



**Board of Trustees Meeting  
November 20, 2019**

***Appendix B***

**President's Cabinet Reports**

- 1) Mr. Curtis Campbell, Executive Director of [Intercollegiate Athletics](#)
- 2) Dr. Gary Dukes, Vice President, [Student Affairs](#)
- 3) Mr. Ryan Hagemann, Vice President & [General Counsel](#)
- 4) Dr. Ana Karaman, Vice President, [Finance & Administration](#)
- 5) Ms. Erin McDonough, Executive Director, [Advancement & WOU Foundation](#)
- 6) Dr. Rob Winningham, Provost & Vice President for [Academic Affairs](#)

**Board of Trustees Report – November 20, 2019**  
**Curtis Campbell**  
**Executive Director of Intercollegiate Athletics**

**1. Student Success: Summer and Fall Quarters 2019**

**Cross Country**

- Earned pair of GNAC Runner of the Week awards (Justin Crosswhite, Neal Cranston)
- Women placed second at Ash Creek Invitational hosted by WOU
- Justin Crosswhite and Grace Knapp both earned All-GNAC honors after finishing in the top-10 at the GNAC Championships with Crosswhite placing second and Knapp fifth
- Both teams placed fifth in the Sundowner hosted by WOU
- Both teams placed sixth at GNAC Championships
- Set to host Regionals Nov. 9
- 15 named to GNAC Academic Team

**Soccer**

- Clinched spot in GNAC Tournament for the first time since 2013
- 9 wins this season the most since the team won 9 during the 2013 season
- 12 named to GNAC Academic Team
- Won first-ever game at Concordia
- Alex Qualls named GNAC Player of the Week twice
- Defeated Seattle Pacific for first time in 17 years
- Alex Tomasini named GNAC Player of the Week
- At one point had a five-match unbeaten streak and are 5-1-1 at home this season, only loss in regulation to nationally-ranked Western Washington
- Tomasini leads the GNAC in points, is second in assists and tied for first in game-winning goals
- Qualls is second in the GNAC in shutouts

**Football**

- 6 wins this season already surpasses last year's 5-6 record, another win would be the most since 2015 and if they win the final two games of the season would be most wins since 2010
- Won at Central Washington for the first time since 1998
- Earned 10 GNAC Player of the Week honors (Ty Currie (twice), Andrew Gross (twice), Tyrell Cummings, Omari Land, Curtis Anderson (twice), Jaylin Parnell, Marquis Sampson)
- The win over Azusa Pacific was the first since 2015 and the win at Azusa was the first since 2012

- 14 named to GNAC Academic Team
- The win over Midwestern State snapped a streak of 21 straight regular season wins for the Mustangs in non-conference games against NCAA Division II opponents dating back to 2002
- With a win this Saturday, would claim a share of the GNAC regular season championships for the first time in school history
- Currie leads the GNAC in passing efficiency, passing yards and total offense
- Anderson leads the GNAC in kickoff return yards and interceptions
- Derek Parnell leads the GNAC in passes defended

### **Volleyball**

- 4 wins this season, swept Saint Martin's in GNAC play
- Posted a pair of sweeps in non-conference play against Holy Names and Notre Dame de Namur
- Fought back from down two sets to nearly win in five sets at home against Alaska Anchorage, one of the top teams in the GNAC
- Juliana Cameron and Aubrey Stanton were named to the GNAC Academic Team
- Delaney Smith leads the GNAC in hitting percentage

### **2. Academic Excellence: Spring Quarter 2019**

- Baseball Team GPA: 3.17
- M-Basketball Team GPA: 2.24
- M-Cross Country Team GPA: 3.36
- Football Team GPA: 2.69
- M-Track & Field Team GPA: 3.17

#### **Men's Teams GPA: 2.92**

- W-Basketball Team GPA: 3.15
- W-Cross Country Team GPA: 3.55
- Soccer Team GPA: 3.42
- Softball Team GPA: 3.35
- W-Track & Field Team GPA: 3.47
- Volleyball Team GPA: 3.33

#### **Women's Teams GPA: 3.37**

- **Athletic Departments Combined GPA: 3.14**

### **3. Community Engagement: Winter Quarter 2019**

- PAC 12 Cross Country Championships held at WOU
- Hosted PDX Middle School Cross Country Championships
- Hosted NCAA Western Regional Cross Country Championships

- Hosting Youth Jr. Olympics Cross Country Championships
- SAAC Sponsored a table and handed out candy on Halloween at the Public Library
- First home FB game had free admission called it “Community Appreciation Day”
- Football hosted a summer youth sports camp
- M-Basketball hosted a summer youth sports camp
- W-Basketball hosted a summer youth sports camp
- Baseball hosted a summer youth sports camp
- Soccer hosted a summer youth sports camp
- Softball hosted a summer youth sports camp
- Volleyball hosted a summer youth sports camp

#### **4. Accountability: Winter Quarter 2019**

- Completed the Federal EADA Financial Report due October 31, 2019
- Provided Banner system budget training for all head coaches
- Administrative staff is receiving Purchase Card training

#### **5. Sustainability and Stewardship: Winter Quarter 2019**

- Athletic Auction raised \$85,000
- “Wolves on the Green Golf Tournament” raised \$12,768
- Wolves Club memberships raised \$33,791
- Athletic Sponsorships as of 10/31/19: \$44,350
- Continuing to solicit and secure gifts for the Drive for 325 and Athletic Alumni Challenge

**Board of Trustees Report – November 20, 2019**  
**Dr. Gary Dukes**  
**Vice President for Student Affairs**

**New Student Week**

Each year, the week prior to the start of classes is a time for first-year students to move into the residence halls and engage in activities to prepare them for their time at Western Oregon University. National speakers present on topics of diversity, sexual assault, responsible drinking, and student success. A multitude of additional programs provide information on topics as study skills, financial literacy, how to get involved in a club or organization, etc. The week has a positive impact on students who participate.

There is some desire to modify the program and have move-in a day earlier and start classes on Wednesday of this week. We have a group of folks from academic and student affairs to examine this and determine if it makes sense to change this program.

**Campus Building Tours and Campus Events Videos**

This past spring, we contracted with a videographer who has been filming the interior of all the major buildings on campus for students and others to take a tour of these buildings virtually. We have found these to be helpful in allowing students to see our campus when they might not be able to actually visit the campus in person. The tours allow the viewer to be guided through the building by a play feature on the screen, or the viewer can take their own tour by clicking through the various areas in the building. The viewer can also move the vantage point 360° degrees to look completely around the area.

Here is an example of an interior tour of the [Health and Wellness Center](#).

We have also been filming campus events in Live Action technology. We have filmed graduation, the rock wall in campus recreation, a campus tour, a tour of Monmouth and Independence, and homecoming. We also plan to film tree lighting. This technology also allows the viewer to explore the event in 360° format, but it films the event live.

Here is a rough example of [Graduation](#) using this technology.

