

The Power Of Story

September 19, 2025

WESTERN OREGON
UNIVERSITY
FOUNDED 1856



What Are We Facing?

- **Declining Public Faith in Higher Education**
- **Loss of Federal Funding**
- **Attacks on Diversity, Equity, Inclusion, and Accessibility**
- **Fewer Students Overall**
- **High School Graduation Rates**
- **Low College-Going Rates**
- **High School Learning Outcomes**



What Are We Facing?

- **Low State Support (37th overall nationally)**

- * For Oregon public universities, this rate is \$6,200 per student FTE, and significantly lags the national average, **ranking 46th among states.**

- * For Oregon community colleges, this rate is \$12,224 per student FTE, **ranking 15th among states.**

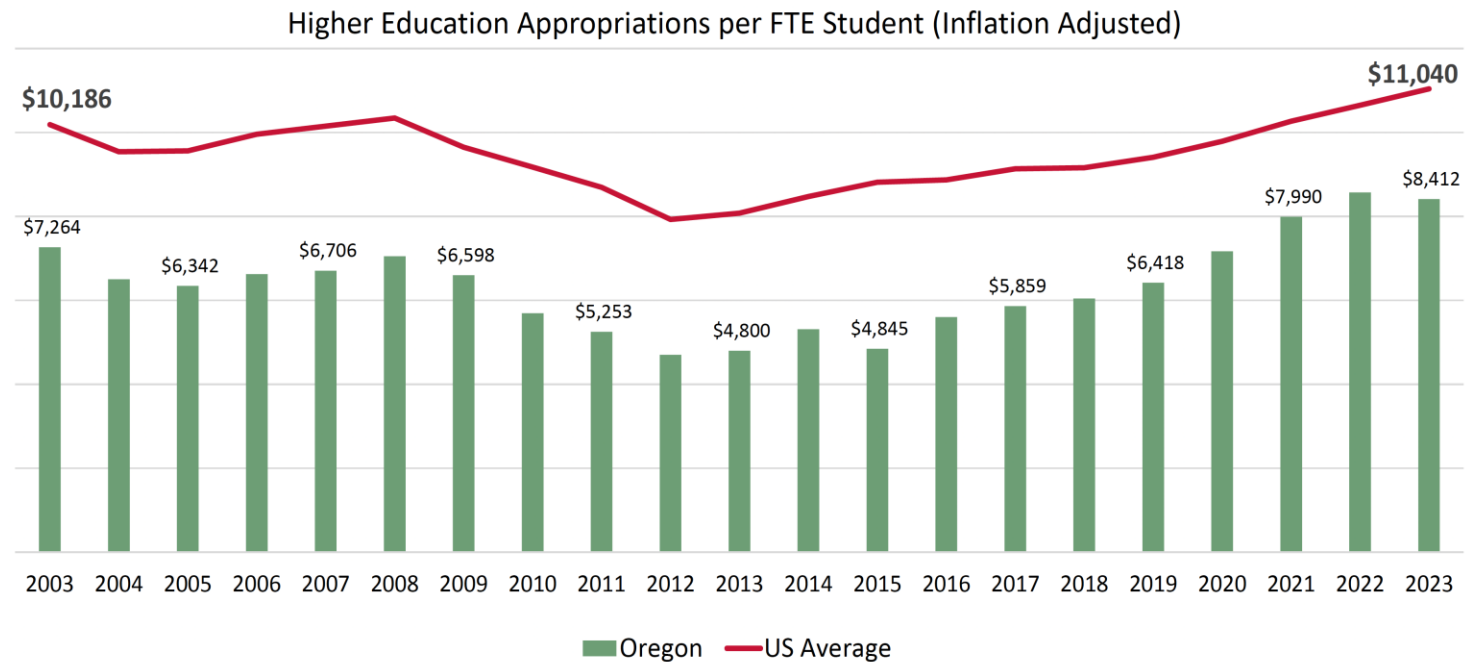
Note: This ranking lagged behind the national average as recently as 2019 but went up as enrollment declined.



What Are We Facing?

- **Low State Support (37th overall nationally)**

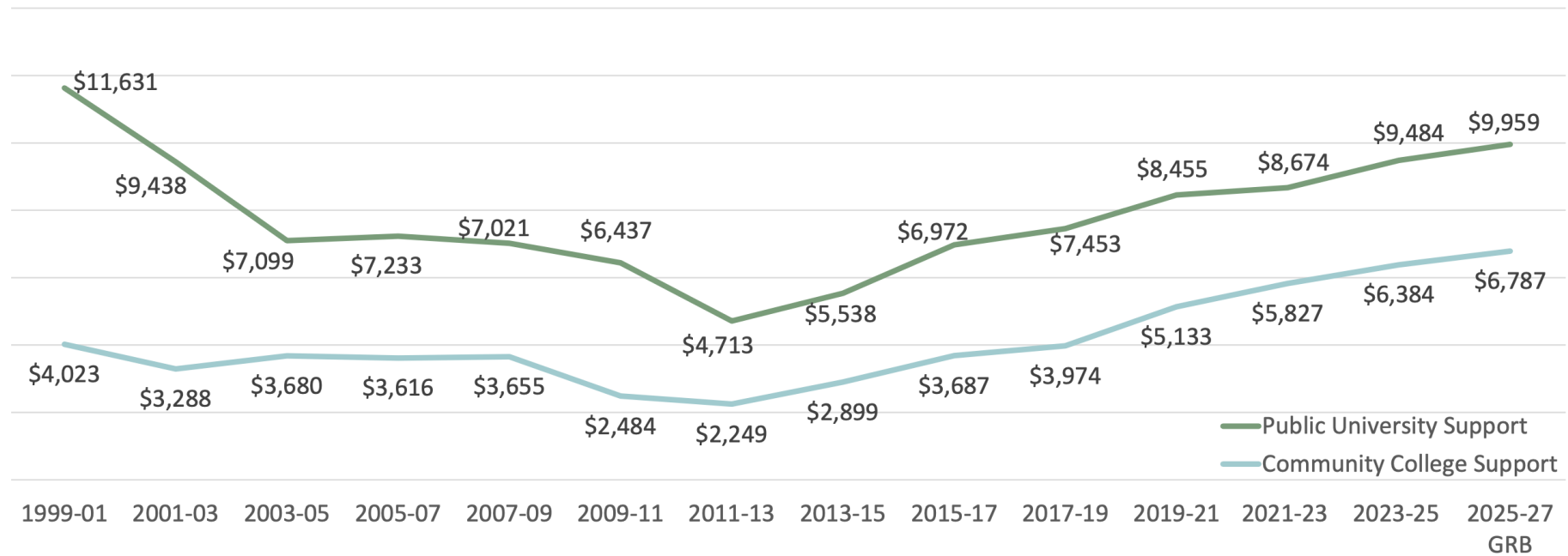
Oregon's Public Investment in Higher Education Has Increased in Recent Years but Remains Well Below the National Average, Ranking 37th Among States





