



## Excerpts from President's Report

### Board of Trustees, October 17, 2018

#### 1. Bargaining update—WOUFT

As I reported at the July BOT meeting, Western and WOUFT began bargaining in January 2018 over terms pursuant to an economic re-opener that will expire in July 2020. The last bargaining session was held on June 20, 2018, a few days before the end of the statutorily mandated 150 day bargaining period.

On June 25, 2018 WOUFT filed for mediation and both parties met in mediation on August 30th and September 6th. A tentative Agreement was reached by the Parties on September 6th that was later ratified by WOUFT on September 19, 2018.

Key elements of the two-year contract include:

- For tenure/tenure-track faculty, a flat base salary adjustment of \$2800 in 2018-19 and \$2350 in 2019-20. This increase structure satisfies three of Western's key objectives entering bargaining: 1) it provides equity in increase across the salary table; 2) because the newer faculty at the lower-paid range of the salary table will receive a bigger percentage increase than those at the higher ranges, it aids in faculty retention of those faculty members pursuing tenure; and 3) it increases Western's ability to offer competitive salaries during new faculty recruitment. Specifically, and by way of comparison, the 2-year average increase at step 37 is 5.6% compared to an increase at step 4 of 9.6%. Overall, these changes should help in hiring and retaining new faculty in many disciplines.
- For non-tenure-track faculty, a new structure establishing enhanced salary minimums based on the faculty member's years of service to WOU and their highest degree completed, was created to provide minimum benchmarks in five-year increments, topping out at 20+ years of service. Non-tenure-track faculty whose salary already exceeded the minimum or was within a close range below the new applicable minimum will receive increases of 4% in 2018-19 and 3% in 2019-20.
- \$70,000 increase in the faculty development monies. This increase moves the funding from \$200,000 per year to \$270,000 per year and enhances our capacity to support scholarly work of the faculty. This is consistent with the Strategic Plan:

Academic Excellence 2.2 Increase faculty development support for scholarly and creative pursuits as well as innovative curricular design and delivery efforts.

- Letter of agreement for a tenure relinquishment program, allowing for a one-time 6% salary adjustment in exchange for retirement and tenure relinquishment at the close of that academic year. This arrangement is established at most other public universities and permits crucial salary savings and academic flexibility in some academic units, while benefiting the retiring faculty member in their final year.

## 2. Strategic Planning Implementation – Fall retreat

- A key outcome of the meeting was to identify a need to focus on improving retention and graduation rates—that is to improve student success for what many call the “murky middle” and to identify new pathways for increased enrollment. This will include new locations such as Salem including improved access through hybrid programs as well as new programs that serve new markets such as health science and organizational leadership.
- Last year, we also continued our work with the University Budget Advisory Committee to implement a more transparent budgeting process. Going into this year, we have made several exciting changes:
  - We have added designated seats for SEIU and WOUFT;
  - We are nearly ready to roll out a new online submission system for proposals;
  - This year, the UBAC will be the first to review proposals for initiatives and efficiencies that are submitted for consideration, and this is quite different from last year's process which included an initial evaluation by the Cabinet members who forwarded a subset of proposals to the committee for consideration; this year, the recommendations of the UBAC will be used by the Cabinet in its review as the process unfolds in 2018-19;
  - Finally, we will be calling for budget proposals that address
    - **grow enrollment,**
    - **improve retention, and,**
    - **become the most affordable public university in Oregon.**

