE	DEFERRED MAINTENANCE DESCRIPTION	LAST RENOVATION
\$ 21,781,781	Seismic, ADA, Code, HVAC, Electrical, Roof	
\$ 145,000	HVAC	2007
\$ 6,874,002	HVAC, Windows, Roof, ADA, Electrical	2002
\$ 4,416,224	Roof, ADA, Lighting, Windows	1899
\$ 551,072	HVAC, Plumbing	2018
\$ 150,854	Replacement piping	
\$ 1,767,449	HVAC and fume hoods	2013
\$ 473,153	Roof, ADA, Lighting, Windows	
\$ 8,572,070	Roof, Windows, Electrical, ADA	
\$ 650,520	HVAC	
\$ 2,644,783	ADA, Code,	2005
\$ 400,000	ADA access ramp	2019
\$ 4,217,752	HVAC, ADA, structural, code, electrical	
\$ 3,107,450	HVAC, ADA, structural, code, electrical	
\$ 255,004	Roof, ADA, Lighting, Windows	
\$ 4,824,846	Asbestos, Structural, Code, Electrical, HVAC, ADA	
\$ 885,094	ADA, Code	
\$ 1,530,113	ADA	
\$ 650,000	Chiller	2021
\$ 11,930,913	ADA, Roof, Electrical, HVAC, Code	
\$ 13,016,729	Seismic, ADA, Code, HVAC, Electrical, Roof	2010
\$ 2,518,427	Roof, ADA,	1969
\$ 140,351	Roof	2005
\$ 8,017,897	ADA, Code, Structural	
\$ 320,000	HVAC	
\$ 7,441,750	HVAC, Code, ADA	
\$ 2,324,678	ADA, Code	
\$ 75,052	Roof	
\$ 139,242	Roof, ADA	
\$ 6,058,365	Seismic, ADA, Code, HVAC, Electrical, Plumbing	
\$ 25,954,384	Seismic, Roof, Windows, ADA, Code, HVAC	2005
\$ 140,403	Roof	
\$ 3,250,000	Finish 2nd floor, Code, ADA, HVAC	2019
\$ 1,536,000	Chiller	1990
\$ 997,784	ADA, HVAC	2010
\$ 16,072,160	Seismic, HVAC, ADA, Code	1996
\$ 163,831,302		