What Are We Facing?

State Support per Resident Student FTE (Adjusted for Inflation)



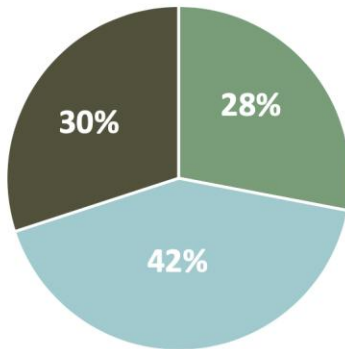


What Are We Facing?

Students Contribute a Sizeable Proportion of the Total Education Revenue

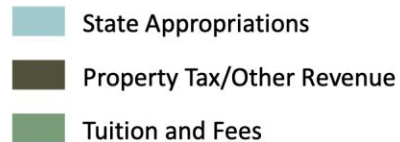
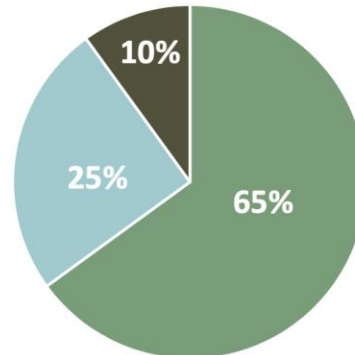
Community Colleges

FY 2023



Public Universities

FY 2023



These pie charts represent the percentage of institutions' education and general (E&G) fund revenue by contributor and by sector. Some of the tuition/fee revenue shown here is offset by grant aid.

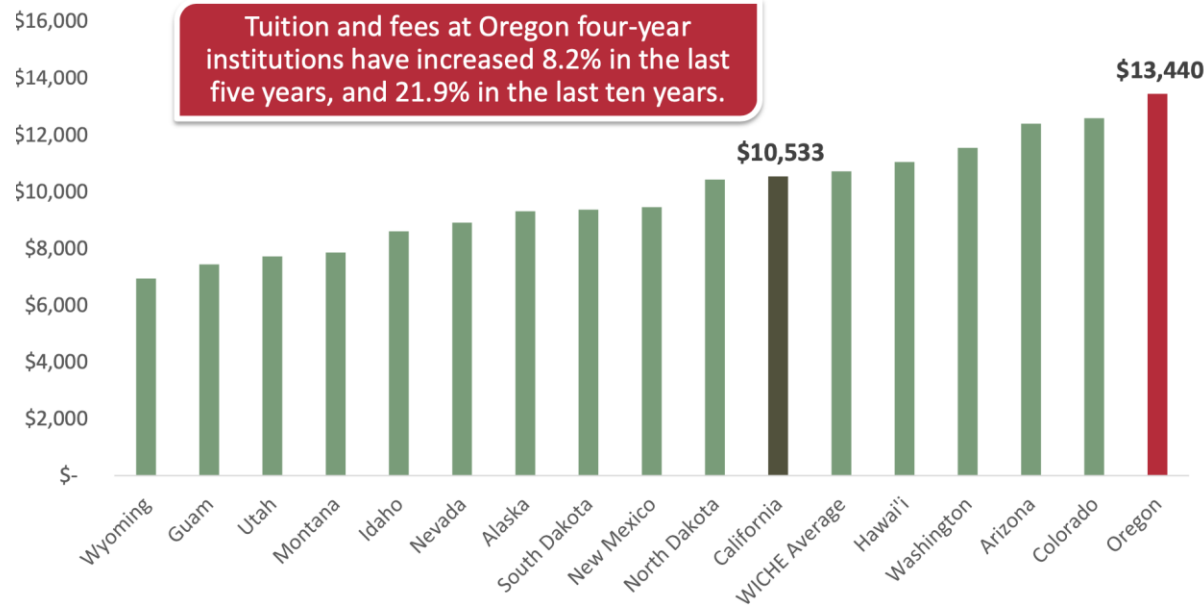
In the 1960s, the state provided 75% of the revenue for public universities. This dropped to about 60% by the 1990s, and 40% by the early 2000s.



What Are We Facing?

Oregon Four-Year Tuition and Fees are the Highest in the West

State Average Resident Undergraduate Tuition and Fees at Four Year Institutions, Weighted, 2023-24



Tuition and fee levels are impacted by costs and revenues of the institutions and are closely impacted by state appropriations.

University tuition and fees are set by the Board of Trustees. Each campus has community and stakeholder processes to inform and shape the proposed increases.

*If the combined annual increase in resident undergraduate tuition and mandatory enrollment fees exceed 5% for a public university, the HECC or the Oregon Legislature must approve the increase.



What Are We Facing?

- **Increased Competition**
- **Growth of Large Institutions**
- **Increased Expenses**



Tuition & Fees

Average for Public Universities: \$8,391 (AY2014-15)

- Growing 4.5% annually to \$12,433 (AY2023-34)

Average for Technical & Regional Universities (TRUs): \$7,977 (AY2014-15)

- Growing 4.2% annually to \$11,579 (AY2023-24)

Total for WOU: \$8,277 (AY2014-15)

- Growing 3.2% annually to \$11,025 (AY2023-24)

WOU had the 4th least expensive tuition and fees in AY2013-14, and the 2nd least expensive tuition and fees in AY2023-24, only surpassed by EOU.