**Enrollment**

Fall term enrollment is down approximately 5%. This is a combination of many aspects. New freshmen are down by about 50 students. Transfer students are down by about 50 students. And continuing students are down by about 150 students. Our international student population is also down by nearly 100 students. Nationally, enrollment is down at most institutions. Chemeketa, our largest feeder community college, was predicting to be down about 5% this fall after also being down the previous year. While Oregon's high school graduation rate is about flat, Oregon has one of the lowest college participation rates among graduating high school students. These will all continue to be challenges as we build our class for fall 2020.

This fall we have increased the diversity of our student body. In particular, the number of Hispanic / Latinx students attending WOU has increased by 112, which brings our percentage up to 18.6%.

Applications and admitted students are tracking ahead of the last three years so far. The average student attends college within 85 miles of where they live, so our admissions staff have increased their efforts within this region in their recruiting efforts. We are also seeing an early increase in the number of students from Hawaii applying and being admitted to WOU. Our Admissions staff have increased their efforts to provide more Saturday tour options for families. On November 9, for example tours were available for transfer students, English speaking families, and Spanish speaking families. In each of these categories, students also had the opportunity to meet with an admission counselor or our transfer specialist.

We also have our first Preview Day on November 16. Registration for this event is up compared to last year.

### **Financial Aid and our Demographic**

A recent article published by the Educational Advisory Board noted that on average, 30% of students who file the FAFSA will be selected for verification. However, that number goes up to around 50% for students who come from low-income families. And of that 50%, 22% won't complete the process. Given our demographics, this is an area we need to pay more attention to. I have directed our Financial Aid and Admission offices to work to inform students of the process and provide information and assistance on how to complete the process successfully. It was also noted that the current White House administration has made it more difficult for students to upload all of the documents needed for the FAFSA making the completion process more difficult in general.

### **University Diversity and Inclusion Advisory Committee**

UDIAC met this summer on a retreat to plan their activities for the year. Establishing a Strategic Plan for the University is a key goal for this group. UDIAC will also be looking at the hiring process for faculty and staff and examining ways for this process to be more inclusive and draw more faculty and staff of color to WOU.

### **Voter Registration and Voting (2018)**

We recently received our report for the number of WOU students who were registered and voted in the 2018 election. ASWOU has a tradition of doing a phenomenal job in getting students registered to vote and actually voting in the election. This year was no different. 79.2% of our students were registered to vote as compared to 78.4% of college students nationally. 51.8% of our students voted in the 2018 election as compared to 39.1% of college students nationally. 51.8% is a 15 point increase for WOU as compared to 2014, and ranks among the highest nationally. ASWOU deserves all of the credit for this achievement.

**Board of Trustees Report – November 20, 2019**  
**Ryan Hagemann**  
**Vice President & General Counsel Report**

The following are major activities from (a) the Board's Office, (b) the Office of the General Counsel (including legal services and risk management), (c) Human Resources, (d) Institutional Research, and (e) Public Affairs and Strategic Initiatives from June-November 2019:

**Board's Office**

- Worked with the Association of Governing Boards (AGB) and Board leadership to organize September 2019 Board retreat
- Completed 2019-2020 workplan for the Board's Executive, Governance, and Trusteeship Committee (EGTC) for the committee's consideration
- Worked with the Board's Chair, Vice Chair, and the President, as well as with the Governor's Executive Appointments Office, to identify two candidates for gubernatorial nomination to the WOU Board of Trustees
- Attended monthly meetings of the Board Secretaries of all seven public universities

**Office of the General Counsel (including legal services and risk management)**

- Attended Public University Risk Management and Insurance Trust (PURMIT) quarterly meeting to approve FY2020 insurance program for the University
- Successful recruitment of Marlee Richter as the Office's new Paralegal/Executive Assistant to the Vice President & General Counsel
- Managed outstanding litigation, in concert with PURMIT and Berkley Risk (University's third-party risk administrator), including supervision of Anderson et al v. SEIU et al.
- Started preparations for collective bargaining with Western Oregon University Federation of Teachers (WOUFT)
- Participated in joint labor-management committee with WOUFT
- Participated as panelist for University's free speech open forum
- Attended the National Association of College and University Attorneys (NACUA) annual conference in June 2019

- Attended quarterly all-public university attorney meetings in Corvallis
- Attended periodic meetings of all seven public university general counsels
- Presented summary of Kaylee's Law to public and private campus law enforcement units in Oregon
- Assisted Office of Academic Affairs with Division Chair training
- Attended President's Cabinet retreat
- Started negotiations with the University's Foundation on the lease-to-own agreement for Gentle House
- Met with CLAS Division Chairs and the Division of Behavioral Sciences on practicum and internship agreements
- Continued substantial work with University contracting, including but not limited to wholesale revision of the University's procurement code and drafting of Request for Proposals for competitive procurements
- Significant work on University investigations, grievances, and complaint hearings, including but not limited to work under both the SEIU and WOUFT collective bargaining agreements
- Participation in employee search committees
- Significant day-to-day legal advice protected by the attorney-client privilege
- Identified priority policies and procedures from each Vice President's functional area in order to revise and update

### **Human Resources**

- Reached tentative agreement with the Service Employees International Union (SEIU) on a successor collective bargaining agreement (CBA). The SEIU CBA is with all seven public universities.
- Conducted and managed two climate surveys and created presentations to communicate relevant results to various stakeholder groups, including University Council and Staff Senate

- Successfully managed the University's PEBB open enrollment period with less than ten employees not completing their open enrollment by the October 31, 2019 deadline

### **Institutional Research**

- Assisted in the program review of Criminal Justice, Economics, Gerontology, and Theatre Arts by providing and analyzing relevant data
- Provided data for Interdisciplinary Studies for an unscheduled program review
- Provided data and assistance to Professor Carmen Caceda on undergraduate education degrees
- Continued work—in conjunction with University Computing Solutions—on the faculty workload project
- Compiled and submitted required data for accreditation reports
- Updated the data for the University's dashboards
- Assisted Human Resources on the campus climate survey presentations
- Provided data and ongoing assistance for recruitment and enrollment reports
- Provided data on music, dance, and theatre to President Fuller
- Provided data and ongoing assistance on WOU's evaluation framework

### **Public Affairs and Strategic Initiatives**

- Completed 2019 legislative session, with increased sports lottery funding, \$100M increase in the Public University Support Fund (PUSF), and participation on the legislative workgroup on teacher workforce needs
- Presented at the June 2019 National Governors Association on equity and Oregon's outcomes-based funding model
- In conjunction with the Vice President for Finance & Administration, worked on the Apple Computer Partnership
- Presented at the State Higher Education Executive Officers (SHEEO) conference on outcomes-based funding and student completion

- Attended the Coastal Caucus annual meeting
- Continued significant preparatory work on a Doctor of Physical Therapy (DPT) degree at WOU, including meetings with Corvallis Clinic and legislators
- Participated in several Oregon Council of Presidents (OCOP) workgroups, including food insecurity, strategic vision, and HB 5024 task force on budget transparency
- Worked with ASWOU President on the Oregon Student Association
- Participated in several HECC groups, including Student Success and Completion Model (SSCM) advisory group and Equity Advisory Group
- Worked on team to develop the University's capital construction proposals to the HECC for the 2020 legislative session
- Meetings with Chemeketa Community College's new president
- Attended OCOP and Legislative Advisory Council (LAC) planning retreats
- Attended OCOP retreat with the seven public university presidents and staff

