



**Western Oregon University Board of Trustees:  
Diversity, Equity, Inclusion & Accessibility Committee (DEIAC)  
Meeting No. 20– January 21, 2026  
1:00pm – 2:30 pm  
To Observe This Meeting [Click Here](#) | By Phone: 1-253-215-8782**

**AGENDA**

**I. CALL-TO-MEETING AND ROLL CALL**

**II. COMMITTEE CHAIR’S WELCOME**

**III. CONSENT AGENDA**

1) [Approval of the October 15, 2025, Meeting Minutes](#)

**IV. REPORT & DISCUSSION ITEMS**

- 1) [Office of Diversity, Equity, and Inclusion Update](#) | Dominique Vargas
- 2) Presentation: Legal, Safety, and Community Current Events Update |  
Dominique Vargas – Executive Director of Diversity, Equity, and Inclusion,  
Craig Ashford – General Counsel, Mike Hanson – Director of Campus Public  
Safety
- 3) [DEIAC Charter Review](#)

**V. ADJOURNMENT**



**Western Oregon University Board of Trustees:  
Diversity, Equity, Inclusion & Accessibility Committee (DEIAC)  
Meeting No. 19– October 15, 2025  
1:00 pm – 2:30 pm**

**Meeting Minutes**

**I. CALL-TO-MEETING AND ROLL CALL**

Chair Ambris welcomed everyone, called the meeting to order on Wednesday, October 15, 2025, at 1:03 pm, and asked Secretary Sorce to call the roll.

**Committee Members Present:** Chair Jerry Ambris, Trustee Paige Jackson, Trustee Susanna Winkler

Committee Members Not Present: Vice Chair Nelsestuen

**Others Present:** President Jesse Peters, Board Secretary Evan Sorce, Executive Director of the Office of Diversity, Equity, and Inclusion Dominique Vargas, Director of Abby's House Kristen Perry,

**II. WELCOME**

Chair Ambris welcomed everyone to the first DEIAC meeting of the year, welcomed the new committee members, and then walked through the agenda. Trustee Ambris also noted that, since two committee members are absent from this meeting, the updates will be slightly more high-level, but questions are welcome. President Peters also welcomed everyone to the meeting. Emphasized that the University is moving forward amidst everything happening in the state and the world. President Peters added that this year will be a great opportunity for this committee, in particular, to address key areas and work toward priorities that will enable Western to better serve our community.

**III. CONSENT AGENDA**

1) Approval of the May 22, 2025, Meeting Minutes

Trustee Paige Jackson moved to approve the May 22, 2025, Meeting Minutes as presented in the docket. Chair Ambris seconded the motion. There was no additional discussion.

Roll Call:

Chair Ambris	Aye
Trustee Jackson	Aye
Trustee Nelsestuen	Excused

#### **IV. REPORT & DISCUSSION ITEMS:**

##### **1) Office of Diversity, Equity, and Inclusion Update | Dominique Vargas**

Executive Director Vargas presented her board update, available on page 5 of the docket. Executive Director Vargas provided updates on several initiatives at Western, including a professional development session on the change in federal policy and its impact on the university, and an update on the ADA regulations on digital accessibility. Additionally, Executive Director Vargas announced upcoming events for Free Speech Week. Trustee Jackson asked a question about the Freedom Center. Executive Director Vargas mentioned that the Freedom Center transitioned to a new Multicultural Student Organization Center, now called the MOSIAC Center. Finally, Executive Director Vargas shared progress on the equity assessment, which concluded in winter 2025 and outlined new recommendations for initiatives to address barriers on campus, including areas around basic needs, parking, athletics, food security etc. This committee will receive a quarterly update from the accountability leaders responsible for each action plan initiative.

#### **V. PRESENTATION: ABBY'S HOUSE, CENTER FOR EQUITY AND GENDER JUSTICE | Kristen Perry, Director of Abby's House, Center for Equity and Gender Justice; Maria Barrera, Basic Needs Coordinator of Abby's House, Center for Equity and Gender Justice; and Kailey Knospe, Confidential Advocate of Abby's House, Center for Equity and Gender Justice**

##### **General Overview:**

Chair Ambris welcomed the Abby's House team and asked Abby House Director Kristen Perry to kick off the presentation. Director Perry also introduced Maria Barrera, Abby's House Basic Needs Coordinator, and Kailey Knospe, Abby's House Confidential Advocate. They discussed the center's mission, services, funding sources, and recent changes, including the hiring process for an LGBTQ+ violence prevention coordinator. The presentation covered the center's educational programming, direct support services, and the impact of their initiatives on campus. Director Perry highlighted the center's various funding sources, including grants, student fees, legislative support (basic needs navigators from the Higher Education Coordinating Commission), and foundation accounts, and mentioned their ongoing fundraising efforts and efforts to apply for new grants.