### 3. Fall 2018 Enrollment

Enrollment Report (M-Report)	This Year	Pct	Last Year	Pct	Change	Pct Change
Term:	Fall 2018		Fall 2017			
As of:	10/8/2018		10/9/2017			
Total Enrollment	5,060		5,273		-213	-4.0%
Total Credit Hours	64,398		66,727		-2,329	-3.5%
Total FTE *	4,354.6		4,513.7		-159.1	-3.5%
Total UG Enrollment	4,586		4,775		-189	-4.0%
Total UG Credit Hours	60,712		62,812		-2,100	-3.3%
Total UG FTE *	4,047.46		4,187.47		-140.0	-3.3%
Total GR Enrollment	474		498		-24	-4.8%
Total GR Credit Hours	3,686		3,915		-229	-5.8%
Total GR FTE *	307.16		326.25		-19.1	-5.9%
Male	1,826	36.1%	1,930	36.6%	-104	-5.4%
Female	3,152	62.3%	3,302	62.6%	-150	-4.5%
Other	82	1.6%	41	0.8%	41	100.0%
Undergraduate Breakout						
Resident	3,428	74.7%	3,553	74.6%	-125	-3.5%
Non-Resident, Other State:						
- WICHE/WUE	781	17.0%	781	16.4%	0	0.0%
- Non-WICHE/WUE	71	1.5%	62	1.3%	9	14.5%
Foreign/International	192	4.2%	269	5.7%	-77	-28.6%
Total	4,588	100.0%	4,760	100.0%	-172	-3.6%
Graduate Breakout						
Resident	376	79.3%	397	79.7%	-21	-5.3%
Non-Resident, Other State:						
- WICHE/WUE	4	0.8%	1	0.2%	3	300.0%
- Non-WICHE/WUE	57	12.0%	49	9.8%	8	16.3%
Foreign/International	32	6.8%	42	8.4%	-10	-23.8%
Total	474	100.0%	498	100.0%	-10	-23.8%

Enrollment Report (M-Report)	This Year	Pct	Last Year	Pct	Change	Pct Change
Term:	Fall 2018		Fall 2017			
As of:	10/8/2018		10/9/2017			
All Students By Race Ethnicity (IPEDS Definition)						
Hispanic	794	15.7%	780	14.8%	14	1.8%
American Indian/Alaskan Native	69	1.4%	85	1.6%	-16	-18.8%
Asian	206	4.1%	228	4.3%	-22	-9.6%
Black/African American	175	3.5%	180	3.4%	-5	-2.8%
Pacific Islander	121	2.4%	139	2.6%	-18	-12.9%
White	3,088	61.0%	3,293	62.5%	-205	-6.2%
Two or More Races	130	2.6%	20	0.4%	110	550.0%
Total	5,060	100.0%	5,273	100.0%	-213	-4.0%
New Freshmen	717		698		19	2.7%
Transfer Students	533		572		-39	-6.8%
Continuing Students	2,803		2,956		-153	-5.2%
*Note: -100 FTES → a loss in expected tuition revenue of about \$350,000 per term (assuming current mix of resident and non-resident tuition)						

Final census for fall will occur on Friday, October 19. At that point we will be able to revise our budget plans to align with expected revenues from tuition. Since the FY2018-19 budget assumed a 1% increase in enrollment, it is likely that some adjustments will be needed.

The Board approved budget is based on **an increase in enrollment of 1%**--about 50 students. This was based on an increase in new students—which we have achieved. We also expected to see our retention rates continue to improve. Our fall 2018 retention rates are not finalized, but, it appears that one of our greatest challenges lies in our efforts to see students persist and graduate. This is highlighted by the decrease in the number of continuing students noted above.

#### 4. Academic Affairs

##### Master's Degree

The Organizational Leadership Master of Arts Program was approved by the Provost Council and will now be reviewed by Higher Education Coordinating Commission (HECC).

##### Salem Campus

Winter 2019 we will start offering classes at Chemeketa Community College's Center for Business and Industry. There will be select courses offered Winter 2019 and Spring 2019. Beginning Fall 2019, we anticipate offering programs in Organizational Leadership, Psychology, Criminal Justice, Business, Interdisciplinary Studies, Information Systems, Liberal Studies and a Certificate in Professional Writing. The courses will generally be offered in hybrid format with most courses meeting once a week in the evening or on Saturdays. This program is primarily designed for the working professional.

##### Civility, Equity, Diversity and Speech

There will be a number of efforts focused on civility, equity, diversity and speech on campus this year. Dr. Stokes-Dupass is a diversity expert and will present on February 1, 2019. Dr. Asao Inoue is a racial bias in the evaluation of writing discussion expert and will present on October 29, 2018. A working lunch with President Rex Fuller, Vice President Ryan Hagemann, Interim Provost Rob Winningham, and Faculty Senate Executive Committee will take place on October 12, 2018 in order to discuss speech on campus. Associate Provost Erin Baumgartner is beginning conversations with the goal of convening opportunities to discuss gender equity on campus.

