

University Council Fall Term Meeting WUC, Columbia Room June 11, 2025 9:30am-10:30am

The University Council is responsible for determining the degree to which the university is meeting its mission and is engaged in comprehensive, ongoing, systematic assessment of its work that leads to mission fulfillment and improvement.

<u>AGENDA</u>

- 1. Advisory Committee Updates
 - University Budget Advisory Committee (UBAC) (Melanie Landon-Hayes, Zach Hammerle)
 - University Diversity & Inclusion Advisory Committee (UDIAC) (Dominique Vargas)
 - University Technology Advisory Committee (UTAC) (Chelle Batchelor)
- 2. Accreditation Update (Judy Sylva)
- 3. Budget Planning Process (KB)
- 4. Announcements

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

NWCCU Spring 2025

Update June 11, 2025



NWCCU Accreditation

Timeline of Actions in the Current Cycle



NWCCU Accreditation

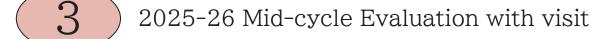
Timeline of Actions in the Current Cycle (continued)



WOU Accreditation Cycle

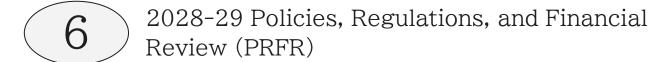














The Northwest Commission on Colleges and Universities (NWCCU) defines mission fulfillment as the extent to which an institution achieves its stated mission, primarily through student success and institutional effectiveness.

NWCCU 2020 Standards

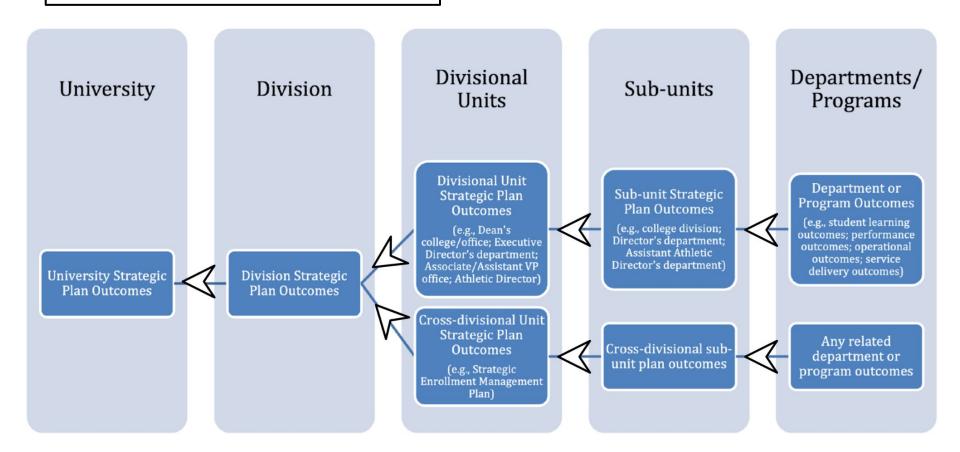
Standard One - Student Success, and Institutional Mission and Effectiveness



Adaptation of the Bersin by Deloitte's (2012) High Impact Learning Organization (HILO) Maturity Model.

What is the role of University Council in evaluating the institutional strategic plan to inform improvement??

Step 1: Align Goals & Outcomes



	Timeline: University Strategic Plan Outcome:	2023-24 2024-25 2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32 Self Study
Institutional Sustainability	Western adapts to changes in the higher education landscape and implements strategic responses to emerging trends.	Plan	do	do	do	check	⊙ act	do
	Streamlined and efficient processes enhance teaching methods, research capabilities, resource allocation, and administrative efficiency.	Plan	do	do	Check	o act	do	Check
Transformational Diversity	The overall quality and richness of the Western community is enhanced by diverse and talented students and employees.	Plan	do	Check	o act	do	Check	⊙ act
	Western Establishes positive, collaborative, and accessible learning and working environments that promote creativity, innovation, and effective teamwork.	Plan	do	do	Check	O act	do	Check
Student Success	Students are supported in a way that fosters satisfaction, belonging, engagement, and empowerment.	Plan	do	Check	⊙ act	do	Check	⊙ act
	Students complete their educational goals and develop a lifelong learning mindset, preparing them for continuous education and professional development throughout their careers.	Plan	do	do	do	check	⊙ act	do
Community Strength	Students feel connected to a larger community and see the real-world relevance of their academic pursuits.	Plan	do	do	Check	o act	do	Check
	The Western Oregon University community and community partners work with a sense of shared interest and mutual benefit, navigating external factors, such as economic shifts, policy changes, and global events, with a proactive and adaptive approach.	Plan	do	do	do	Check	⊙ act	do