### **General**

- Continued participation—across all units—on key University committees, including University Council (Ryan, Judy, Shadid, Dave), University Budget Advisory Committee (Dave), University Technology Advisory Committee (Judy, Shahid), University Diversity and Inclusion Advisory Committee (Carson), President's Cabinet (Ryan), and Data Integrity Group (Shahid and Judy)

## **Board of Trustees Report – November 20, 2019**

**Dr. Ana Karaman**

**Vice President for Finance & Administration**

### **Summer**

- Submitted 2020-21 capital project proposals for HECC review
- Acquired Vick building
- Hired internal auditor and controller
- Apple phase 1. Apple Professional Learning Workshop 2 days with an Apple trainer, Aug 28 & 29. 20 staff and faculty attended. Strong Start: 20 students assigned iPads (MTH 95/111, WR 121). Student Enrichment Program: 25 iPads on a cart, used for 3 SEP FYS courses
- Participated in Oregon Higher Education (FEMA) Leadership Tabletop Exercise

### **Accounting & Business Services**

The office continues to adopt and roll out best practices. Below are examples:

- E-Bills started at the end of August. Successfully sent to students at the beginning of September. Estimated annual savings \$38K.
- Electronic REVCs beginning July, 2019. Better customer service and gained efficiencies.
- Shared FERPA with Financial Aid. Improved customer service and efficiency
- Implemented credit card transactions beginning mid-September. . We take credit cards at the windows now

### **Treasurer**

The office continues to become self-sufficient with respect to treasury services. Below are examples:

- Took over bank reconciliation proof of cash process, annual savings \$40K
- Completed initial cash flow projections

### **Budget & Planning**

The office continues to shift towards multi-year planning and implement transparent budgeting process. Below are examples:

- Assisted with year-end closing entries
- Continuous training of new and existing employees
- Prepared budgets for IFC
- Augmented existing metrics with markers tailored to WOU's circumstances
- Developed and planned for implementation of campus wide budget conversations
- Presented at NACUBO Budget and Planning Forum
- Respond to HECC requests

## **Facilities**

The office continues to implement 2018 Campus Master Plan. Below are examples:

- Built 2 new Computer Labs in Todd Hall.
- Completed Natural Science Project. Including the Grounds crew building a new pond. Replaced old roof separate from the overall project.
- Remodeled Old Ed to house ITC faculty and Staff displaced by the seismic upgrade.
- Completed Cottage Roof and siding project.
- Completed Admin Building HVAC modifications and improvements.
- Completed Rice Hall Lighting upgrades.
- Relocated and set up a new playground for CDC.
- Completed \$300K in modifications to Campus Boilers which will save 6-7% in energy costs.
- Relocated and remodeled the 1st-floor wing of Todd Hall to accommodate MARCON and OCOPS.
- Successfully began online sales for Campus Surplus of unused office equipment, generators, and even vehicles.
- Completed 90K of campus sidewalk repairs.
- Remodeled and relocated personnel in Legal and Finance and Administration.

## **University Computing Solutions**

The office continues to strengthen cybersecurity efforts, improve infrastructure, and to develop Campus Technology Plan with UTAC. Below are examples:

- Completed the technology updates to Natural Science on a very tight deadline.
- Completed the initial evaluation of CIS20 (computer information security)
- Implemented myWOU (Ellucian mobile)
- completed performance, reliability, and security update to the SAN (storage area network)
- Implemented DUO (multi-factor authentication) for 383 faculty and staff.
- 1,277 computers upgraded to Windows 10. 100 left to go before January 10.
- New Parking application developed and implemented.

## **Public Safety**

The office continues to implement campus-wide training and innovative solutions to improve student services and affordability. Below are examples:

- Earthquake drill and tabletop exercise
- Implemented zone parking to improve affordability and neighborhood relationships
- Fire extinguisher training

## **Internal Audit Collaboration**

Working with internal auditor to enhance internal controls. Below are examples:

- Working with accounting services to implement best practices in p-card program
- Evaluate external agency requests for information
- Review change orders for major capital projects

## **Looking forward**

- Update cash projections based on enrollment
- Emergency and cybersecurity tabletop exercise
- Campus Safety Academy
- Tuition workgroup starting back up
- Tuition & Fee Advisory Committee, Incidental Fee Committee, University Budget Advisory Committee and University Technology Advisory Committee starting back up
- OMA: We have finalized GMP and still working on a few value engineering opportunities. The demo has begun and the first part will focus on the new Print and Mailroom area. The budget is still tight but we are on target.
- ITC: All departments, faculty, and staff have been relocated to the Old Education building in preparation for construction. The Print and Mailroom will still occupy the basement space until their new space is ready in OMA no later than the end of January. We are doing an asbestos survey and making wall penetrations to gather more information prior to demo and construction which should start in a month.
- WOU Salem: We are scheduling the roof to be completed no later than the end of December. The cost will be \$375,000. We have selected Soderstrom to be the Architect for this project. Once we get the Architect on board we will firm up construction schedule and budget. However, with a 700K budget that will include FF&E, Low Voltage, Security, ADA, and all other improvements, the scope will be limited. The roof is being paid for separate from the 700K available.
- Roll out annual audit plan

**Board of Trustees Report – November 20, 2019**  
**Erin McDonough**  
**Executive Director for Advancement & WOU Foundation**

**Creative Services**

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Work requests submitted by campus (July 2019 - present):

- Business card/stationery: 157
- Graphic design/branding: 153 (Some requests include multiple pieces within a single request, for example: Smith Fine Arts Season Poster included separate posters for each act.)
- Web/Digital signage: 100

Major print and web projects completed:

- Western Edge magazine Fall/Winter
- Admissions recruitment materials (e.g.: fair brochure and view book in English and Spanish, revised outcome fliers for top ten majors and programs, etc.)
- Capital Planning Proposal
- Multiple webpage overhauls
- MyWOU app graphics

Future projects:

- Western Edge magazine Spring/Summer issue
- SEO/Accessibility back-log project
- WOU "newsroom" website
- Wolves Auction materials
- Why I Love WOU social media campaign
- Giving Day, direct mail and other advancement design
- Comprehensive Campaign materials
- Digital presentation for recruitment booths

**Marketing & Communications**

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By the numbers:

- Increase in number of Instagram followers since July 1: 607
- 18,732 followers between Instagram, Facebook and Twitter
- Feature stories written since new writer hired in October: 6
- 869,253 impressions and 3,480 link clicks in month-long Facebook and Instagram ad campaign targeting Alaska, California and Hawaii in August
- Number of opt-in subscribers to 30 Days to WOU series in September: 129
- Branded gear requests from faculty and staff who represent WOU off campus: 22
- Number of awesome videos created by our student team since July 1: 21
- 25 WOU flags procured for display on Main Street in Monmouth during important event weekends
- 6 marketing consultations for divisions/departments on campus (Housing, CJ, MSedIT, EMIL, Social Sciences, Humanities)