#### 5. Vice President and General Counsel

##### 2019 Legislative Assembly and Higher Education Coordinating Commission

Western Oregon University (WOU) and colleagues from the other six public universities and OHSU continue preparations for the 2019 Legislative Assembly. The Higher Education Coordinating Commission, as reported in the last VPGC report at the July 2018 Board of Trustees meeting, submitted its operating and capital budget requests for the public universities to the Governor. The Governor will assemble a Governor's Recommended Budget (GRB) by December 1.

While, considering PERS, PEEB, and labor costs, the universities have asked for a minimum **\$130M increase to the Public University Support Fund** in order to keep resident, undergraduate tuition increases **under five percent**. This point, believe that the Governor may provide the PUSF with a \$40M increase. While better than

flat-funding, which is what the Governor did in her GRB in 2017, an increase of this increment in state appropriation would likely spell significant tuition increases and/or budget cuts at all seven public universities. The universities continue to monitor and advocate for a GRB with an increase of at least \$130M.

### **Student Success Center**

WOU's new Student Success Center—the University's top capital priority—will replace the Old Education Building, which was built in 1965. Located in the heart of campus between the Werner University Center and the Hamersly Library, the site offers a critical intersection for a spectrum of services, offices and resources to enhance student success, from persistence to graduation to the workforce or graduate school. The University retained SRG, a Portland architecture firm, to conduct a feasibility study to determine whether the existing facility should be renovated or demolished. SRG recommended replacing the 35,000 square foot building to serve effectively the student population attracted to Western Oregon University.

- Creates high-impact, student-centered venue in the heart of campus with relocation of offices ranging from Disability Services to the Veterans Resource Center, from Student Success and Advising and to the Student Enrichment Program, which are partially funded by WOU's federal TriO grant
- Supports WOU's unique student population mix prioritized in the HECC's Student Success and Completion Model (SSCM) and Statewide Equity Lens—today and tomorrow—through design, location, and programmatic choices. By most measures, WOU ranks near the top of Oregon's public universities in serving the students highlighted in the SSCM and Equity Lens
- Scored fourth among all public university capital projects submitted to the HECC staff this biennium, demonstrating the wisdom of using the state's debt capacity to serve Oregon's students
- Elimination of nearly \$1M of WOU's deferred maintenance

### **Physical Education Building Addition & Remodel**

Constructed in 1971, the "New" Physical Education Building requires significant renovation in order to keep pace with ADA accessibility, Title IX obligations, and heavy classroom and venue use of the building. The proposed renovation will add approximately 33,000 square feet to the existing 65,000 square feet, not only addressing the life, safety, and compliance obligations outlined above, but ensuring

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#### **Office of the President**

WOU has sufficient facilities in order to participate effectively in the NCAA Division II (Oregon's only public NCAA-Division II member) and the GNAC. WOU's student-athletes have better retention and graduation rates than WOU's general student population.

- Addresses Title IX and accessibility issues with intercollegiate athletics, physical education, and classrooms
- Enhances accessibility to major cultural events on campus—as the largest venue on campus—including Cesar Chavez Leadership Conference, Native American POW-WOW, and Luau
- Scored eighth among all public university capital projects submitted to the HECC staff, demonstrating the wisdom using the state's debt capacity to achieve accessibility and gender equity
- Elimination of \$3.8M of WOU's deferred maintenance

In addition to the operating budget and the capital recommendations—which rank both of WOU's projects in the top ten—the Legislative Advisory Council (LAC) continue to monitor various legislative concepts/proposals from the HECC. Anticipating the possibility of tuition increases above five percent for 2019-2020, the HECC is fashioning a process and criteria by which it would consider those increases. Although early in the process, initial presentations reveal a rather onerous process that the universities are trying to streamline and tie to the criteria and process in HB4141. The HECC may also consider proposals on how to secure implied authority (a proposal that it contrary to the intent of SB270 and other legislation that creating the institutional boards and shaped the HECC) and ideas on how to consider differential tuition.

## **6. Finance and Administration**

2018-19 annual Theme: “Using Technology and Communication to move from Tactical to Strategic”

The division of Finance and Administration held a strategic planning retreat on September 21st. Directors met in the morning to discuss the university strategic plan, efficiencies and continuous process improvements, and how to utilize existing technology across campus. President Fuller joined the group to share his priorities and expectations for the division.