##### **Basic Needs:**

Abby's House Basic Needs Coordinator, Maria Barrera, presented an overview of Basic Needs services available to the campus community, including childcare assistance, transportation support, and resources for mental and physical wellness. Maria also highlighted the availability of school supplies, financial aid, food security programs, and clothing resources, emphasizing that food insecurity is a significant issue faced by many students at WOU. Maria also shared data from the previous academic year, noting that they provided assistance to 133 students at least once, that over 2317 households used the food pantry, which gave out over 26,000 pounds of food. Over 700 people used the stitch closet, and over \$3,000 in aid was provided, focusing on gift cards, textbooks, and support.

### **Survivor Support Services:**

Confidential Advocate, Kailey Knospe presented an overview of confidential advocacy services provided to survivors, including academic support, safety planning, reporting assistance, housing support, financial aid, medical referrals, and emotional support. Last year, they met with 31 students, 45% of whom identified as LGBTQ, and 32% disclosing a disability. Additionally, over half of these students were experiencing domestic violence. The team provided over \$8,000 in direct survivor support, including emergency assistance, rental help, and replacement of damaged items. The most common services included emotional support, safety planning, academic accommodations, and financial support.

### **Stonewall Center:**

Director Perry gave an overview of the Stonewall Center's recent move under Abby's House and highlighted their services, including peer support, social events, and educational programs.

### **Resource Challenges:**

Director Perry addressed funding limitations that impact Abby's House, noting the end of certain grants and the need to rely on foundation accounts for student support. Additionally, Director Perry mentioned challenges with insufficient funding for bilingual services and the instability of government funding. And increased demand for the food pantry, which operates with limited staffing and hours. The team is also considering equipment upgrades for the food pantry and stitch closet, and preparing for potential changes in SNAP benefits that may affect student access to resources.

### **Student Support Testimonials:**

The team shared testimonials from students highlighting the positive impact of the services Abby's House provides. Chair Ambris commended the growth of Abby's House over the years and discussed potential partnerships, including with Habitat for Humanity, which might have some equipment Abby's House needs, such as a freezer.

President Peters asked about the difference between confidential advocates and other campus employees, who are mandatory reporters. Director Perry clarified that confidential advocates cannot report incidents, with a couple of exceptions (e.g., risk to themselves or others), without the person sharing with them. They can also assist students who wish to report. Chair Ambris asked how the Abby's House staff support each other and practice self-care when supporting students in difficult situations. Director Perry and Confidential Advocate Knospe shared personal self-care strategies and discussed the importance of maintaining a light-hearted office environment despite the challenging nature of the work. The team noted an increase in student needs this year, particularly regarding food security, due to upcoming changes in SNAP benefits. Chair Ambris thanked the presenters for their presentation and for supporting our students as they navigate difficult changes in their lives.

## **VI. ANNOUNCEMENTS**

None:

## **VII. ADJOURNMENT**

Chair Ambris adjourns the meeting at 2:22 pm.



**Diversity, Equity and Inclusion Report**  
**January 14, 2026**

Dominique Vargas, Executive Director of Diversity, Equity and Inclusion

**INSITUTIONAL SUSTAINABILITY**

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

Activities & Accomplishments

- **Equity Assessment.** *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.
- **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, has secured Oregon Representative Travis Nelson as the keynote speaker on Friday, March 6. 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