## Highlights:

- Marketing plan created and implementation begun
- 3-month run of Spanish language radio ads created and placed
- Highly popular 30 Days to WOU series created by students for students
- New writer/editor hired
- New student search and marketing vendor selected through RFP process
- Contributed to capital projects proposal for HECC, including research, writing and editing
- Crafted a year's worth of messaging for Rotary bell-ringers
- First-gen webpages in English and Spanish went live
- Grand Ronde pow wow support partnership with Admissions

## Future projects:

- Java jacket partnership with IKE Box/Isaac's for WOU:Salem visibility
- YouTube ads using student-made videos planned to start running in December
- Northern Lights Theatre Pub ads to start running in December
- Candy cane glowsticks planned for HTL engagement

## Development

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### Gifts through Nov. 1, 2019:

- Overall committed: \$1,603,216 (includes pledges)
- Overall received: \$1,556,517

### Gifts of note:

- Nearly \$800,000 realized planned gift for the Jean Spencer Endowed Scholarship
- \$200,000 from Dr. Richard Woodcock to launch Student Success Endowment supporting general scholarships and Emergency Student Aid Fund
- 4 Spirits Distillery pledged \$25,000 to create an endowment for a Veteran's Scholarship
- Student Philanthropy Center student caller broke the single gift record by securing a \$1,500 gift over the phone
- Year-in-review direct mail letter generated \$8,275 via checks

### Other accomplishments of note:

- Completed Target Analytics review along with massive email and address search
- Giving Day preparation under way including soliciting matching gifts, recording videos, etc.
- Rebranded the Annual Fund to the *Fund for WOU*
- Absorbed mailing to athletic donors to streamline process
- Sent report to campus regarding last year's accomplishments

### Future projects:

- Holiday Card/Athletic postcard mailing
- Calendar year-end email campaign featuring the choir
- Wine, Warmth & Music event at Historic Gentle House
- Giving Day Campaign – with largest goal to-date -- \$100,000
- Continue to cultivate and solicit donors

## **WOU Foundation Board of Directors/Comprehensive Campaign**

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- Continuing to actively work on tasks needed to launch campaign including policies and procedures as prescribed by consultant
- Established two development sub-committees
  - Annual Programs: goals to raise money for scholarships and track current fiscal year growth and initiatives
  - Campaign Steering: goal is to track progression, support hiring of campaign manager and track campaign goals and progress
- Held Campaign Research Celebration at The Independence Hotel to thank and share results with people that participated in research
- Completed retreat; part of the day spent in collaboration with Alumni Board
- Welcomed new board members

## **Alumni Relations**

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Events to engage alums and friends of the university:

- New event series What's New at WOU held in a variety of locations (Portland, Monmouth, Hood River, Hermiston)
- Volunteer led events – Alumni & Friends After Hours – occur monthly in a variety of locations (Astoria, multiple-Salem locations, Monmouth)
- Move in Day hospitality tents
- Homecoming & Wolves Reunion Weekend – activities included beverage tent for students, luncheon, life-long learning classes, student-athlete reunion, breakfast, tailgate

Future events include:

- Continuation of What's New at WOU and Alumni & Friends After Hours events
- Senior Kick-Off to provide information to current students about graduation and commencement
- Holiday Tree Lighting hospitality tents
- Alumni nights at WOU Basketball

## **Board of Trustees Report – November 20, 2019**

**Dr. Rob Winningham**

**Provost & Vice President for Academic Affairs**

**1. Congress to Campus Program** – Drs. Earlene Camarillo and Mary Pettenger’s application for WOU to be a 2020 Congress to Campus participant was accepted. This event will take place February 11-13, 2020.

*Congress to Campus brings together former Members of Congress and today’s youth to increase civic literacy and participation. A bipartisan pair of former Members are sent to college, university and community college campuses for two-day visits. During the visit, former Members conduct classes, hold community forums, meet informally with students and faculty, visit high schools and civic organizations, and do interviews and talk show appearances with local press and media. This setting allows students to discover, on a more personal basis, what participation in a democracy entails.*

*The aim of Congress to Campus is to engage students and provide inspiration that will lead to greater democratic participation; whether it is in the arena of public service or something as simple as voting.*

*From: <https://www.usafmc.org/congress-to-campus>*

## **2. Nudge work and data – Student Success and Advising**

### **Registration Nudges Impact and Data for the 2018-2019 Academic Year:**

Last year, we discussed strategies for how we could help students continue in their degree program, particularly around registering for classes for the following term. A registration nudge plan developed as an initiative to encourage students to stay enrolled at the university and achieve their goals.

- Fall term we implemented a 3-stage nudge communication plan as follows (see Appendix for email template examples):
  - 1<sup>st</sup> Nudge – Email notification of advising holds sent to all currently enrolled students by Niki Weight, Director of Student Success and Advising (Week 5)
  - 2<sup>nd</sup> Nudge – An email reminder to register sent to all unregistered students, excluding students who had applied for graduation that term (Week 9). This nudge is intended to be sent to the student from their assigned advisor. For the first term, Niki Weight from SSA sent the nudge from a general advising email (see Winter and Spring term information below for phasing in the emails from assigned advisors).
  - 3<sup>rd</sup> Nudge – A final reminder to register sent to unregistered students (excluding students who had applied for graduation). Prior to this nudge,

any advisor holds still in place are expired to allow students access to register for classes during the break between terms. Targeted nudges are sent to two groups of students, one email to students whose advisor hold was removed and another email to students who did not have an advisor holds. (Finals Week)

- Winter term we continued the 3-step communication plan with the following change:
  - We piloted with select advisors sending the second nudge to their assigned, unregistered students
- Spring term we fully implemented the communication nudge plan outlined above.
  - For the second nudge, Niki Weight sent list of non-registered students to each assigned advisor asking them to reach out to the students if they had not already done so. Advisors were provided a sample email template to use if they chose to do so.
- Summer
  - During summer term, several representatives from across campus met and brainstormed additional strategies for nudging students not yet registered for fall term. This initiative developed from this conversation included:
    - A personalized mail merge nudge from President Fuller to unregistered students who did not have a registration hold.
    - Additional nudges sent to all unregistered students (excluding those who were graduating or suspended) by the appropriate Division Chairs. Division Chairs were also given a template to use if they wanted for reaching out to students.