The three-year vision for each department and recent highlights can be seen below.

Budget Office: *The Budget office goal is to be trusted to have a transparent and collaborative budget process that is data-driven, equitable, and 100% aligned with institutional priorities.*

Recent highlights:

- Started a campus-wide budget training

Business Services: *The Business Office goal is to complete transformation to modern business interface by utilizing modern technology systems campus-wide.*

Recent highlights:

- Closed FY18, working on Financial Statements Audit
- Hired new controller, Christeena Whitfield, CPA. Christeena comes to WOU from Head Start of Yamhill County where she served as the Chief Financial Officer. She has her Masters of Accounting and Financial Management from Keller Graduate School of Management and is a Certified Public Accountant.

University Computing Solutions: *The UCS goal is to have 100% customer satisfaction with providing innovative, technology integrations and consultation services.*

Recent highlights:

- [Newsletter](#)
- Working on Banner 9 Cloud migration and installing Banner financial aid
- Conducted penetration testing to enhance cyber security

Facilities Services: *The Facilities Services goal is to be a fully trusted campus partner*

Recent highlights:

- Received authorization to utilize unused funds (\$359K) from RWECC construction bonds to install solar panels on the building. This will result in about \$13K annual energy savings and teaching/learning opportunities for the Environmental Studies Program.
- The Child Development Center construction is underway.
- Natural Sciences Renovation is fully underway and on schedule and has completed the first phase including the asbestos abatement, adding ADA ramps, and roofing the greenhouse with new polycarbonate materials. Work on second floor will continue through December.
- OMA and ITC contracts are being finalized. Construction is planned to begin June 2019.



Campus Public Safety: *The CPS goal is to become an Emergency Preparedness leader amongst Oregon TRU institutions. The CPS want to inspire, educate, and partner with our peer institutions to become disaster resilient universities.*

Recent highlights:

Officers attended forensic experiential trauma interview (FETI) and sexual assault task force (SATF) trainings with CASA grant funding.

- Other recent training included ALICE (Alert, Lockdown, Inform, Counter and Evacuate), Campus Fire Extinguisher Training, and “Behind Closed Doors” joint training with housing staff.
- Conduct an October 8th flu vaccination clinic for students to test our response to a potential meningitis outbreak

Treasury: *The Treasury goal is to move treasury services in-house*

Recent highlights:

- Working on developing capabilities for check reconciliations, deposits, university bank summary process, and check tracking

## 7. Student Affairs

### **Admissions and Enrollment**

New freshmen are currently up by about 3%. Transfer students are down by about 7% and overall enrollment is down by about 3.5%. Continuing students are down by about 5%. Another encouraging note relates to the modest increase in domestic non-resident enrollment. For fall 2019, the effort in Texas may also provide a boost in this category.

Housing also experienced an anomaly this year as generally most of the students who apply for housing attend WOU. This year we had nearly 100 students who had applied for housing but not register or end up attending WOU. It has caused us to now be more critical in how we track our students related to registration.

### **New Student Week**

The week before classes start, the University provides a week-long orientation program called New Student Week which can be found [here](#).

This is an opportunity for students to move into their residence hall rooms and get acclimated to campus before classes start. Each day during the week, numerous

educational sessions about the University are provided for students to attend. Each day of the week there is also at least one major speaker. The first day we have a Convocation speaker who welcomes students to campus and generates excitement for students to be at WOU. Other major speakers present on diversity and inclusion, relationships and dating, sexual assault and sexual violence, and alcohol and drug use. There are also social activities during the evening which include a hypnotist, magician, and movies. Students seemed to participate more in all events than in previous years which we hope will equate to higher retention rates.

### **Neighborhood Walks**

Each fall, we team up with the Monmouth Police Department and walk around neighborhoods in Monmouth which have a high concentration of students, to promote being good neighbors and make our students aware of local laws and ordinances which might affect them.