- **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 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 Immigration 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.
- **Private Spaces.** The office 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.
- **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 30<sup>th</sup> 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.**
  - Support DACA and Undocumented Students in Higher Education with the Presidents' Alliance on Higher Education and Immigration – Tuesday, February 3, 2026
  - 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	January 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"><li>Parking assessment complete with recommendations reported to the Vice President for Finance &amp; Administration for consideration of next steps</li></ul>	<ul style="list-style-type: none"><li>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.</li><li>Goals have been established to improve the following:<ul style="list-style-type: none"><li>Self-pay parking communication</li><li>Flexible payments for parking cost</li></ul></li></ul>
Mid-Term					
Promote communication with and utilization of the Office of Disability Access Services for students <ul style="list-style-type: none"><li>Office of Disability Access Services presentations to the WOU community</li><li>Update <a href="#">Western Oregon Web Accessibility Guidelines</a></li><li>Update <a href="#">Creating Accessible Content in Canvas</a></li><li>Develop list/guide of best practices and considerations for planning more accessible programs and events</li></ul> <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"><li>Western Oregon Web Accessibility Guidelines updated</li><li>Creating Accessible Content in Canvas updated</li><li>Best Practices list/guide developed</li><li>Distribution of materials through university communication</li><li>Accessibility workshop(s) facilitated to educate regarding resources and best practices</li></ul> 2024-2025 <ul style="list-style-type: none"><li>Accessible event guide/toolkit developed and completed</li><li>Disability Access Services presentations took place during the academic year (additional presentations offered as needed/by request)</li></ul> 2025-2026 <ul style="list-style-type: none"><li>Web accessibility guidelines adopted and available to campus</li><li>Content in Canvas is accessible</li></ul>	<ul style="list-style-type: none"><li>Disability Access Services provides presentations to departments/campus on an as needed basis. No scheduled presentations, but available if requested.</li><li>Continuing to promote the federal accessibility guidelines to campus, MarCom and the Center for Teaching and Learning are currently offering many digital <a href="#">accessibility</a> training sessions to campus. This is ongoing work in preparation for the April 2026 deadline.</li></ul>
Review and update policy and	2023-2026	Accountability Leader(s):	No	Fall 2025 <ul style="list-style-type: none"><li>Committee formed for review and revision</li></ul>	<ul style="list-style-type: none"><li>The All User Restroom Committee has met four times.</li><li>The committee has researched different policies across Oregon Universities as well as across the country.</li></ul>

communication for all-person restrooms <ul style="list-style-type: none"><li>Include the establishment of a standardized protocol for university restroom and locker room/ changing room usage</li></ul> <i>SP: Community Strength</i>		General Counsel and Executive Director, Government Relations and Secretary to the Board of Trustees  Responsible Parties: Diversity, Equity and Inclusion, Board of Trustees Secretary, General Counsel, Human Resources		Summer 2026 <ul style="list-style-type: none"><li>Policy updated</li><li>Implementation plan developed</li><li>Policy communicated and implemented</li></ul>	<ul style="list-style-type: none"><li>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.</li><li>A draft policy has been developed by the General Counsel’s office and will be reviewed by the Committee at their next meeting on January 16.</li></ul>
Long-Term					
Accessibility is a funding priority for Western Oregon University <i>SP: Community Strength</i>	Ongoing	Accountability Leader(s): General Counsel and Executive Director, Government Relations and Secretary to the Board of Trustees  Responsible Parties: Human Resources, Facilities Services, Office of Disability Access Services, University Computing Solutions, University Technology Advisory Committee, Marketing and Communication, Academic Affairs	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.	2024-2025 <ul style="list-style-type: none"><li>Accessibility Working Group Formed</li><li>Accessibility Policy, Procedure, and Implementation at WOU logic model developed</li><li>Draft of Digital Accessibility Policy<ul style="list-style-type: none"><li>Policy drafted and reviewed</li><li>Public Comment</li><li>Approval</li></ul></li></ul> 2025-2026 <ul style="list-style-type: none"><li>Draft Digital Accessibility Policy presented to Cabinet</li><li>Digital Accessibility Policy Implementation Plan (to include training plan) and Roll Out for April 2026</li><li>Draft/Updated Draft for:<ul style="list-style-type: none"><li>Nondiscrimination Policy</li><li>Employee Accommodations Policy</li><li>Student Accommodations Policy</li><li>Built Environment Accessibility Policy</li><li>Service Animal &amp; Emotional Support Animal Policy</li><li>Accessible and Inclusive Events Handbook - Currently being updated</li><li>Accessibility at WOU Website</li></ul></li><li>Official University Accessibility Committee Established</li></ul> 2026-2027 <ul style="list-style-type: none"><li>Adoption of policies</li><li>Policy Implementation Plan (to include training plan) and Roll Out for drafted/updated policies</li></ul>	<ul style="list-style-type: none"><li>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.</li><li>Digital accessibility trainings started in January 2026</li><li>Accountability leaders are planning to develop a prioritized schedule for the consideration and public feedback period for these policies.</li></ul>

