



Board of Trustees Meeting – April 20, 2022

Appendix B

President's Cabinet Reports | Table of Contents:

- 1) [President Jay Kenton](#)
- 2) Dr. Paula Baldwin, Interim Director of [Marketing & Communications](#)
- 3) Tina Fuchs, Interim Vice President for [Student Affairs](#)
- 4) Cara Groshong, Interim Director of [WOU Foundation](#)
- 5) Ryan Hagemann, Vice President & [General Counsel](#)
- 6) Dr. Ana Karaman, Vice President for [Finance & Administration](#)
- 7) Randi Lydum, Executive Director of [Intercollegiate Athletics](#)
- 8) Dr. Rob Winningham, Provost & Vice President for [Academic Affairs](#)



April 20, 2022 | WOU Board of Trustees Meeting Interim President Kenton's Report

Thank you all again for your service and for all you are doing for our students, faculty, staff, the community and one another. We are nearing the end of my tenure and I have greatly enjoyed working with you this year. I feel as though the new president will be walking into a much better situation than I did only 10 months ago. We have re-grouped as a campus and now stand ready to meet the challenges ahead.

COVID Update:

Reports of positive tests have slowed considerably of late. During the month of March only 4 students and 2 employees reported testing positive for the virus. From April 1 through April 10, two students and two employees have reported positive tests, thus it seems we may see a slight uptick in positive tests similar to what we are hearing from around the country. I might add that there are no students occupying isolation spaces for far this term. However, the case counts are low, our population is highly vaccinated and case severity is low. Thus, for now we will continue not requiring masks and distancing, but plan to closely monitor the situation and make adjustments as needed or as required by public health officials.

Personnel Updates:

In my last campus update I reported that we had hired Dominique Vargas to be our first Executive Director of Diversity, Equity and Inclusion. Dominique is moving to Oregon from Wisconsin and will start at WOU on June 1, 2022. Dominique will be a member of the president's cabinet.

I am also happy to report that we have hired Richard (Rick) Enyard to be our new Executive Director of Human Resources. Rick is from Missouri, has a doctorate in education, and has worked at multiple universities in the mid-west. He has visited Oregon a few times in the past as he is an avid outdoorsman. Rick will start working for WOU on May 16, 2022 and a public announcement of Rick's hiring will be made soon. Rick will report to Ana Karaman and will have a seat on the President's Cabinet as we

need to be much more strategic in managing our human resources to be successful going forward.

I am also glad to introduce Gabriela Eyster as the Interim Director of Capital Planning and Construction. Gabriela is our staff mechanical engineer and will lead this unit until the hiring process for this position is complete. Camarie Moreno is chairing the search committee for this recruitment.

I have drafted a position description for the new Vice President for Advancement and University Relations and Executive Director of the WOU Foundation. This will be the replacement for the position of Executive Director for Advancement and WOU Foundation, with a title change. Ryan Hagemann will chair the search committee. The Foundation and Alumni Association will also be involved. I have mentioned this to the presidential candidates and will defer to them as to its disposition and selection. I have also provided this information to the WOU Foundation Board. This newly named unit will also include Government Relations and University Special Events in addition to Marketing and Communications, Development/Fund Raising and Administrative Operations of the WOU Foundation.

Marketing Update:

I would like to thank Paula Baldwin and Sarah Sheldrick for stepping in to assist with Marketing and Communications until Sept. 15, 2022. Their collective intelligence, energy and creativity is a welcome respite. We have some very talented faculty at WOU. Here's an update on their work:

Social Media

- 1) The social media accounts (Facebook, Instagram, Twitter, and LinkedIn) are almost straightened out in terms of access and ownership. Marion Barnes and Lisa Catto were still on the accounts. Facebook is the last one to be straightened out. Bill Kernan has been extraordinarily helpful untangling these knots and we

are setting up our processes so that the transition to the next team will be seamless.