Total Cost of Attendance

Average for Public Universities: \$22,668 (AY2013-14)

- Growing 3.1% annually to \$29,826 (AY2022-23)

Average for Technical & Regional Universities (TRUs): \$21,683 (AY2013-14)

- Growing 3.2% annually to \$28,772 (AY2022-23)

Cost for WOU: \$21,981 (AY2013-14)

- Growing 1.5% annually to \$25,158 (AY2022-23)

WOU had the 3rd least expensive cost of attendance AY2013-14, and the least expensive cost of attendance in AY2022-23.



Total Cost of Attendance

- **Measuring cost efficiency by affordability, WOU's cost efficiency improved significantly.**
- **With annual growth rate of 1.5% over 10 years compared with 3.2% for the TRUs, 3.1% for the public universities, and 2.3% national average.**



Average Net Price

(Cost of Attendance minus Financial Aid)

Average for Public Universities: \$13,632 (AY2013-14)

- Growing 3% annually to \$17,806 (AY2022-23)

Average for Technical & Regional Universities (TRUs): \$12,565 (AY2013-14)

- Growing 4.8% annually to \$16,647 (AY2022-23)

WOU's net price: \$13,723 (AY2013-14)

- Growing 0.4% annually to \$14,278 (AY2022-23)



Average Net Price

(Cost of Attendance minus Financial Aid)

- The national average annual growth rate for the period is 4.8%
- WOU had the 5th least expensive net price in AY2013-14, and the 2nd least expensive net price in AY2022-23, only surpassed by EOU.
- Measuring cost efficiency by affordability, WOU's cost efficiency improved significantly. With annual growth rate of 0.4% over 10 years compared to 4.8% for the TRUs, 3% for the public universities, and 4.8% national average.



Affordability Rate

(% of students whose expected costs are greater than their expected resources)

Average for Public Universities: 64% (AY2013-14)

- Declining 14% to 50% (AY2022-23)

Average for Technical & Regional Universities (TRUs): 61% (AY2013-14)

- Declining 18% to 43% (AY2022-23)

WOU's Affordability Rate was 61% (AY2013-14)

- Declining 26% to 35% (AY2022-23)

WOU had the 4th most affordable rate in AY2013-14, and 2nd most affordable rate in 2022-23, only surpassed by EOU.



Operating Expenses

- From FY2015 to FY2024, operating expenses for the public universities grew 5.3% annually on average.
- The TRUs operating expenses grew 4.4% annually on average.
- WOU's operating expenses grew 3.1% annually.

WOU's operating expenses grew 3.1% annually, which is below the 4.4% growth for the TRU's, 5.3% growth for the public universities, the annual national average of 4.4% and inflation of 3.6%.



Trend in Spending per Completions

(# degree completions per 1,000 student FTE & # degree completions per \$100,000 in spending)

Public Universities (from AY2014-15 to AY2023-24)

- **Degree completions per 1,000 FTE grew 5.4% (from 254 to 267.7)**
- **Degree completions per \$100,000 in spending increased 54.5% (from 1.1 to 1.7)**



Trend in Spending per Completions

(# degree completions per 1,000 student FTE & # degree completions per \$100,000 in spending)

TRUs (from AY2014-15 to AY2023-24)

- **Degree completions per 1,000 FTE grew 12.3% (from 261 to 293 on average)**
- **Degree completions per \$100,000 in spending increased 37.2% (from 0.7 to 1.0)**



Trend in Spending per Completions

(# degree completions per 1,000 student FTE & # degree completions per \$100,000 in spending)

WOU (from AY2014-15 to AY2023-24)

- **Degree completions per 1,000 FTE grew 4.2% (from 259.5 to 270.5)**
- **Degree completions per \$100,000 in spending increased 71.4%**



Our Strengths

Mission: Western Oregon University provides a personalized learning community where individuals experience a deep sense of belonging and empowerment.

Vision: Our vision is for Western Oregon University to be a model of intentional inclusion and accessibility. We strive to empower students to meaningfully impact our local community and beyond. Grounded in the principles of a public liberal arts education, we will enhance career and social mobility through a focus on critical thinking and communication skills that are essential for successfully navigating the complexities of life.

Students and alumni alike consistently speak about the supportive climate here and the personal interactions that helped them in positive ways.



What Have We Accomplished?

- **Achieved Designation as a Hispanic Serving Institution**
- **First Public Four-Year Institution in the State**

Our Core Values

- * **Centering Students**
- * **Embracing Diversity**
- * **Fostering Accessibility**
- * **Valuing Community**



What Investments Have We Made?

- * We extended our partnership with EAB to increase our reach to potential students.
- * We have started direct admissions programs with local school districts.
- * We increased training and use of the Navigate (advising) and Slate (admissions) software platforms.
- * We are actively engaged in a project to optimize our Banner operating system.
- * We continued the Wolfie Chatbot software for student support.
- * We reorganized enrollment management under an Assistant Provost to better connecting admissions and advising.
- * We invested in Destination Western to boost retention and success rates.
- * We invested in Institutional Research to improve our collection and use of data.
- * We expanded our marketing reach and social media engagement.