Plan: Develop unit strategic plan including outcomes for each goal as well as measures or evidence that will be used to inform the assessment of each outcome. Establish a logic model to monitor the dynamics of resource allocation, strategies, tactics, interventions, or initiatives and outcomes to inform decision-making and a project plan with roles and responsibilities to collect, assess, report, and implement changes for ongoing improvement. Align sub-unit outcomes to unit outcomes and establish a timeline for assessment that informs the assessment of University Strategic Plan Outcomes.

Do: Initiatives will be implemented and outcome evidence will be collected and summarized, and compiled for review

Check: evidence will be assessed relative to the outome resulting in some interpretation of the ways in which the outcome is being realized and implications for improvement in support of maximizing the impact and achieving the aligned goal. Implications will be prioritized and recommendations will be shared to determine alignment with available resources and/or requests for resource allocation or reallocation.

Act: Any recommendations accepted and funded will be implemented and the assessment cycle continues

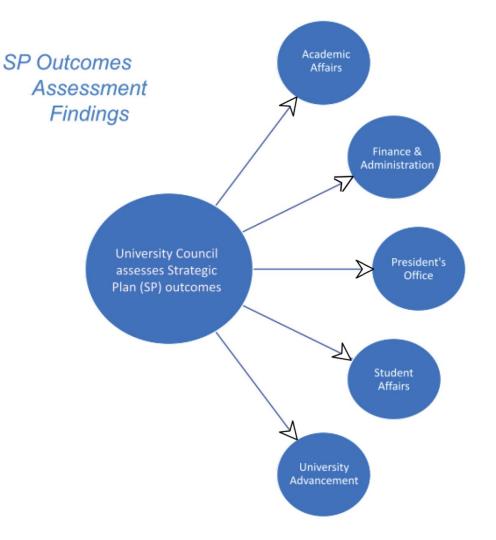
Step 2. Determine the timeline for which institutional outcomes will be evaluated to inform evidence collection.

Step 3.

At the institutional level, University Council collects evidence of outcomes aligned to selected institutional plan outcomes from the University Divisions.



Division SP outcome assessment reports inform assessment of University SP outcomes.



University Council SP Outcome Assessment Report including recommendations for improvement goes back to the Divisions to inform planning and implementation of accepted recommendations.

The findings could be used to inform improvements in:

- Divisional Strategic planning
- Resource allocation processes
- Usefulness of current measures and/or identifying more appropriate evidence
- Outcomes assessment processes
 - Institutional support/infrastructure

Step 4.

Based on evaluation of outcomes at the institutional level. University Council makes recommendations for improvement to the institutional plan and divisional units

What can members of the WOU community

do to address Standard 1?

What can we do?

Faculty

- Participate in Assessment Activities
- Embrace Continuous Improvement
- Contribute to Departmental and Divisional Planning
- General Education Improvement

Staff

- Support Data-Driven Decision-Making
- Contribute to Strategic Planning
- Embrace Process Improvement
- Support Assessment Efforts

What can we do?

Students

- Provide Feedback
- Engage with Learning
- Understand Learning Outcomes
- Participate in Student Governance

Everyone

- Promote a Culture of Learning through Assessment
- Support Leadership Initiatives
- Stay Informed
- Be Prepared for the Site Visit

Why???

WOU is striving to become an optimized learning organization in support of our mission and in pursuit of our vision.