- 2) We are posting regularly on Instagram, Twitter, Facebook, and to a lesser degree, LinkedIn.
- 3) We are actively working on developing more Reels for Instagram. Why? Our 18-22 demographic responds very well to Reels.
- 4) We are changing our primary Instagram account from @wounews to @WesternOregonUniversity which is the standard with other universities. We are coordinating this, and with support from, Admissions.
- 5) All our social media accounts are important, but Instagram is the area where we have the largest number of followers and where our 18–22-year-old segment really engages.
- 6) We are actively following and engaging with multiple WOU accounts to increase our visibility and theirs.
- 7) We are getting all our social media accounts verified if that applies. At this time, we have become verified (blue check mark) on Twitter.
- 8) Our heightened activity is increasing our followers.

Ad Buys:

- 1) All ads contain an action link: wou.edu/visit which takes the user right to our admissions page.
- 2) I have asked the cinema buys to give me a monthly number of persons buying tickets to determine how many people potentially saw our ad.
- 3) Cinema buys (6-7 months in duration):
 - a. Salem Cinema (front page, left side, shows 'sponsors' which links back to the user. We have a link there, Western Oregon University, which links directly back to wou.edu/visit) (\$1200)
 - b. Dallas Cinema (\$150)
 - c. Star Cinema (Stayton) (\$150)
 - d. Independence Cinema (\$600)
 - e. Sandy Cinema (Sandy) (\$600)

- f. Northern Lights (Salem – maybe)
- 4) Additional Cinema Buys:
- a. We are working with NCM to make some additional cinema buys specifically targeted at the 18-22 Hispanic population
 - b. These buys will be more expensive than the other, more rural buys, but they have increased exposure with screens in the lobby viewed while waiting in line, as well as the pre-movie screen time.
 - c. FROM NCM: “multiple spots Onscreen, multiple spots on my LEN (Lobby Entertainment Network) as well as multiple, retargeted impressions on a number of digital platforms. Please note, we will zip code geotarget your digital impressions to movie goers and residents in the Portland DMA. We will also layer in additional targeting to A18-22, Hispanic and Hispanic Speaking.”
 - d. Our plan is to book a multi-slide buy, alternating Spanish and English as research shows the parents will likely be attracted to the Spanish slide and the English will attract the young 18-22 Hispanic persons.

Additional Buys:

We met with folks from EAB regarding marketing. Their feedback was very helpful. They suggested YouTube buys and Spotify buys. The Spotify buys are already there, but YouTube is still a possibility. It requires video and that is something that we have not been able to coordinate just yet.

- 1) Dallas Community buys:
 - a. Banner on the Dallas Pickleball Court (Signage includes printing of up to 3 banners, so I am taking advantage of that).
 - b. Banner in the Dallas Aquatic Center
 - c. Signage in the outfield of Dallas Kids Inc., K-8 baseball fields (high traffic)
 - d. We are also considering signage in the Dallas HS stadium.
- 2) Mavericks Baseball League Ballpark/Keizer Volcanoes:

- a. We have purchased 4'x8 'signage in the outfield of the Keizer Volcanoes in the Mavericks Baseball League ballpark for May through September (\$2000). I expect it to be at 3rd base (across from the home team dugout).
 - b. This purchase comes with 48 tickets to the games in a lower balcony box (2 tickets per game). We expect to use those tickets for campus promotions as prizes and giveaways.
- 3) We are also taking advantage of a companion buy from KRKN radio (5 months \$1500). We have requested that all our spots be centered around traffic, weather, and sports.
- a. Their audience ranges between 20,000 and 30,000, 25-64 in age with upper to upper-middle incomes with 80% homeownership. We will get commercials on 1430 KYKN, commercials on the 1430 KYKN Digital Stream, be listed on the 1430 KYKN Sponsor page with hyperlink to our website as well as commercials in Maverick's Baseball games throughout the season. Below are the details.
 - i. Maverick's League Sponsor package (May – Sept-22)
 - ii. (1) :30 commercial in every Mavericks League baseball game broadcast.
 - iii. (100) :30 commercials each month.
 - iv. (50) on 1430 KYKN.
 - v. (50) on our Digital Stream (kykn.com & the KYKN App)
 - vi. Listing & hyperlink to your website on the 1430 KYKN Sponsor page on www.1430kykn.com.
 - vii. Production of commercials is included.
- 4) We are doing a simple Stayton Sublimity Chamber of Commerce listing, both print and digital. This chamber reaches multiple small towns: Stayton, Sublimity, Scio, Jefferson, Aumsville, Turner, and Santiam Canyon (\$500).