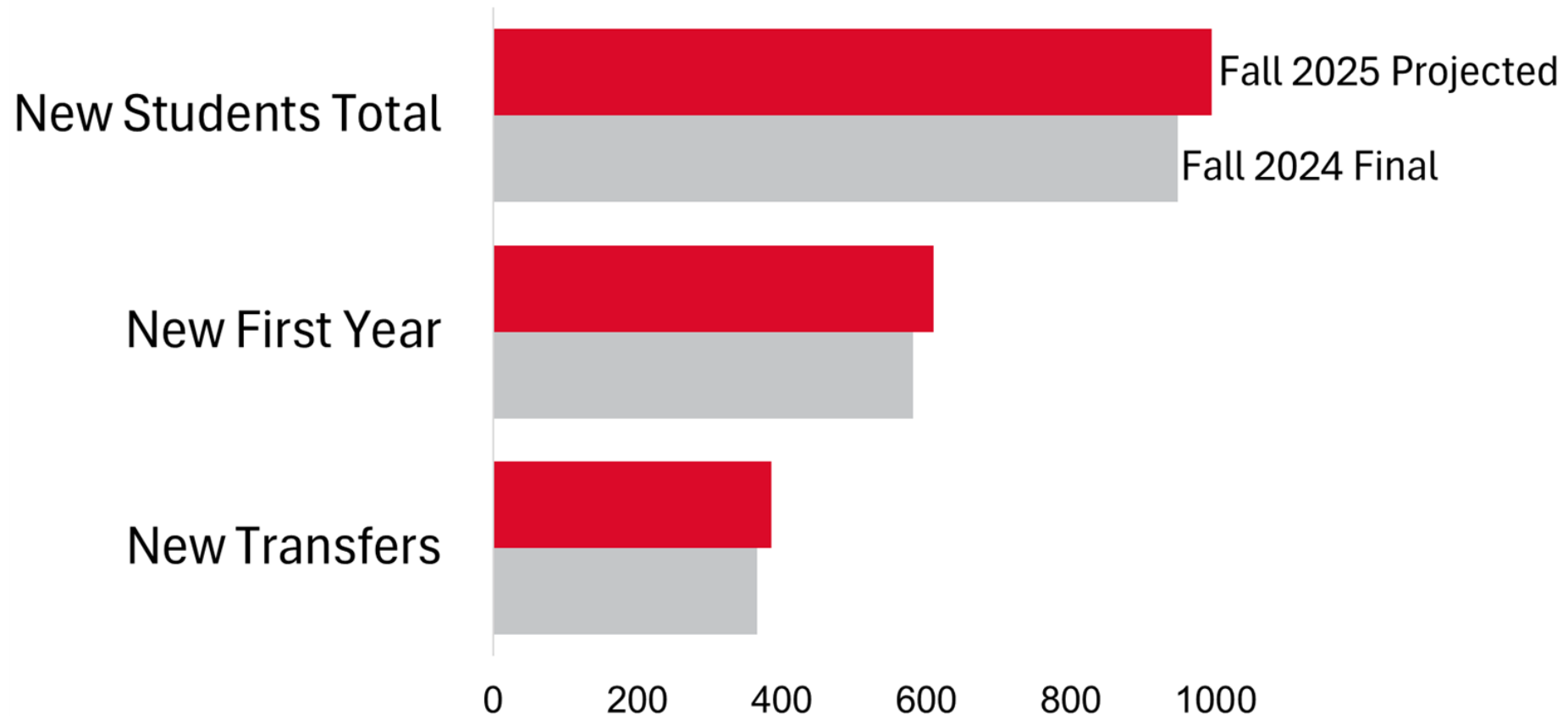


What Did We Accomplished Last Year?

- **Howl For a Change Climate Survey Completed and Recommendations Submitted by Equity Assessment Team**
- **Revamped Recruitment Practices in Human Resources**
- **Launched Web-Time Entry for Employees**
- **Developed a Digital Accessibility Process**
- **Launched Digital Parking Permit Stations**
- **Obtained Grant for Electric Vehicle Charging Stations**
- **Furthered Work on ADA and Code Upgrades**
- **Launched our Wolves Rising Campaign (Scholarships, Wolves Athletics, Student Success)**
- **Opened our Student Success Center Building**
- **Reached a Successful Bargaining Agreement with WOUFT**
- **Developed Strategic Plans for all Units**
- **Submitted Reports to NWCCU – Accepted as Largely in Compliance**
- **Received \$13 Million for a New Data Center**