Impact:

- Culture of Continuous Improvement
- Enhanced Alignment
- Increased Transparency
- Enhanced & Improved Student Success
- Increased Collaboration
- Increased Institutional Effectiveness

How do these impacts affect the institutions

long term stability and sustainability?

Enhanced Alignment	Increased Transparency
Ensures that resources are	Builds trust with
,	stakeholders, including students, faculty, staff,
duplication of effort and maximizing impact.	alumni, donors, and the community.
This strategic coherence strengthens the institution's	Trust is essential for attracting and retaining
ability to achieve its goals and maintain financial stability.	students, securing funding, and maintaining a positive reputation.
It allows for better resource	It allows for better public
allocation.	relations.
	Ensures that resources are used efficiently and effectively, preventing duplication of effort and maximizing impact. This strategic coherence strengthens the institution's ability to achieve its goals and maintain financial stability. It allows for better resource

Enhanced & Improved Student Success	Increased Collaboration:	Increased Institutional Effectiveness
Student success is a key indicator of institutional effectiveness and value. High retention and	Collaboration fosters a sense of community and shared purpose, which strengthens the institution's social fabric.	Increased effectiveness directly translates to better outcomes for students, faculty, staff, and the community.
graduation rates attract	Social labilic.	Community.
more students, improve alumni engagement, and enhance the institution's reputation.	Collaborative partnerships with other institutions, businesses, and community organizations expand the institution's reach and	This leads to a stronger reputation, increased funding opportunities, and greater sustainability.
Happy graduates become supportive alumni.	resources. Collaboration allows for	Effectiveness allows for better responses to crisis.
	resource sharing.	

Next Time: Standard Two – Governance, Resources, and Capacity

University Council Budget Planning Process

Kwabena J. Boakye
VP, Finance & Administration

June 11, 2025



Overview

- Budget Planning
- Best Fit Approach
- Path Forward Framework
- Processes & Timelines



Budget Planning

- Planning is the process of establishing goals and deciding how to achieve them, that is, stating an expected future and deciding how to achieve it
- Budgeting is the process by which programs and services are planned and resources are allocated to achieve the program/services goals
- Budget planning involves empowering all stakeholders to intentionally think through programs and services and the resources needed to run them
- Budget planning includes how to forecast revenue, estimate cost, allocate funds, assign responsibility, monitor expenditures, & ensure accountability
- There is constant need for evolving efficient/effective budget planning process due to pressing constraints – Fed/State budget uncertainties, revenue diversification difficulties, labor cost escalation, inflationary pressures, expectations to provide quality services with limited resources



Best Fit Approach

Design

- Centralized, Decentralized, Hybrid

Method

- Strategic budgeting, Activity Based, Performance Based, Zero Based, Incremental, Hybrid

Authority

 Level of Decision Making, Executive, Middle Management, Department, Function, Unit

Accountability

- Responsibility, Efficient/Effective Use of Resources, Adhering to Allocation Limits, Acceptable Use of Resources

Path Forward Framework

- Principles
 - Ideals for budget development
- Policies
 - Standards for managing the budget, acceptable/unacceptable financial actions, criteria for measuring budget performance
- Strategic Plan/Departmental Plans/Academic Plan/Master Plan
 - Overall expected institutional performance to be achieved
 - Expected departmental performance to be achieved
- Resource Forecasts, Prioritization & Allocation
 - Revenue & expenditures forecasts/projections/estimates
 - Resource alignment with strategic plan/departmental plans
- Stakeholder Participation
 - Engagement, Involvement, Transparent Communication



Processes & Timelines

- Budget Principles (Draft)
- Budget Policies (Creation of Budget Manual in Process)
- Departmental Plans integration with Strategic Plan?
- Revenue & Expenditures Forecasts (Embedded in Budget Development)
- Budget Commitments & Obligations (Template to Accumulate Costs)
- Budget Development Timelines (Draft)
- Budget Prioritization Rubric (Draft)
- Budget Request Form (FY2025 version to be updated for FY2027)
- Budget Request Prioritization (Draft)
- Stakeholder Participation (Embedded in Budget Development)
- HECC/State Considerations
- Auxiliaries/Grants/IFC and Other Considerations