Previous Buys/Ongoing:

These are the previous buys that are on-going. We have a meeting set up to talk to KOIN about some of these buys.

- e. Spotify - Usually we get charged anywhere from 3-10 times a month for a total of \$1000-\$2000.
- f. Google - They charge us 2-4 times a month for \$1000-\$2000. The charges are always for an even \$500.
- g. Facebook - They only charge us once or twice a month. But the charges can vary anywhere from \$100-\$900 per charge.
- h. Statesman Journal - MarCom pays for a monthly subscription at \$9.99 per month.
- i. Salem Reporter - Another news subscription MarCom subscribed to for \$10 per month.

Campaigns:

WOU Wednesdays

- 1) We reached out to several business and immediately began the WOU Wednesday campaign on March 30. Each business that wanted to participate was given WOU t-shirts for their entire staff, a window flyer and window cling.
- 2) In return, we asked for their logo and their discount and that their staff wear their WOU t-shirts on Wednesdays.
- 3) I have also asked to have the discounts applied to students, faculty, and staff so that WOU can continue to support our local businesses when the students have returned home for the summer.
- 4) Current participants are Dutch, Yang's, Koyote's, Momiji's, The Sippery, Maui Melts, The Find, Rookie's, and the Starduster Café.
- 5) Grain Station will join in 2 weeks with a special menu.
- 6) The Arena is owned by the same people who own Rookie's, and they want to see how WOU Wednesdays goes before committing the Arena.
- 7) An interesting outcome of the MBA was that local businesses in Monmouth/Independence wanted to join WOU Wednesday. I am working with MaMere's B&B. We have given her the flyers, information, and our needs, and she will be sending that information out to the MBA mailing list.

- 8) I am working with Student Media to do short features on each of the participating businesses. We will give them the list and the contact information, and his journalists will do the rest.
- 9) The newest iteration of the WOU Wednesday flyer has a QR code on it that links to the most current list of participating businesses and their discount. The flyer has their logo, their name, and their discount.

Great Education, Sweet Location

This campaign and versions of it are designed to be used primarily in the rural markets.

Here are a couple of versions:

- 1) Western Oregon University. Great Education. Sweet Location. Wou.edu/visit
- 2) Located in Monmouth, in the heart of the Willamette Valley, Western Oregon is just an hour and some change from all the wonderful places Oregon has to offer. Make Western Oregon your home away from home. Great Education. Sweet Location. Wou.edu/visit
- 3) At this time, there are 3 different versions and the version used depends on the ad site's proximity to Monmouth.
- 4) The Great Education, Sweet Location is designed to maximize our location.
- 5) The Make Western your home away from home is designed to make all students feel welcome and accepted, and to encourage our Hispanic students, whose culture is collective, to emotionally connect to Western as a second home.
- 6) Our sign will go up on the S-curves this week (Western Oregon University. Great Education. Sweet Location. Wou.edu/visit). This is highly visible and will signal our commitment to the local communities. We expect to make this a photo op with the sign, the Central Park Youth volunteers, and our MarCom team.

WOU Outreach:

- 1) We have reached out to WOU's Veteran Resource Center to see if we can insert a slide into our cinema buys promoting them (as we can change them about every 2 weeks).
- 2) We have reached out to WOUFT to do the same.
- 3) We have emailed all recipients of the Fall '21 Marketing RFPs to offer my assistance.
 - a. We are editing letters and providing other assistance as requested.

Personnel:

- 1) We have been recruiting for a Spanish language translator. Dr. Olga Santiago, bicultural translator, has had her references and background checked and has been offered the position.
- 2) She should be onboard before the end of April 2022.
- 3) While there is an understandable need to hire a Marketing Director, we are also thinking seriously about hiring another web designer. Our students are digital natives, and they expect a seamless digital experience. One web designer is not enough.