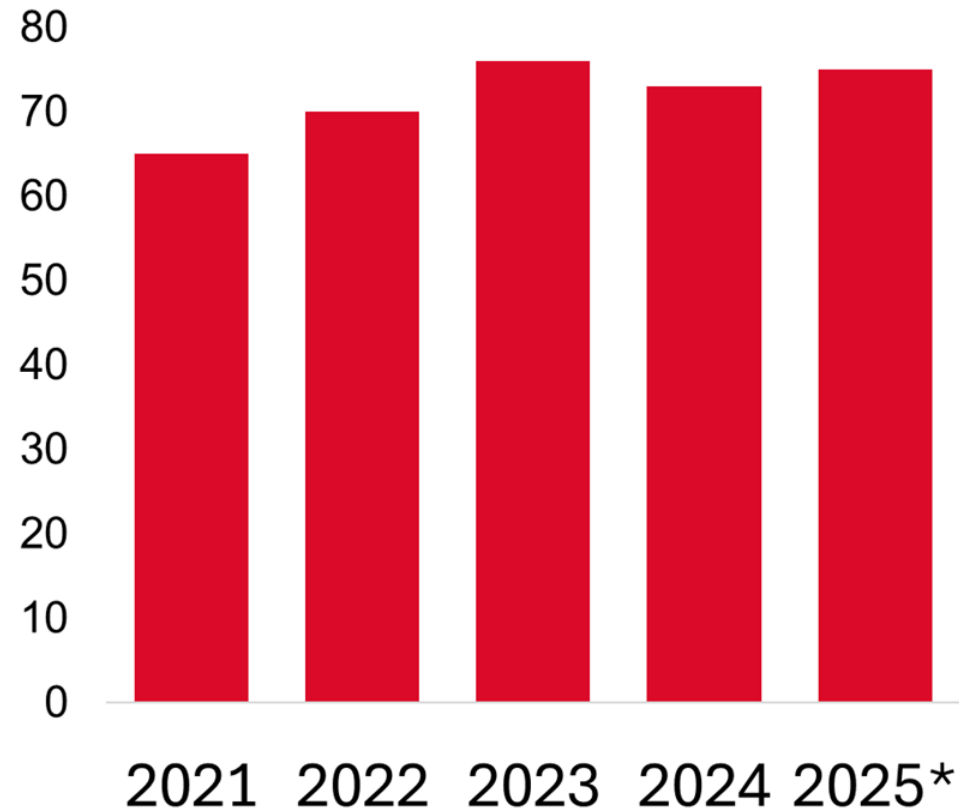


More Wolves Join the Pack





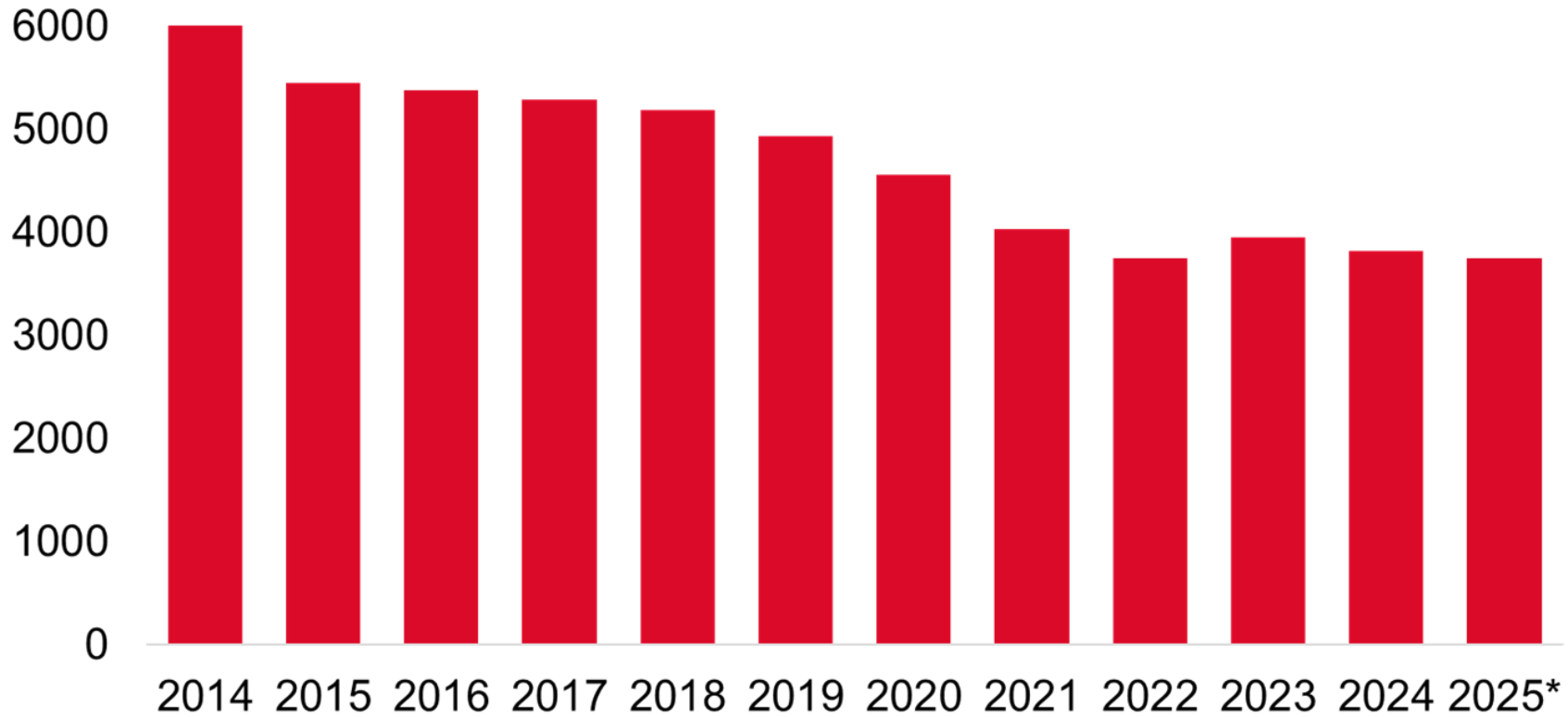
Retention is Trending Up



*projection



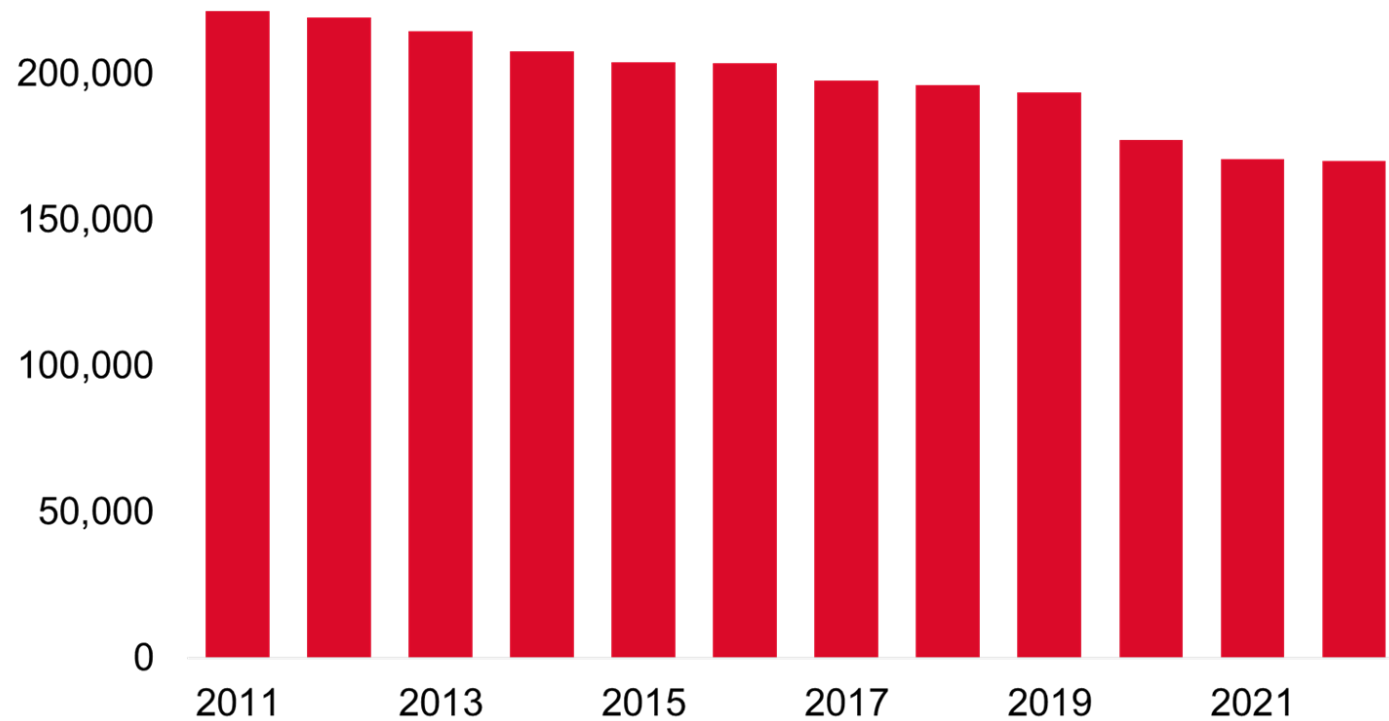
Total Enrollment is Slightly Down



*projection



UG Enrollment in Oregon Declines

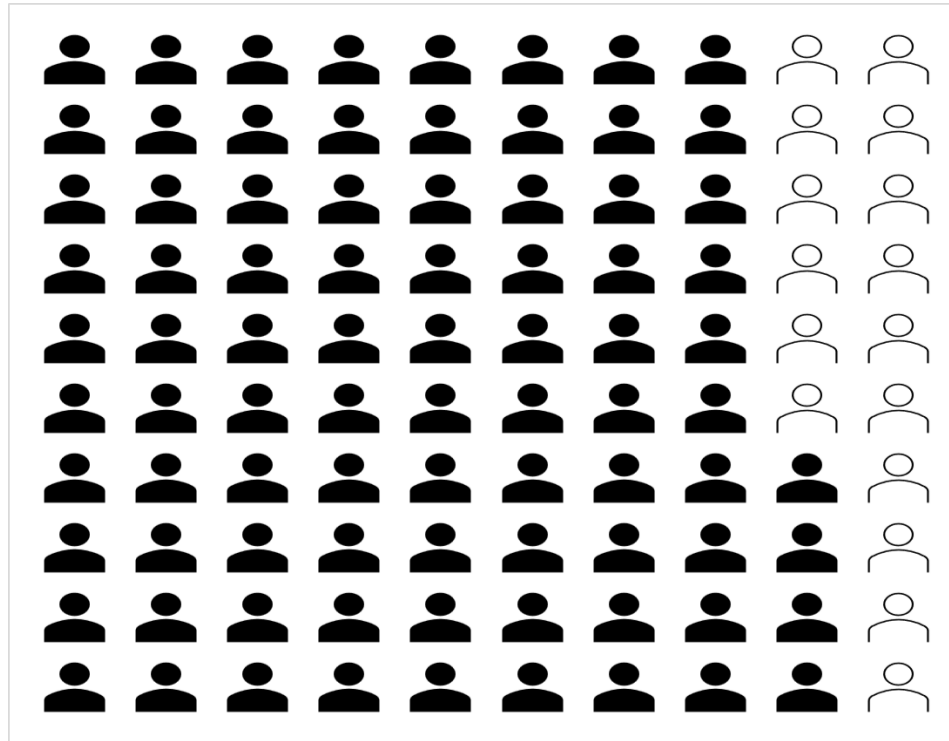


<https://nces.ed.gov/ipeds/use-the-data>



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Our WOU Students

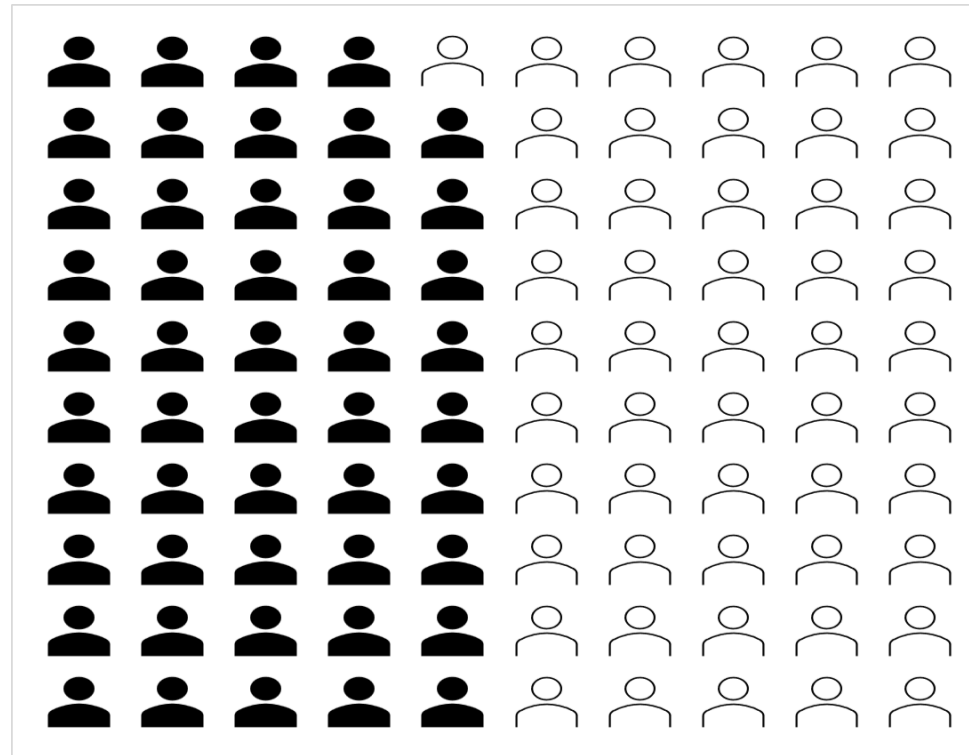


84% Oregon
Residents



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Our WOU Students