#### Nudge Outcomes

Term	Students not registered after registration week (excluding graduating and OHSU students)	Students not registered after second nudge (excluding graduating, suspended and OHSU students)	Students not registered after third nudge (excluding graduating, suspended, and OHSU students)	Total increase in registered students
Fall 2019	625 (14.7%)	383 (9.1%)	332 (7.9%)	293
Winter 2019	754 (19.0%)	330 (8.3%)	236 (6.0%)	518
Spring 2019	854 (27.7%)	607 (19.7%)	498 (16.5%)	356

#### Summer Nudge Impacts

Registration Check Date	Students Not Registered (excluding graduating, OHSU and suspended students)
Mid-July	448 (14.8%)
After President Fuller's nudge to students without holds (early August)	386 (12.8%)
After Division Chair Nudges (Labor Day)	337 (11.2%)
Total Increases	
Increase in Registered Students (from Mid-July to Labor Day)	111
Total Increase in Registered Students from Spring term to Fall Term (from end of May to Labor Day)	<b>498*</b>

### 3. General Education updates

The new General Education program has successfully launched with 210 courses offered from across every Academic Division on campus. Following an update to our proposal process, the General Education Committee is continuing to review additional courses for inclusion and we have begun the process of assessing the program (see [www.wou.edu/gened/assessment](http://www.wou.edu/gened/assessment)). We've established a centralized process ([www.wou.edu/gened/petitions](http://www.wou.edu/gened/petitions)) for addressing exceptions, waivers and substitutions to General Education requirements that has been used by over 300 students, nine of whom cleared their last requirement(s) for graduation through this process. Joint service transcripts of 19 student veterans and active duty personnel have been reviewed to articulate General Education credits. We've collaborated with Student Success and Advising to offer training for General Education advising, but variations in faculty advising approaches are already straining the petition system and likely also have retention implications.

We are just starting to learn how the First Year Seminars (FYS), offered for the first time this Fall, are working at WOU. Some preliminary data collection is highlighted at [http://www.wou.edu/gened/files/2019/10/GENews\\_Nov\\_19\\_addendum.pdf](http://www.wou.edu/gened/files/2019/10/GENews_Nov_19_addendum.pdf). It is too early to present retention data; preliminary input from first year students indicates they appreciate and value having courses dedicated to them where they can connect to other students and form a community. They report feeling more open about sharing their struggles, difficulties and questions about college in these classes. In 2019-20, Academic Affairs allocated a small budget for FYS support, as FYS course fees would not align with equity and affordability goals. We are using data collected during this years' offerings to establish a dedicated budget and process to support special or unique

FYS activities with financial costs attached. Six FYS sections are fully team-taught (all interdisciplinary, two cross-college). We have one learning community this Fall that links two FYS courses, sharing a common body of students working on shared content, themes, assignments in the courses. We are using this year to lay the groundwork for a more developed Learning Communities pilot in the future.

#### **4. Dean of Graduate Studies and Research Search**

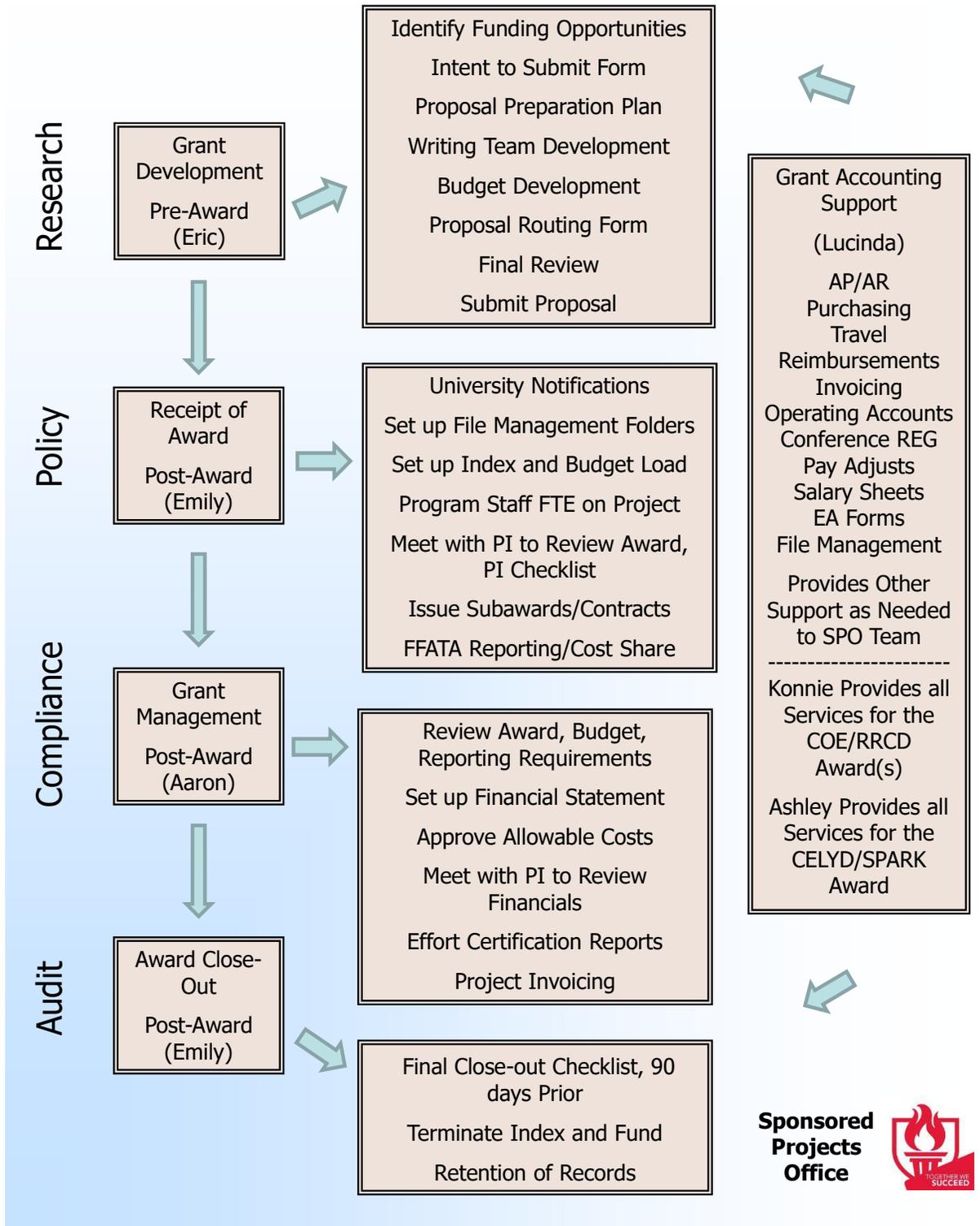
We have a search underway, chaired by Dr. Melanie Landon-Hays, to identify a new Dean of Graduate Studies and Research. Currently, Dr. Linda Stonecipher is serving as Interim Dean of Graduate Studies and Research. This new position combines two previous positions (i.e., Director of Graduate Studies and Director of The Research Institute), which creates some efficiencies and a scale of economy for staff. The Sponsored Projects Office will be under the Dean of Graduate Studies and Research Search, in addition to Graduate Programs.

#### **5. Sponsored Projects Office**

With the addition of Aaron East, Budget Manager who was hired in October 2019, we have four staff members in the Sponsored Projects Office:

- Eric Dickey – pre-award
- Emily Diamond – post award
- Aaron East – budget manager
- Lucinda Milligan – grant accounting support

# Life Cycle of a Grant Award



The Sponsored Projects Office currently manages 19 active awards over \$100,000 for a total of award amount of \$19,447,953. ([\*Copy provided in the Appendix A, Consent Agenda\*](#))

## **6. Rebuilding Center for Academic Innovation**

One of the ways WOU has identified to achieve its vision as a campus of choice for students, is by “adapting to the changing world through continuous institutional improvement, evolving pedagogies and expertise, sustained scholarly and creative activities, and delivery of critical and innovative programs.” Central to this vision is a robust Academic Innovation unit that promotes successful teaching and learning experiences, provides professional development and support for faculty, offers one-on-one academic technical support services, provides instructional design support, and serves as a catalyst for growth of a university culture that values and supports excellence in teaching.