WOU/MI Communities:

- 1) We spoke and met with the Monmouth Business Association (MBA) last Thursday. Other departments from Western were also represented.
- 2) MBA is very interested in creating a thorough and long-lasting partnership with Western. That concept has not always been well received in the past.
- 3) They are also very interested in knowing when we have a large group coming to campus as well as knowing when the group members will be coming into the community for meals.
- 4) They also mentioned how difficult our bookstore is to get to and that they wish we could move it off campus or set up some kind of local boutique section to purchase WOU products.

- a. I have put a discussion with Bi-Mart management in Eugene on my to do list as to how we can get our WOU gear in their stores.
- 5) Marilyn Manson publishes a free digital newsletter with ads for the Monmouth/Independence community. I have asked to put an ad there.
 - a. We may even want to create a WOU/MI Community page somewhere on our website.
- 6) MBA would like to have a day where the updated Wolfie comes to each local business for pictures.
- 7) MBA also suggested that we have Wolfie visit our 3 elementary schools.
 - a. We thought this would be a great opportunity to start recruiting our WOU students.
 - b. We could have a sweet, little 'swearing in' so they can join our Pack.
 - c. Class picture with Wolfie. Handouts of WOU temporary kid tattoos, stickers etc.

Enrollment Update:

The Office of Admissions has seen much turnover in staffing this year. The staffing challenges plus navigating COVID regulations, has made it difficult for Admissions to recruit at a level they are accustomed to and certainly limited their ability to access high schools and community college with the same robust efforts prior to March 2020. However, under the steady hand of Anna Hernandez-Hunter, interim Director of Admissions, the Admissions team is making great strides in recruitment efforts of first year and transfer students.

As a part of our recruitment efforts, Admissions has hosted **1919** students on campus in the past 7 months (September 1, 2021 - March 31, 2022). This number shows a strong return to in person activities, following very limited in person engagement over the previous year.

The numbers in the Fall 2022 enrollment report displayed below do not include the recent push by EAB to enroll Graduate and Adult Returning students. The applications



from this push are expected later this month. In addition, Shorelight just added WOU to its list of institutions seeking international students. We are their only Oregon public university. They expect to get WOU 10-15 students this year. And, we have finalized our contract and are now live with Amazon for their employee education program. Thus, we hope to build on these numbers soon.

Fall 2022 Applications and Admissions Report			
As of March 29, 2022			
Applications	2,022	2,021	% Chg.
African American	84	104	-19.2%
American Indian	29	27	7.4%
Asian/Pacific Islander	200	165	21.2%
Hispanic/Latino	977	706	38.4%
Unknown ethnicity	273	296	-7.8%
White	<u>1,406</u>	<u>1,230</u>	14.3%
Total Freshmen	2,969	2,528	17.4%
Undergraduate Transfers			
Freshmen	108	116	-6.9%
Sophomores	208	110	89.1%
Juniors	76	188	-59.6%
Seniors	<u>8</u>	<u>25</u>	-68.0%
Total Transfers	400	439	-8.9%
Post-Bac Non-Grad	<u>12</u>	<u>9</u>	33.3%
Total Undergraduates	3,381	2,976	13.6%
Masters	124	104	19.2%
Post-Bac Grad	<u>-</u>	<u>-</u>	0.0%
Total Graduates	124	104	19.2%
Total Applicants	3,505	3,080	13.8%
Admitted			
African American	64	84	-23.8%
American Indian	22	24	-8.3%
Asian/Pacific Islander	167	150	11.3%
Hispanic/Latino	757	611	23.9%

Unknown ethnicity	215	270	-20.4%
White	<u>1,152</u>	<u>1,106</u>	4.2%
Total Freshmen	2,377	2,245	5.9%
Undergraduate Transfers			
Freshmen	53	41	29.3%
Sophomores	198	82	141.5%
Juniors	71	148	-52.0%
Seniors	<u>7</u>	<u>21</u>	-66.7%
Total Transfers	329	292	12.7%
Post-Bac Non-Grad	10	6	66.7%
Total Undergraduates	2,716	2,543	6.8%
Masters	40	30	33.3%
Post-Bac Grad	-	-	0.0%
Total Graduates	40	30	33.3%
Total Admitted	2,756	2,573	7.1%

Emerging HSI Status:

Our first Hispanic-Serving Institution (HSI) Summit, held on Friday, April 1, was well-attended, energizing, and inspiring. We heard from award-winning HSIs and community members, as well as our own students, staff, and faculty. The highlight of the day, by far, was the dance and music performance by students from Woodburn School District. We're looking forward to continuing this conversation and implementing what we learned. The program and recordings of the main sessions (including the students' performance!) are available at <https://wou.edu/provost/hsi-summit>.