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TECHNOLOGY					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	January 2026 Update
Mid-Term					
Set up guidelines for website architecture <ul style="list-style-type: none"><li>Review and clean up the university website</li><li>Improve accessibility of website</li><li>Improve the responsiveness of website for mobile devices (e.g., phones and iPads)</li><li>Review usage of Spanish on website pages and make sure critical information (recruitment, admissions, financial aid, etc.) available in both English and Spanish</li></ul> <i>SP: Student Success</i>	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"><li>Review and update of the university website begins</li><li>Establish guidelines for the university community regarding web accessibility, responsiveness, and language</li></ul> Spring 2025 <ul style="list-style-type: none"><li>Guidelines established and shared with the university community to assist website editors in their updates</li><li>Additional training for website editors on a request basis available</li><li>Frontend Web Developer hired</li></ul> Fall 2025 <ul style="list-style-type: none"><li>Campus communication plan regarding digital accessibility</li></ul>	<ul style="list-style-type: none"><li>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.</li><li>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.</li></ul>
Implement the institutional policy on names <i>SP: Community Strength</i>	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,	<i>Not anticipated at this time</i>	2023-2024 <ul style="list-style-type: none"><li><i>Implementation plan drafted</i></li></ul> 2024-2025 <ul style="list-style-type: none"><li><i>Implementation plan begins</i></li></ul> 2025-2026 <ul style="list-style-type: none"><li><i>Fully implemented</i></li></ul>	Next Steps <ul style="list-style-type: none"><li>Accountability leaders to connect. General Counsel to follow up with UCS to check if the ongoing Banner Optimization is ready for full implementation of this policy.</li></ul>

[illegible]

		University Computing Solutions, Business Services		<ul style="list-style-type: none"><li>• Develop necessary policies; if applicable</li><li>• Develop plan for credit card access and implementation</li></ul> Fall 2026 <ul style="list-style-type: none"><li>• All university services are able to be purchased utilizing a credit card</li></ul>	
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"><li>• Banner 9 Self Service fully developed an accessible through Ellucian Experience, a full responsive web and mobile application</li><li>• 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.</li><li>• The new payment system (Transact) deployed phase 1 in December 2025.</li><li>• UCS continues to update infrastructure across the University. Completed projects and upcoming projects can still be viewed on the UCS webpage</li></ul>

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RECRUITMENT AND RETENTION OF STUDENTS					
Short-Term					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	January 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"><li>SLC “office hours” in the WUC - first Wednesday lunch in the Summit</li><li>Revamped Fireside Chats to conversations with Cabinet - explanation of what various roles do and encouragement of questions/dialogue</li><li>SLC members (1-2 at a time) attending select ASWOU meetings throughout the year</li></ul>	<ul style="list-style-type: none"><li>SLC Office Hours in the Summit: changed to second Wednesdays, but on track to continue winter/spring 2026 terms</li><li>Pausing on “Conversations with Cabinet” planning to try and realign next year based on interest and student needs</li><li>Regular meetings between President Peters and ASWOU President</li></ul>
*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"><li>Select two members interested and willing to serve on the Athletics Advisory Committee</li></ul> January 2026 <ul style="list-style-type: none"><li>Hold an Athletics Advisory Committee meeting with full membership, including student members</li></ul>	<ul style="list-style-type: none"><li>New initiative established in response to the equity assessment team recommendations regarding the student athlete experience</li></ul> <i>January update not provided for this initiative as of 1/13/26</i>
*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"><li>Centralized Title IX and Bias Reporting website</li><li>Accessible process chart for reporting</li><li>Clear guidance for employees, students, and supervisors</li><li>University-wide distribution of Bias Response Team information materials</li><li>Integration of bias awareness and reporting expectations into supervisor and new employee training</li></ul>	<ul style="list-style-type: none"><li>New initiative established in response to the equity assessment team recommendations regarding the bias incident reporting process and university reporting options</li></ul> <i>January update not provided for this initiative as of 1/13/26</i>
*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	2025-2026 <ul style="list-style-type: none"><li>Abby’s House campaign to raise funds</li><li>Food drive for 100 turkey baskets – November 13</li><li>Promote Abby’s House during WOU Giving Day</li></ul>	<ul style="list-style-type: none"><li>New initiative established in response to the equity assessment team recommendations regarding establishing basic needs and mutual aid resources</li></ul>