During the 2018-2019 academic year, the Library and Academic Technology Steering Committee was charged to assist with the search for a new Dean of Library and Academic Innovation and make recommendations for the creation of a newly-envisioned Academic Innovation unit. Chelle Batchelor was hired into the Dean position on August 1, 2019 and immediately began to carry out the vision and recommendations of the task force. Following are the actions taken thus far:

- Director of Academic Innovation position posted; preference given to applications received by Nov. 1, 2019
- Instructional Designer position posted; preference given to applications received by Nov. 15, 2019
- LMS Support Specialist (Ben Hays) and two graduate assistants move to Library Digital Media Center (HL 216) on Nov. 8, 2019
- Digital Production Technician (Sean O’Neill) begins reporting to Dean of Library and Academic Innovation and functionally joins Academic Innovation team on Nov. 8, 2019

Simultaneous with this rebuilding of the Academic Innovation unit, a subcommittee of the University Technology Advisory Committee (UTAC) is undergoing a systematic review of our current Learning Management System (LMS) and four possible alternatives for providing the best learning environment for our students. Their initial recommendation is expected to be presented to UTAC in December 2019. If their recommendation is to adopt a hosted LMS solution, the Academic Innovation unit will coordinate LMS pilot testing in Winter 2020 with possible implementation of a new system occurring over the course of the 2020-2021 academic year. Also, with the rapid growth of our Salem campus on the horizon, the Dean of Library and Academic Innovation plans to submit a UBAC proposal in January 2020 to fund an additional instructional designer position with an emphasis on hybrid course design support.

## **7. Apple Pilot Report November 2019**

WOU has been in conversations with Apple and their Higher Education Division since April 2019. Many faculty and staff have been involved with these discussions and the Faculty Senate Executive Committee, University Technology Advisory Committee and University Council have been briefed during meetings occurring in July - October 2019.

Conversations with Apple and colleagues at higher education institutions that have implemented iPad programs for their students have revealed many possible benefits.

As an access institution we are ever mindful of barriers to student success, and providing iPads to all students would reduce the divide between students who have access to needed technology and those who do not. A 1x1 mobile program also has the potential to reduce the overall cost of education. For example, iPad apps can be used to replace expensive graphing calculators, and the Library will be launching a program in Winter 2019 to encourage and incentivize the adoption of Open Textbooks that are readily and freely available to students using mobile devices. Apple also provides free tools and educational materials that can be leveraged to teach students coding and app development skills, preparing them to enter a skyrocketing job market. A program that enables all of our students to "go mobile" could also benefit WOU student athletes' academic performance, especially given that our athletic tour buses are already enabled with WiFi.

This is a mere sampling of potential benefits to providing our students with mobile technology, and WOU is favoring adoption of iPads because of Apple's commitment to accessibility, significant educational discounts, free and low-cost professional development offerings, and robust AppleCare protection plan. WOU approved and funded the following activities and pilot projects in 2019-2020 to further explore these benefits and opportunities:

- a. August 28 & 29, 2019: twenty faculty and staff took part in an Apple Professional Learning training designed to show how we could increase student success and academic achievement using new technologies (e.g., note taking apps, real time in class surveys, screen capture for creating online lectures and more)
- b. Fall 2019: twenty students in the Strong Start program were given an iPad (with Apple Pencil) for the duration of their time at WOU
- c. Fall 2019: Student Enrichment Program - twenty-five iPads on a "mobile technology lab" cart are being used by three SEP First Year Seminar courses. Students use the iPads while in class and return them to the cart before they leave
- d. Fall 2019: Writing 121 - students in two Writing 121 courses are able to check out iPads (with Apple Pencils) from the Library for the entire quarter
- e. Winter 2020: another cohort of 20 faculty and staff will attend an Apple Professional Learning training
- f. Winter 2020 and Spring 2020: additional courses will experiment with using iPads in the classroom. Students in those courses will be able to check out an iPad from the library for the entire quarter

## **8. College Restructure Taskforce**

We will have greater clarity on our health sciences efforts after the Feb 2020 legislative session. It appears that we will need a home for new and existing healthcare programs. Later this academic year, we will convene a College Restructure Taskforce to work over Summer 2020 and hold town halls during Fall 2020.

**9. A Stamats** report on the market for graduate programs identified a Master of Social Work as a promising option to consider. However, Portland State University already has an extensive network of MSW programs across the state. On December 12, 2019 we are scheduled to host PSU's Dean of Social Work. Before that meeting, Provost Winningham, Dean Cassity and all three tenure track Sociology professors will meet to discuss possible efforts and how they align with their program review. If we were able to be a satellite site for a PSU MSW cohort, we could drive additional enrollment to our undergraduate programming, which is well suited to prepare our undergraduates to enter a graduate program in social work. This effort aligns with our mission and would serve community focused first generation and Latinx students. In addition, we anticipate all three tenure track sociology professors to retire within the next three years, providing an opportunity to re-shape the faculty and curriculum to support these efforts.

#### **10. Willamette Promise Recruitment Effort 2540 letters**

In early October, we sent letters to the 2,540 Willamette Promise (WP) students that earned college credit while in high school during the 2018-19 school year. The letters provided a list of the credits the student had earned to-date, how those credits apply to the general education requirements at WOU, and encouraged the students to apply for the WP scholarship if they are coming to WOU. We've also begun a partnership with the Admissions Office to identify and implement strategies for reaching WP students, including those who are currently attending a community college.

#### **11. College Scheduler**

##### **College Scheduler Benefits to Students**

After hearing feedback from students and advisors since this tool was launched just a few weeks ago, students are excited to have a tool they can use to plan out classes that it is easier to use. Athletes are benefitting from being able to put in their practice and travel times to find a schedule that works around that. After comparing the experience of registration from SOAR, new freshman are finding the new system much less frustrating to use which reduces their anxiety around registration. Another benefit we have seen is how helpful it is for students to see all their schedule options and make multiple plans. Students are also aware that this tool (or similar ones) are used at other schools. It benefits students and the university to have a comparable tool for retaining students.

##### **College Scheduler Benefits to Advisors**

Having a tool that can do the work of generating schedules reduces the amount of time advisors have to spend during appointments focusing on that aspect of registration. It is giving advisors more time to talk about additional topics with the students, such as goals and overall wellbeing. The advisor side of College Scheduler enhances the advising appointment by allowing the advisor to see what plans the student has already starting working on and being able to show the student how the tool works. Students can then follow up on the advising appointment and have the skills to continue planning their schedule. Advisors have been able to easily use the tool and have shared that is leading to positive interactions with students during advising appointments.