Institutional Research recently submitted our Fall 2021 IPEDS report thus I asked them for an update regarding our pursuit of HSI status: Colton Christian replied, "As far as Fall term 2021 Headcount goes, 21.9% of WOU's UG students are Hispanic/Latino. This remains largely the same when we look at UG student FTE, also rounding to 21.9%. This FTE calculation is based on an IPEDS formula that adds together full-time students and 1/3 of part-time students."

In Fall 2020, 21.7% of UG students were Hispanic. I expect this percentage to increase significantly next year as our applications from Hispanic students are currently up 38.4%. Using the same denominator as we did for the Fall 2021 calculation, we would need 113 more Hispanic/Latino undergraduate students in the headcount numerator, and we would need 102 additional Hispanic/Latino undergraduate student FTEs in the FTE numerator to hit the 25% threshold required to be certified as a Hispanic Serving Institution.

Financial Aid:

Over the last few months, members of the Financial Aid team have received and processed FAFSA applications at a steady pace. We started the 2022-23 year being down about 15% in applications. We have closed that gap a bit and are now down approximately 8.7%. While we are confident we will continue to close the gap, it is unlikely we will catch up to the previous year's FAFSA applications.

Notably, processing time for financial aid applications has decreased substantially, going from 6-8 weeks processing time upon receiving documents to 1-2 weeks. This is a result of a combination of fewer students being selected for verification and a partnership between Financial Aid and Campus Logic for StudentForms.

Financial Aid has been using Power Fails software for all financial aid processing for several years. It was determined that moving financial aid processing to Banner will **streamline the awarding process and expedite student awards**. Implementation to Banner Financial Aid is currently underway and members of the Financial Aid team are partnering with a consultant, and with the support of University Computing Solutions and the Business and Accounting office. We are designing, training, and simulating processes to be ready for the full launch on October 1, 2022. Once this is completed and 2022-23 federal financial aid reports are processed we will be able to abandon the Power Fails system and avoid \$43,000 in license fee costs annually thereafter.



College of Education Update:

Dean Mark Girod recently reported he was engaged in conversations with officials in the Salem-Keizer school district to creatively address their need for substitute teachers. They are considering using juniors who are education majors to work as substitute teachers. These would be paid positions (\$225/day) that would allow students studying to be a teacher some actual experience in the school districts prior to doing their required student teaching internships. Mark has worked hard to be a resource for school districts throughout his tenure as dean resulting in opportunities like this that can be mutually beneficial for all parties.

Athletics Update:

Baseball, Softball and Outdoor Track & Field are midway through their spring seasons. Volleyball, football, and men's and women's soccer have begun spring training as well. We have hired a new Head Volleyball Coach, Kaiio Nahale-a and Assistant Volleyball Coach Becca Holtgeerts. Head Men's Soccer coach, Stan Rodrigues, recently hired a new assistant, Colin Baker. Head Softball Coach, Lonny Sargent, announced his retirement at the conclusion of the season, after 10 successful years at WOU. Our student athletes had a great winter term in the classroom as well as on the court, field and track. The women's overall team GPA was 3.406 and the men earned a 3.038. Winter athletic awards: Women's Basketball- 2 Honorable Mention All GNAC team, 7 Academic All GNAC team, GNAC Team of the Week (Jan 10); Men's Basketball- defeated the #1 seed team in the GNAC tournament, 1 Second Team All GNAC, 2 Academic All GNAC, 3 GNAC Player of the Week; Women's Indoor Track & Field- 2nd Place finish as a team at GNAC Championship, 4 USATFCCCA All Region, 3 GNAC Athlete of the Week; Men's Indoor Track & Field- 4 USTFCCCA All region, 3rd Place at GNAC Championship, 1 GNAC Athlete of the Week. Western Oregon will host the GNAC Baseball Championship on May 12-13th. The Wolves Athletic Auction will be held on June 4th in the Pacific Room on campus. The Wolfies- Student-Athlete awards night will take place on June 5th.