This year Tina Fuchs, Dean of Students, Rebecca Chiles, Director of Campus Public Safety, Officer Braden Smith with Campus Public Safety, teamed up with Chief Tallan of the Monmouth Police Department, and three of his officers. The team was well received in the neighborhoods by both students and residents. Over the years this program has helped reduce the number of complaints in the city regarding the behavior of our students and has also helped Monmouth residents know who to contact if they have a concern.

### **University Diversity Committee**

Vice President Dukes is the cabinet liaison to the University Diversity Committee UDC had a retreat October 4, 2018, and was joined by President Fuller, to discuss goals and structure for this academic year. UDC and the President will develop a new structure for the Committee that better aligns with the goals and values of the strategic plan. Once this new structure is implemented the group will work on developing a University diversity plan which will support the University's Strategic plan.

## **8. Alumni & Outreach**

### **Strategic Communications & Marketing (MarCom) efforts**

In partnership with University Computing Services, MarCom launched the WOU Internal Communication Hub. A new more flexible system for campus-wide messages.

The new Enrollment Marketing Director has created a spending plan for the year encompassing multiple areas of recruitment – undergraduate, Salem, graduate. Contracts have been signed with a Spanish translation service to be used campus wide and an external video production company to create unique 30-second spots.

The team continues to provide services and outreach including: social media, earned media, magazine production, writing/editing, graphic design, web updates, and more.

As of July 1, management of the Print Shop was integrated into MarCom.

### **Campaign consultant hired**

The WOU Foundation Board has hired Shelly Parini with Parini Connects, LLC to provide campaign readiness research and planning. Shelly's efforts have already kicked off with meetings and trainings.

Interviews and focus groups will be conducted during the next 4-months. A planning retreat will be held on Saturday, April 13, 2019 and a final report will be presented to the WOU Foundation Board in June, 2019.

### **Changes to Smith Fine Arts Series**

This summer, SFA held their most successful fundraising auction, raising approximately \$45,000 to support the series and educational outreach. The long-time manager, Sandy Newland, retired at the end of August. We have hired a new Director, Lisa Schachter. Lisa's first day coincided with the first concert of the year, Oct. 5. The Series has six concerts this year, selected by SFA board and WOU faculty member, Dirk Freymuth. Each concert will also have an educational outreach opportunity for WOU and other local students.

## Annual Giving efforts launched

The Annual Giving theme this year is “grow WOU” and has a focus on increasing the number of “sustainers” – donors who give monthly through automatic deduction. This theme will be central to Giving Day as well.

## 9. Athletics: NCAA II

### NCAA Division II – Life in the Balance

Spring 2018 Team GPA's			
Men	GPA	Women	GPA
Baseball	2.88	<b>Basketball</b>	<b>3.53</b>
Basketball	2.73	Cross Country	3.19
<b>Cross Country</b>	<b>3.10</b>	Soccer	3.31
Football	2.81	Softball	3.17
Track	3.00	Track	3.20
		Volleyball	3.29
<b>Men Average</b>	<b>2.90</b>	<b>Women Average</b>	3.28
<b>Overall</b>	<b>3.09</b>		

### Fall Quarter 2018: Current Fall Sports Records

- M-Cross Country is currently ranked 10<sup>th</sup> in DII USTFCCCA poll
- Football: 2-2 conference, 3-3 overall
- W-Soccer: 2-3-1 conference, 4-5-2 overall
- Volleyball: 2-7 conference, 5-11 overall

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**Community Engagement: Fall Quarter 2018**

- Offered free admission to first home football game against Angelo State (Labor Day)
- Hired a part-time assistant SID to assist with marketing and promoting of athletics
- Established a beer garden inside the gate for all home football games
- Coach the Cure of MD, recognized a local MD sufferer and family at football game on 9/29

**Accountability: Fall Quarter 2018**

- Streamlined the budget process, significantly reduced the number of athletic indexes
- Created new forms for travel and reimbursements
- Streamlined equipment ordering process
- Established formal financial policies and procedures
- Granted coaches read-only access to banner to assist them in managing their budgets
- Revamped the summer camp payment process

**Sustainability and Stewardship: Fall Quarter 2018**

- Softball Field received a makeover with new turf infield, backstop, and drainage system in the outfield
- Baseball received a new drainage system in the outfield
- Soccer field had new flag poles installed
- Patching track surface and repainting lines