To assist with the launch of College Scheduler, the Registrar's Office and the Student Success and Advising partnered to offer information sessions for faculty and staff

advisors. Four sessions were offered during week 3 of the term. Supplementary materials including a tutorial video and a guide with additional instructions, resources, and guidelines for advisors when using the College Scheduler Advisor tools were sent to campus after the sessions and are available online.

#### **College Scheduler's capabilities:**

- 49.5% of students that register using College Scheduler register for an additional 3 credits.
- Allows the institution to monitor course need and optimize section offerings.
- Provides schedule permutations to identify possibilities that might otherwise be missed.
- Allows students to schedule breaks to account for life obligations.
- Works dynamically with the Banner SIS to display real-time schedule information and interface with our registration system.
- Capable of incorporating plans from Degree Tracks into the system for schedule building. Which will be beneficial as we are working this year to implement the long-term degree planning feature of Degree Tracks.
- Mobile compatible.
- Enrollment optimization tools are available.

#### **Timeline & Statistics for WOU's implementation:**

- Released to students on: October 16, 2019
- Support resources available at: <https://www.wou.edu/registrar/schedule-planner/>
- As of 10/31/2019 for Winter 2020:
  - 1,299 users
  - 2,900 logins
  - 566 courses are in student plans
  - 293 unique sections are locked into student plans
  - 228 breaks have been entered, some preliminary points of interest:
    - 58 of those have "work" in the title of the break
    - 8 reference "morning" or "no morning"
    - 14 reference "Friday" or "No Friday classes"
    - 12 reference "Practice" or a sport
    - 24 reference "no" without specifying what
    - 142 breaks start before noon
    - 36 breaks are Friday only
    - 15 breaks are MTWR
    - 82 breaks are MTWRF
- Note students have already begun to plan for Spring 2020:
  - 282 courses are in student plans
  - 17 unique sections are locked into student plans

## **12. WOU:Salem Updates**

## Building Purchase

WOU Board of Trustees approved the purchase of 525 Trade St. SE, Salem, OR 97301 (Vick Building) at the September retreat.

- Purchase price of \$2.73M, including establishment of Yost Scholarship for Leadership, endowed fund of \$100,000. This should result in around \$4,000 in scholarships for Salem students annually.
- Virtual Building Tour at: <http://www.wou.edu/salem/renovations/>
  - Monthly updates will also be posted here
- Classes are expected to begin in the Vick Building in Fall 2020

## Events & Outreach

- President Fuller, Provost Winningham, Dr. David Foster, Paul Disney, and Hilary Holman-Kidd met with Oregon Department of Administrative Services in Salem to discuss potential partnership opportunities.
- Apple has made several more visits recently, and is giving great input on potential Regional Development Hub at the Vick Building.
- Oregon Economic Development Association Annual Conference – Gold Sponsor/ Conference Dinner Keynote at the Vick Building (October 27-29)



- November 18: Legislative Reception at the Vick Building after Legislative Day
- November 21: Keynote at Travel Salem Annual Luncheon
- Pictures and events will be updated on the WOU:Salem website at: <http://www.wou.edu/salem/activities/>

## Roll Out of Academic Programs

### 2019-20

- MA in Organizational Leadership
- MS Ed, Special Education (Salem-Keizer cohort)
- AB in Liberal Studies
- Degree completion for AB, BS in Psychology via online and hybrid courses
- Degree completion for BS in Criminal Justice via online and hybrid courses

### 2020-21

- Interdisciplinary Studies (pending program's approval) via online and hybrid courses
- Professional Writing Certificate

### Under discussion

- Early Childhood Studies
- MS in Rehabilitation and Mental Health Counseling
- Certificates in Gerontology or BS in Gerontology
- AB/BS in Information Systems
- Master of Science in Management & Information Systems (redesign)
- Certificate in Conflict Resolution

**Projected Roll Out of Time Slots at Vick Building**

	Mon	Tue	Wed	Thu	Fri	Sat
8-8:50	2023-24	2023-24	2023-24	2023-24	2023-24	
9-9:50						
10-10:50	2023-24	2023-24	2023-24	2023-24	2023-24	2020-21
11-11:50						
12-12:50	2021-22	2021-22	2021-22	2021-22		2020-21
1-1:50						
2-2:50	2022-23	2022-23	2022-23	2022-23		2022-23
3-3:50						
4-5:20	2020-21	2020-21	2020-21	2020-21		
5:30-7:20	2020-21	2018-19	2018-19	2019-20		
7:30-9:20	2020-21	2018-19	2018-19	2019-20		

As of October 9

Course	Fall Enroll	Audience
BA 411	14	Business/Economics
CJ 352	9	Criminal Justice
CJ 453	7	Criminal Justice
EC 318	13	Business/Economics
LING 209	4	Gen Ed/Early Childhood Studies
LS 300	1	inload, ind study
OL 492/592	16	MAOL
PSY 334	12	Psychology
SPED 622	15	SPED SK cohorts
SPED 625	15	SPED SK cohorts
SPED 645	17	SPED SK cohorts
TA 110	15	Gen Ed
WR 121	3	Gen Ed
WR 402	21	Professional Writing Certificate

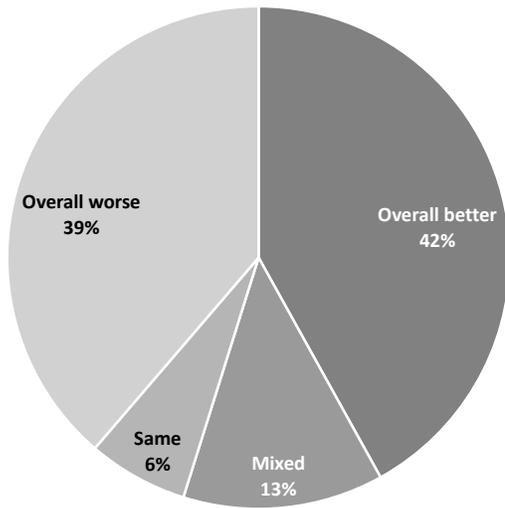
	Total	Sections	Average
All	162	14	11.5714286
Graduate	63	4	15.75
Undergraduate	99	10	9.9
Undergrad*	98	9	10.8888889

In the Salem budget proposal, we projected ~6 per General Ed course, 8 per other course.