Multicultural Student Services and Programs (MSSP):

The MSSP office in collaboration with the Admissions Office, hosted a successful César E. Chávez Leadership Conference (CECLC) on November 12th. The November event hosted over 350 high school seniors at WOU. The next CECLC is scheduled for April 8th with over 500 high school students registered! On March 31st, César E. Chávez's birthday, the CECLC committee awarded 20 CECLC scholarships; the recipients of the scholarships will be invited to attend the conference.

The Multicultural Student Union (MSU) is continuing to host their [annual cultural events!](#) Coming Spring term, MSU will host 27th Annual Native American Pow-wow (April 30), MayDay, which is a representation of Pacific-Islander culture (May 6), and the 29th annual Nuestra Fiesta Latina (May 20).

The Multicultural Representatives (MCR) Program is a volunteer based program of mentors who assist with welcoming new MSSP students to WOU. This year, we surpassed our mentor application goal and we are excited to share that we will have 26 MCR mentors for the 2022-23 year.

Importance of Institutional Research:

Dr. Michael Baltzley has been leading Institutional Research this year. He hired Colton Christian and Georgia Armitage; thus the office is now fully staffed. The office is completing 20 – 30 ad hoc data reports every month as requested by various groups on campus. They are preparing to distribute 10 – 15 reports for division chairs; this data will be given to division chairs every quarter and/or every year to help keep programs sustainable by facilitating conversations for improvement. We need data to make informed decisions, thus this re-constituted office will be key in providing the data we need to make better decisions going forward.



Merger of Student Success and Advising, Student Enrichment Programs (SEP) and Teacher Preparation Student Support (TPSSS) Programs:

The recent reorganization/merger of Student Enrichment Programs (SEP) and Teacher Prep Student Support Services (TPSSS) to Academic Affairs under Student Success and Advising (SSA) has created opportunities to streamline and enhance professional advising and support services for key student populations. As one example, first year students admitted for Fall 2022 will experience a completely redesigned onboarding experience this summer. Made possible through aligning the work in these units, we are moving towards a more individualized pre-enrollment advising model in support of increasing first year retention. Additionally, this reorganization will allow us to eliminate unnecessary barriers (e.g., registration holds) for key student populations, such as exploring students and students on academic probation. Lastly, we are currently reviewing advisor position descriptions and compensation to ensure equity across the three advising units, as well as working toward combining our front desk operations to create efficiencies.

Merger of Health and Wellness Center with Athletics:

With a shift in the reporting structure of the Health and Wellness Center and Campus Recreation from Student Engagement to Athletics, the leadership staff has been meeting weekly to discuss operations and strategize how to effectively maximize resources for the benefit of students. As more students return to campus, there continues to be an increased demand for recreational programming and facility access. We continue to look for ways to increase our operational hours for both the campus population and the community. The Center is now open 7 days a week throughout Spring term.

Capital Budget:

The Legislature allocated \$16.5M for the steam pipeline/utility tunnel project. This job will be bid as soon as engineers finish the final design and specifications for the system. It is estimated the project will require 18 months to complete.



I am working with Rep. Evans and Legislative leadership to see if we can get the \$4.1M turf field, track renovation and stadium lighting project reconsidered at the June 2022 Emergency Board Hearings. It's too early to tell if we will have success with this request. More to follow in this topic after our preliminary request is floated.

Capital Funding Project Proposals for the next biennium funding request include \$57.8M for the Health Sciences (APSC renovation), the CHAMPS \$28.7M project (NPE remodel and McArthur Field and stadium renovation), and \$19.3M for the Rice Hall Performing Arts remodel. We have been told that we need to trim this request back as we are one of the highest asks of the public universities; thus the cabinet will be discussion this at an upcoming meeting. We have until June 1 to submit a revised request if desired.

Internal Auditor Selection:

After reviewing multiple options, a decision was made to contract out with the Portland State University (PSU) Internal Auditor office for a 2-year contract. If approved by the PSU Audit Committee and Board of Trustees, WOU will gain access to a bench of four internal auditors at PSU. This Intergovernmental agreement is anticipated to start on 7/1/22.