students and resources available <i>SP: Student Success</i>		Responsible Parties: Dean of Students, Abby's House, WOU Foundation, Human Resources	has been successful 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"> <li>Fundraising continues. The campaign in December yielded some funds, with a large gift dedicated to Basic Needs from a donor</li> <li>Abby's House is looking to reactivate the Basic Needs Task Force - more to come as they explore this initiative</li> <li>Seeking external support by evaluating an opportunity to work with the <a href="#">Hope Impact Partnership</a> (distributed the basic needs survey completed a couple of years ago)</li> </ul>
Mid-Term					
Establish student resource modules (e.g., student orientation, online course tutorial, registration) for students on Canvas <i>SP: Student Success</i>	<p>2023-2026</p> <p><i>*Update not provided on this section</i></p>	Accountability Leader(s): Vice President for Student Affairs and Provost  Responsible Parties: Student Affairs, Academic Affairs, Academic Innovation, University Computing Solutions	No	<p>2023-2025</p> <ul style="list-style-type: none"> <li>Modules developed and ready for use</li> </ul> <p>Fall 2025</p> <ul style="list-style-type: none"> <li>Implementation</li> </ul> <p><i>*Update not provided on this section</i></p>	As of Fall 2025 the following has been established: <ul style="list-style-type: none"> <li><a href="#">Student resources Canvas page</a> that we currently maintain and provide to faculty in our Canvas course templates.</li> </ul> What has been done recently <ul style="list-style-type: none"> <li>This fall (2025) they hosted a PACK welcome week event that was an introduction to Canvas for students.</li> <li>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.</li> <li>Fall 2027 Move and establish all online and hybrid courses to a CANVAS shell. This work will begin Fall 2026.</li> </ul>
Create a virtual option for student orientation for remote/online students, commuter students, and transfer students <i>SP: Student Success</i>	<p>2023-2025</p> <p><i>*Update not provided on this section</i></p>	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	<p>2023-2025</p> <ul style="list-style-type: none"> <li>Virtual option was used during the pandemic – a review of that option took place</li> </ul> <p>2025-2026</p> <ul style="list-style-type: none"> <li>Virtual option available on an as needed basis</li> <li>Annually update content</li> </ul>	<ul style="list-style-type: none"> <li>Virtual option being reassessed</li> </ul>
Review and revise the Code of Student Responsibility and disciplinary procedures to shift to a restorative justice framework <i>SP: Student Success</i>	<p>2023-2026</p>	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	<p>2023-2024</p> <ul style="list-style-type: none"> <li>Finish current review and publication of the Code of Student Responsibility</li> <li>Update Student Conduct website</li> <li>Plan developed for capacity building and implementation of restorative justice framework</li> </ul> <p>2024-2025</p> <ul style="list-style-type: none"> <li>Capacity building and training for utilization of restorative justice framework</li> </ul>	Winter 2026 <ul style="list-style-type: none"> <li>The Director of Student Conduct has training hours available with a consultant to provide guidance with implementation of social justice practices.</li> <li>The Director of Student Conduct will consider appropriate use of restorative justice practices on a case-by-case basis over the next two terms.</li> </ul>

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



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

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.