Winter 2020 Courses at WOU:Salem (Building = WESD)

CRN	Prefix	#	Course	Instructor	Day	Time	Room
21920	ANTH	216	Cultural Anthropology	TBA	Wednesday	5:30-7:20	Willamette
21903	BA	315	Financial Management	Pinkard	Tuesday	7:00-8:20	Willamette
21456	BA	361	Organizational Behavior	Disney	Tuesday	5:30-6:50	Willamette
20649	CJ	421	Policy Analysis in CJ	Tighe	Tuesday	7:30-9:20	Marion
21909	CJ	457	Motivational Interviewing	O'Connor	Thursday	5:30-7:20	Willamette
21438	ED	231	Typical & Atypical Development	Sheppard	Thursday	5:30-8:20	Marion
21933	HST	492	History of the Pacific Northwest	Sinclair	Thursday	7:30-9:20	Willamette
21943	LIT	101	Topics: Goth & Horror	Harvey	Thursday	7:30-9:20	Yamhill
21966	OL	407	Creative Problem Solving for the 21st Century	Murfin	Thursday	5:30-7:20	Yamhill
21907	OL	607	Research for Marketing Decisions	Bradshaw	Wednesday	7:30-9:20	Willamette
21914	PSY	202	Intro to Psych	Powell	Tuesday	5:30-7:20	Yamhill
21915	PSY	445	Intro to Industrial/Organizational Psychology	Brannan	Tuesday	5:30-7:20	Marion
TBA	SPED	623	Behavior Support	Hovey	Wednesday	5:15-8:15	Yamhill
TBA	SPED	628	Mathematics Remediation	Peterson-Ahmad	Wednesday	5:15-8:15	Yamhill
TBA	TA	110	Intro to Theatre	deChatelet	Wednesday	7:30-9:20	Marion
21845	WR	122	College Writing II	Soderlund	Tuesday	7:30-9:20	Yamhill
21396	WR	300	Technical and Workplace Writing	Koshnick	Wednesday	5:30-7:20	Marion

### The Commute



We asked questions about the length of time it took to travel between home/work and WOU:Salem **and** home/work and Monmouth campus.

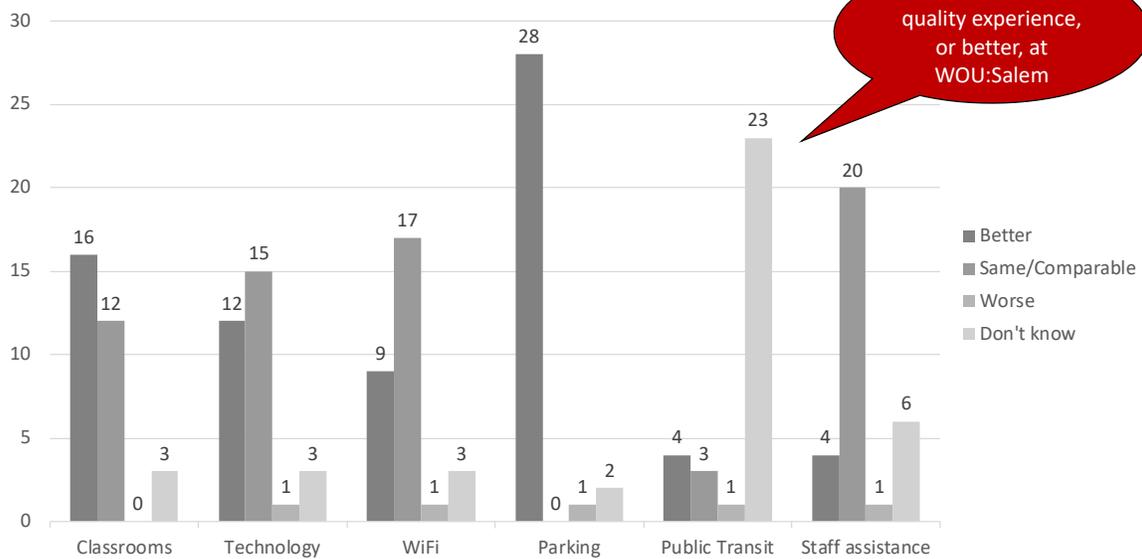
We then consolidated the data to see whether WOU:Salem made for a better commute (shorter) or worse commute (longer).

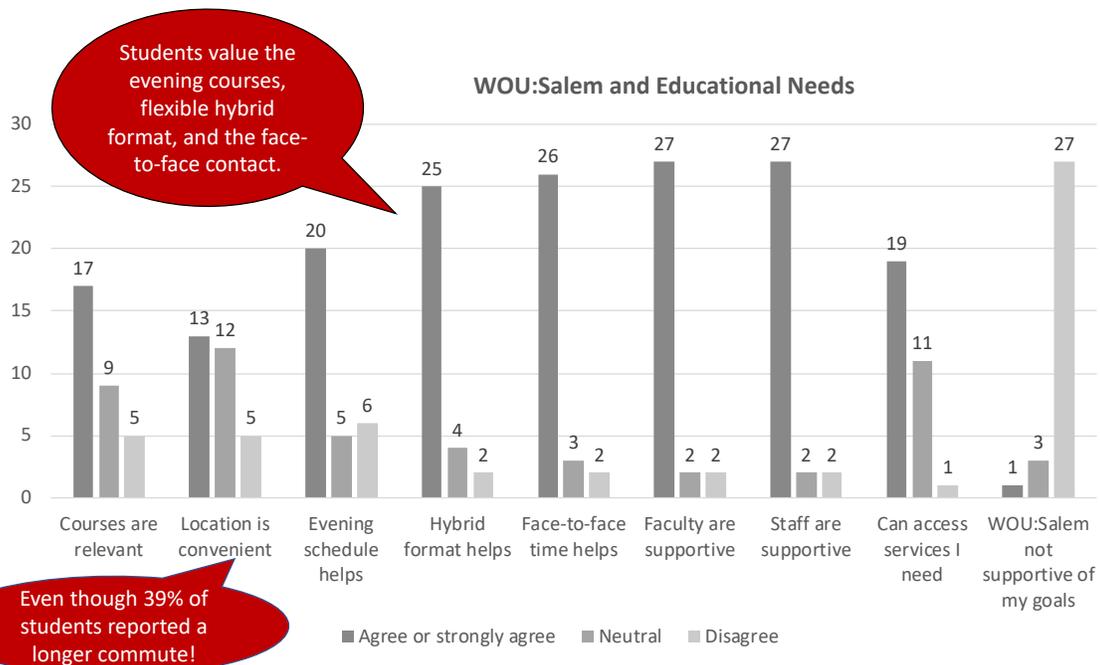
For some students, the commute time was roughly the same, and for some it improved the commute from work but not home or vice versa.

In the future, we aim for the overall better segment to get larger.

(33 students responded of 111 surveyed.)

### Facility & Services





## WOU:Salem events

- Tuesday, October 29, 6:30-8:30 pm: Winter Term Drop-In Academic Advising for Business students
- Wednesday, October 30, 6:30-8:00 pm: Winter Term Drop-In Academic Advising for Criminal Justice students
- Wednesday, October 30, 5:30-9:00 pm: Winter Term Drop-In Academic Advising for Interdisciplinary Studies Students
- Tuesday, November 5, 6:30-8:30 pm: Winter Term Academic Advising for Exploratory students and General Advising Questions
- Thursday, November 7, 5:30-9:00 pm: Winter Term Drop-In Academic Advising for Interdisciplinary Studies Students
- Tuesday, November 12, 6:30-8:30 pm: Winter Term Drop-In Academic Advising for Psychology Students
- Tuesday, November 19, 6:30-7:20 and 7:30-8:20 pm: Career Explorations workshop with Dr. Adry Clark, Director, WOU's Office of Service Learning and Career Development



Location: Polk Room,  
WOU:Salem (2611 Pringle  
Rd SE Salem, OR)

Parking: Use front lot, and  
enter through the WESD  
north entrance