Summary of Recommended Changes in Tuition and Fees for 2022-23

Undergraduate:

- 3.19% increase to resident undergraduate tuition (\$6 per credit increase from \$188 to \$194 per credit)
- 2.9% increase to non-resident undergraduate tuition (\$18 per credit increase from \$620 to \$638 per credit) o Currently, our non-resident undergraduate tuition is 3.3 times our resident rate. Other Oregon public universities' non-resident tuition ranges from 2.6-3.2 times their resident rates.

Graduate:

- Flat graduate tuition (\$460 per credit)

- Graduate tuition is assessed at the same rate regardless of residency.

Overall:

- An increase in the health service fee of \$4, bringing the fee to \$154 per term
- No increases to the building, student health building, student rec center building, and matriculation fees
- Online course fee remains at \$53/credit, to be charged to both undergraduate and graduate students based on online course modality
- IFC has changed the fee to \$372 per term for on-campus students and \$200 for fully online/off-campus students 1 (whereas previously the fee was \$355 per term to be charged to all students at credit 1).

Thanks to the Tuition and Fee Advisory Committee for these reasonable recommendations.

Cybersecurity:

We are fortunate to have some real expertise on cyber security both within UCS and through a partnership with the Office of Homeland Security. Many universities and colleges spend far more money with far less results than we get due to the quality of our people, partners and systems. Many thanks to our UCS team for keeping our systems and data safe from hackers.

- UCS has upgraded an internal security tool to track IP addresses by country of origin. During the current conflict, this allowed us to deny access by Russia and Ukraine as advised by CISA (a homeland security entity).
- There is dramatic growth in campus cybersecurity culture as demonstrated by comparison to other educational institutions via the first six CIS controls. In all cases we are at or above all comparators.

End of HEERF Funds:

We were advised to draw the entire remaining Higher Education Emergency Relief Fund (HEERF) amount of \$6.125M in the current fiscal year. In addition, WOU qualified for



HEERF SIP funds of \$543K. To staff knowledge, no additional federal allocations are being considered at this time. E&G will receive \$4.819M of these funds, while the remaining \$1.849M is held for potential allocation to auxiliaries based on their performance and cash balances necessary to cover debt service on July 1, 2022 of \$2.1M. HEERF allocation to E&G is designated to cover lost revenues, specific HEERF related labor and Services and Supplies (S&S) (additional student aid, cleaning supplies, smart classrooms, mask purchases, computer replacement, HEPA filters, etc.). HEERF spending period ends May 2022.

Financial Projections:

Despite significant investments in new personnel, consultants (EAB, Banner Financial aid, Docusign, PeopleAdmin, etc.), marketing and salary increases we are projecting to spend less than our revenues this year. Thus, resulting in a projected increase in fund balance of \$484,000 which takes the projected 6/30/22 fund balance as a percentage of total E&G revenues from 15.23% to 16.87%. Due to the great resignation, we have numerous (40 or more) open positions, combined with the HEERF funds mentioned above has allowed us to be in this unexpected but welcome position.

Nevertheless, as we work to prepare our 2022-23 budget our structural deficit will likely increase from ~\$3.0M to ~\$5.5M because of the new positions, contractual commitments, salary increases, lower than expected enrollment this year, etc. This ~\$5.5M structural deficit would be with flat enrollment projections. If enrollment were to grow by 10% over the current year, the structural deficit would be reduced by ~\$3.5M. Thus, we still need to keep our primary focus on enrollment as this is the means to get back to a balanced budget.

There is a great deal to be proud of at this University. Thank you again for the opportunity to assist this year. It has been a pleasure to reconnect with the WOU community – it's a great group of people and WOU is a critical part of the public higher education infrastructure in Oregon.

Board of Trustees Report – April 20, 2022

Dr. Paula Baldwin, Interim Director of Marketing & Communications

Sarah Sheldrick and I began working with MarCom on March 14, 2022. Shortly thereafter, at the first cabinet meeting, you asked for an update on MarCom mid-April. Please see the following for details on our progress. We have been busy.