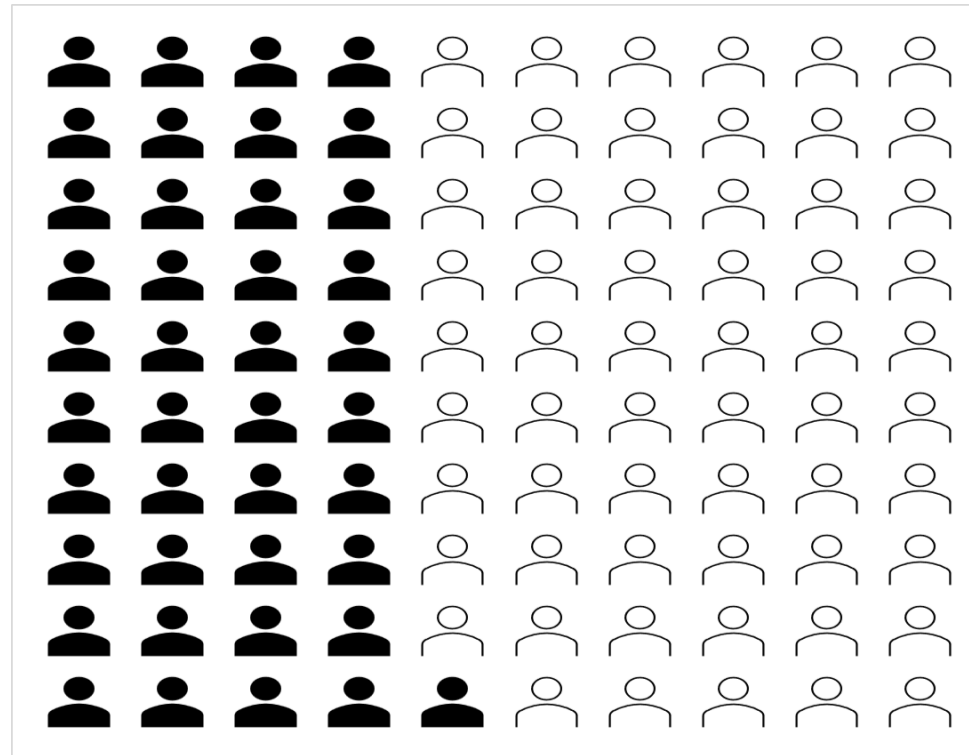


**49% First
Generation**



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Our WOU Students

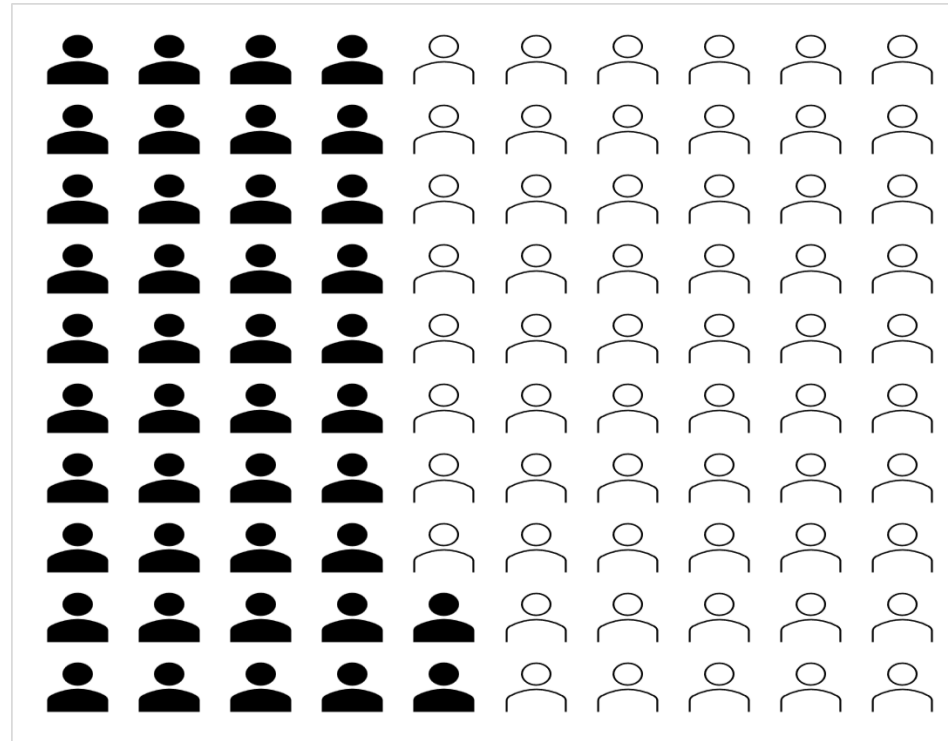


**41% Pell
Eligible**



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Our WOU Students

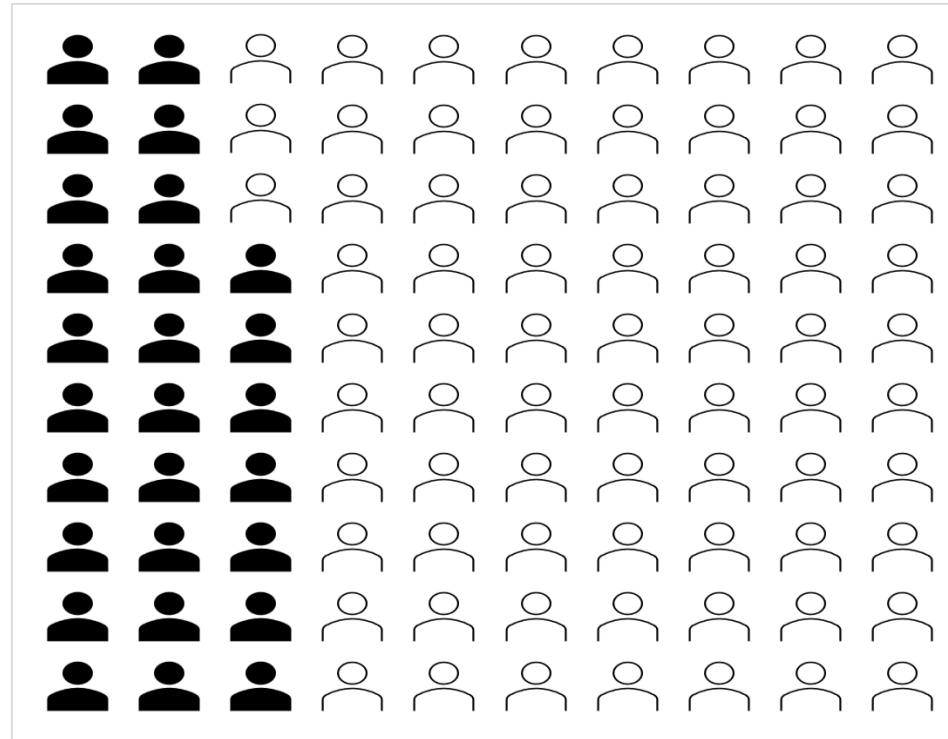


42% Students
of Color



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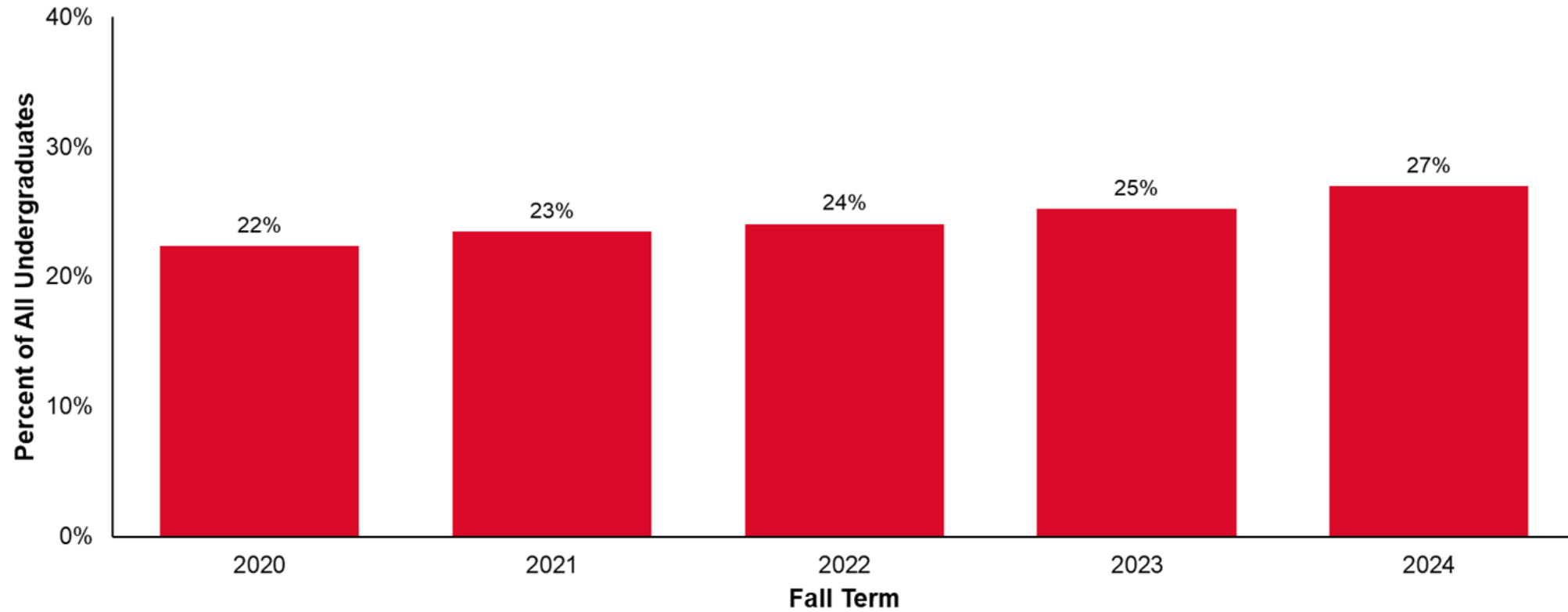
Our WOU Students



27% Latiné



Latiné Students (%) - Undergraduates





Select Enrollment Initiatives & Strategies

- Expanded Direct Admissions
- New partnerships with mission-aligned CBOs
- Enrollment Marketing push to sophomores & juniors
- Earlier cycle launch & data informed recruitment strategy
- Continued progress in moving retention upward



Where We Need to Go

- **Reimagine and reset budgeting (UBAC Town Hall Coming Soon)**
 - * **Achieve a balanced budget**
 - * **Move from a deficit to a surplus model**
- **Continue system improvement to streamline functions & remove barriers**
- **Redesign our website**
- **Identify what kinds of programs and support services we need to offer -- Innovation**
 - * **Understand the context of enrollment realities**
 - * **Understand the context of funding realities**
 - * **Understand the context of state needs**
- **Continue work to increase enrollment**
 - * **New students**
 - * **Transfer Students**
 - * **Degree Completion**
 - * **Retention & Graduation rates**
- **Restore our campus presence and vibrancy**



Strategic Goals

As we do this work, we must always consider how our actions help us meet our strategic goals:

- **Institutional Sustainability**
- **Student Success**
- **Transformational Diversity**
- **Community Strength**



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WE. ARE. WOLVES!