RECRUITMENT AND RETENTION OF EMPLOYEES					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	January 2026 Update
Short-Term					
*NEW* Audit and redesign university-wide recognition programs <i>SP: Community Strength</i>	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"><li>University-wide audit of recognition programs</li></ul> Summer 2026 <ul style="list-style-type: none"><li>Recommendation for inclusive and transparent recognition practices</li><li>Framework for new and/or revised awards aligned with strategic plan</li><li>Consideration of non-voting award advocates to ensure equitable and values-based decision making</li><li>Donor education materials developed to strengthen understand of award intent and impact</li></ul>	<ul style="list-style-type: none"><li>New initiative established in response to the equity assessment team recommendations around university-wide recognition processes.</li><li>No update at this time due to competing priorities. Will work with responsible partners in the coming months.</li></ul>
Mid-Term					
Reimagine onboarding as a six-month to one year process, to include <ul style="list-style-type: none"><li>Development of best practices and guidelines to assist with onboarding</li><li>Updated checklists for supervisor and employee</li></ul> <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"><li>Human Resources led working group formed to discussion and reimagine onboarding process for all WOU employees</li></ul> Summer 2026 <ul style="list-style-type: none"><li>Best practices and guidelines available ahead of Fall 2026</li><li>Checklists including compliance training links available</li></ul> Deliverables include: <ul style="list-style-type: none"><li>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.</li><li>Best Practices &amp; 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.</li></ul>	<ul style="list-style-type: none"><li>No update at this time due to competing priorities. Will work with responsible partners in the coming months.</li></ul>

				<ul style="list-style-type: none"><li>• Role-Specific Onboarding Checklists (Editable Word/PDF):<ul style="list-style-type: none"><li>○ For supervisors: Tasks and touch points across the first year (e.g., goal setting, feedback loops, culture integration).</li><li>○ For employees: Milestone-driven checklist to promote clarity and confidence in role acclimation.</li></ul></li><li>• Onboarding Roadmap Templates (Excel or Project Planning Tool): Customizable timeline templates for planning onboarding activities, including key meetings, trainings, and milestones by month.</li><li>• Evaluation &amp; 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.</li><li>• Supervisor Training Module: A short training session or guide (slide deck or video) to help supervisors understand and apply the updated onboarding process.</li></ul>	
<p>Streamline search committee process, to include</p> <ul style="list-style-type: none"><li>• Consistent basic standards for search committees</li><li>• Revise search committee training</li><li>• Guiding documents (rubrics, question repository, schedules, etc.)</li></ul> <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"><li>• Review and update search committee member training</li><li>• Review search advocacy resources</li></ul> <p>Spring 2025</p> <ul style="list-style-type: none"><li>• Updated search committee member training available</li><li>• Best practices/basic standards available</li><li>• Shared templates of guiding documents available (rubrics, question repository, schedules, etc.)</li></ul> <p>2025-2026</p> <ul style="list-style-type: none"><li>• Clarity of partnership for search advocacy and Human Resources developed</li><li>• Increase number of search advocates</li><li>• WOU search advocacy training developed</li><li>• WOU search advocacy training available</li><li>• Integrate analytics/metrics tracking</li><li>• Comprehensive search committee training in Canvas</li><li>• Post-search reflection and continuous improvement sessions</li><li>• Ongoing refinement on adjunct search process</li></ul>	<ul style="list-style-type: none"><li>• Work to strengthen and standardize the search committee process is ongoing and builds on meaningful progress already made across hiring.</li></ul> <p>Several components of this initiative remain in motion, including:</p> <ul style="list-style-type: none"><li>• Development of comprehensive search committee training housed in Canvas</li><li>• Post-search reflection sessions focused on continuous improvement</li><li>• Continued refinement of the adjunct search process to better align with operational realities</li></ul> <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"><li>• A required initial meeting between each Search Chair and Human Resources to review roles, expectations, and compliance requirements</li><li>• Identification of required pre-review materials for search committee members, including slide decks on veterans’ preference, implicit bias, and search committee orientation</li><li>• Ongoing development of standardized templates and scripts to support each phase of the search process, including:<ul style="list-style-type: none"><li>○ Search committee orientation</li><li>○ Application review and screening</li><li>○ Interview coordination</li><li>○ Reference checks</li></ul></li></ul>

					<ul style="list-style-type: none"><li>○ Search committee recommendations</li><li>○ Final search reports</li><li>○ Hiring authority next steps</li></ul> <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"><li>● Clarify expectations around compliance training (e.g., Title IX, FERPA, HB 2864, etc.)</li><li>● Roll out compliance trainings with clear communication about expectations and ramifications</li><li>● 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)</li><li>● Review support of faculty professional development and consider how can model similar for staff</li></ul> <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"><li>● Group of representative folks establishes expectations</li></ul> <p>Fall 2026</p> <ul style="list-style-type: none"><li>● Centralized home for asynchronous compliance training made consistently available at the start of the fall term each year and as new employees are hired</li><li>● Policy regarding professional development established</li><li>● Financial support and system developed to support staff professional development</li></ul>	<ul style="list-style-type: none"><li>● No update at this time due to competing priorities. Will work with responsible partners in the coming months.</li></ul>

<p>Evaluate and update performance management tools that include training, workshops, and resources</p> <ul style="list-style-type: none"><li>● Include DEI/Cultural competence in performance evaluations with a self-reflection component</li><li>● Work with shared governance to determine tiers and self-reflection recommendations</li></ul> <p><i>SP: Community Strength</i></p>	2023-2027	<p>Accountability Leader(s): Chief Human Resources Officer</p> <p>Responsible Parties: Human Resources, Diversity, Equity and Inclusion, Shared Governance</p>	Funding requests anticipated	<p>2023-2026</p> <p>Phase 1: Foundation Building (Now–Spring 2026)</p> <ul style="list-style-type: none"><li>● Current Tools &amp; Processes Audit: Conduct an assessment of existing performance evaluation tools, training, and utilization across employee groups.</li><li>● Needs Assessment &amp; Stakeholder Input: Engage shared governance, and employee groups to gather input on functional gaps.</li><li>● Research &amp; Benchmarking Summary: Compile best practices, including models for tiered evaluation systems and self-reflection components tied to cultural competence.</li></ul> <p>Phase 2: Development (Spring–Summer 2026)</p> <ul style="list-style-type: none"><li>● Draft Updated Evaluation Tools: Revised performance evaluation forms with:<ul style="list-style-type: none"><li>○ Tiered structure (if appropriate by role/classification)</li><li>○ Self-reflection section with prompts on DEI and cultural competence</li></ul></li><li>● Training and Resource Suite<ul style="list-style-type: none"><li>○ Supervisor training modules (in-person/virtual)</li><li>○ Self-guided tools for employees</li><li>○ Workshops on giving and receiving feedback with cultural awareness</li></ul></li><li>● Shared Governance Collaboration: Finalize tool and tier recommendations with input from Faculty Senate, Staff Senate, and other shared governance groups.</li></ul> <p>Phase 3: Implementation Planning (Winter 2026)</p> <ul style="list-style-type: none"><li>● Pilot Program &amp; Feedback Loop<ul style="list-style-type: none"><li>○ Launch a limited pilot with representative units</li><li>○ Collect feedback for refinement</li></ul></li><li>● Full Implementation Plan &amp; Timeline<ul style="list-style-type: none"><li>○ Final rollout schedule by employee classification</li><li>○ Communication plan and support materials</li></ul></li></ul> <p>Fall 2026</p> <ul style="list-style-type: none"><li>● Implementation begins</li></ul>	<ul style="list-style-type: none"><li>● 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 real time. This work builds on prior progress and supports a broader initiative to evaluate and update the university’s performance management framework.</li><li>● 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.</li><li>● 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.</li></ul>
<p>Develop and implement supervisor specific professional development program for supervisors, which is then followed up with a consistently available learning community</p>	2024-2026	<p>Accountability Leader(s): Chief Human Resources Officer</p> <p>Responsible Parties: Human Resources, University Diversity and Inclusion Advisory</p>	No	<p>2025-2026</p> <ul style="list-style-type: none"><li>● Tuesdays at 2, monthly training opportunities on topics specifically for supervisors</li></ul> <p>Spring 2026</p> <ul style="list-style-type: none"><li>● Professional development available to professional employees</li></ul>	<ul style="list-style-type: none"><li>● No update at this time due to competing priorities. Will work with responsible partners in the coming months.</li></ul>

<p><i>SP: Community Strength</i></p>		Committee, Facilities, Feedback from Shared Governance on topic areas/themes			
<p>Develop/redevelop and pilot mentorship programs (with consistency in mind, with specific and measurable outcomes)</p> <p><i>SP: Community Strength</i></p>	<p>2023-2026</p> <p><i>*Update not provided on this section</i></p>	<p>Accountability Leader(s): Provost and Chief Human Resources Officer</p> <p>Responsible Parties: Academic Affairs, Deans, Academic Innovation (New Faculty Orientation), University Diversity and Inclusion Advisory Committee (Jaclyn Caires-Hurley volunteered to help with effort)</p>	<p>Not in first year, will evaluate financial need when determining scalability and building pilot</p>	<p>2023-2024</p> <ul style="list-style-type: none"> <li>Determine what programs currently exist</li> <li>Determine what data is available to assess effectiveness and what/if any gaps exist in current programs</li> </ul> <p>2024-2025</p> <ul style="list-style-type: none"> <li>Assess current programs and scalability</li> <li>Determine pilot group(s) for additional programs (consider interdisciplinary mentor/mentee relationships)</li> </ul> <p>2025-2026</p> <ul style="list-style-type: none"> <li>Finalize mentorship framework, objectives, and assessment measures</li> <li>Develop training and resource materials for mentors and mentees</li> </ul> <p>2026-2027</p> <ul style="list-style-type: none"> <li>Launch pilot program</li> <li>Conduct end-of-year evaluation to measure impact and scalability</li> </ul> <p><i>*Update not provided on this section</i></p>	<p><b>Status:</b> On hold pending readiness for 2027 launch.</p> <ul style="list-style-type: none"> <li>Identify pilot program participants and structure (faculty, staff, or mixed cohort)</li> <li>Finalize mentorship framework, objectives, and assessment measures</li> <li>Develop training and resource materials for mentors and mentees</li> <li>Launch the pilot in 2027, followed by an end-of-year evaluation to measure impact and scalability</li> </ul> <ul style="list-style-type: none"> <li>No update at this time due to competing priorities. Will work with responsible partners in the coming months.</li> </ul>
<b>Long-Term</b>					
<p>Engage in a Classification and Compensation Project</p> <p><i>SP: Community Strength</i></p>	2023-2025/Ongoing	<p>Accountability Leader(s): Chief Human Resources Officer</p> <p>Responsible Parties: Human Resources and University Partners</p>	<p>Yes, consultant (\$123,000), to be paid through sustainability funds. Additional funding request anticipated; to be determined following studies and recommendations</p>	<p>2023-2025</p> <ul style="list-style-type: none"> <li>Conducted a salary study</li> <li>Conducted a pay equity study</li> <li>Reported findings and recommendations</li> </ul> <p>2025-2026</p> <ul style="list-style-type: none"> <li>Conduct a classification study for unclassified employees</li> </ul>	<ul style="list-style-type: none"> <li>No update at this time due to competing priorities. Will work with responsible partners in the coming months.</li> </ul>
<p>Conduct assessment of promotion and tenure process with an equity lens</p> <p><i>SP: Community Strength</i></p>	Fall 2027, in alignment with bargaining the CBA	<p>Accountability Leader(s): Provost</p> <p>Responsible Parties: Academic Affairs and University Partners</p>	No	<ul style="list-style-type: none"> <li>CBA implementation with possible change if agreed upon by WOUFT</li> </ul>	<ul style="list-style-type: none"> <li>This CBA article is not currently being evaluated to reopen until 2027. Per the CBA - the provost provides open sessions for faculty to learn about the promotion and tenure process.</li> </ul>
<p>Development and promotion of junior faculty retention programs</p>	2023-2025/Update Fall 2025	<p>Accountability Leader(s): Provost</p> <p>Responsible Parties:</p>	No funding required for the initial step of this initiative, however, long-term may need to make	<p>2023-2025</p> <ul style="list-style-type: none"> <li><i>Determine what is available and review current programs</i></li> </ul>	<ul style="list-style-type: none"> <li>This CBA article is not currently being evaluated to reopen until 2027. Per the CBA - the provost provides open sessions for faculty to learn about the promotion and tenure process.</li> </ul>

<ul style="list-style-type: none"><li>• Consistency within divisions/ departments</li><li>• Further clarity of expectations that are easy to find</li><li>• Partnerships/mentorships with/for senior faculty support</li></ul> <i>SP: Community Strength</i>	<i>* Update not provided on this section</i>	Academic Affairs and University Partners	budgetary considerations	<ul style="list-style-type: none"><li>• Unit reviews of historical tenure trends (e.g., successful tenured lines, time to apply and receive Full Professor rank)</li></ul> <i>Fall 2025</i> <ul style="list-style-type: none"><li>• Consistent procedural guidelines and expectations shared with all units</li><li>• Centralized and consistent training and mentoring system for PRC's and tenure track faculty</li></ul> <i>* Update not provided on this section</i>	
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