Social Media

- 1) The social media accounts (Facebook, Instagram, Twitter, and LinkedIn) are almost straightened out in terms of access and ownership. Marion Barnes and Lisa Catto were still on the accounts. Facebook is the last one to be straightened out. Bill Kernan has been extraordinarily helpful untangling these knots and we are setting up our processes so that the transition to the next team will be seamless.
- 2) Sarah is posting regularly on Instagram, Twitter, Facebook, and to a lesser degree, LinkedIn.
- 3) I reduce the content from what I've been given to an acceptable level for SM and send to Sarah. If Sarah writes the content, she sends it to me for a copy check.
- 4) Sarah is actively working on developing more Reels for Instagram. Why? Our 18-22 demographic responds very well to Reels.
- 5) We are changing our primary Instagram account from @wounews to @WesternOregonUniversity which is the standard with other universities. We are coordinating this, and with support from, Admissions. They had requested this be done earlier, but it was denied.
- 6) All our SM accounts are important, but Instagram is the area where we have the largest number of followers and where our 18-22 segment really engages.
- 7) We are actively following and engaging with multiple WOU accounts to increase our visibility and theirs.
- 8) We are getting all our SM accounts verified if that applies. At this time, we have become verified (blue check mark) on Twitter.
- 9) Our heightened activity is increasing our followers.

Student Workers:

Sarah has met with the student workers and hired another 2. This was already in the budget, so this is not an extra expenditure. She has reorganized their workspace so that it is efficient, functional, and pleasant. Their work is much more structured than it was previously, and they have certain baselines to meet. I expect their output to improve significantly.

Media:

- 1) We have coordinated releases on Ukraine and the Steam Pipe Repair on Social Media and the President's monthly newsletter, and the final four

Presidential candidates' formal press release to Polk County Itemizer and the Statesman Journal as well as Social Media.

- 2) We also coordinated contact between the Statesman Journal's education reporter, Eddy Binford-Ross and Maria Dantas-Whitney on our Bilingual Teachers Scholars Program.

Ad Buys:

- 1) All ads contain an action link: wou.edu/visit which takes the user right to our admissions page.
- 2) I have asked the cinema buys to give me a monthly number of persons buying tickets to determine how many people potentially saw our ad.
- 3) Cinema buys (6-7 months in duration):
 - a. Salem Cinema (front page, left side, shows 'sponsors' which links back to the user. We have a link there, Western Oregon University, which links directly back to wou.edu/visit) (\$1200)
 - b. Dallas Cinema (\$150)
 - c. Star Cinema (Stayton) (\$150)
 - d. Independence Cinema (\$600)
 - e. Sandy Cinema (Sandy) (\$600)
 - f. Northern Lights (Salem – maybe)
- 4) Additional Cinema Buys:
 - a. I am working with NCM to make some additional cinema buys specifically targeted at the 18-22 Hispanic population
 - b. I have held off on this because I have been waiting to bring the Spanish translator on board.
 - c. These buys will be more expensive than the other, more rural buys, but they have increased exposure with screens in the lobby viewed while waiting in line, as well as the pre-movie screen time.
 - d. FROM NCM: "multiple spots Onscreen, multiple spots on my LEN (Lobby Entertainment Network) as well as multiple, retargeted impressions on a number of digital platforms. Please note, we will zip code geotarget your digital impressions to movie goers and residents in the Portland DMA. We will also layer in additional targeting to A18-22, Hispanic and Hispanic Speaking."
 - e. My plan is to book a multi-slide buy, alternating Spanish and English as research shows the parents will likely be attracted to the Spanish slide and the English will attract the young 18-22 Hispanic person.

Additional Buys:

I met with TJ Reid and Mattura Sam from EAB. Their feedback was very helpful. They suggested YouTube buys and Spotify buys. The Spotify buys are already there, but YouTube is still a possibility. It requires video and that is something that I have not been able to coordinate just yet.

- 1) Dallas Community buys:

- a. Banner on the Dallas Pickleball Court (Signage includes printing of up to 3 banners, so I am taking advantage of that).
 - b. Banner in the Dallas Aquatic Center
 - c. Signage in the outfield of Dallas Kids Inc., K-8 baseball fields (high traffic)
 - d. I am also considering signage in the Dallas HS stadium, but I have not spoken with the coordinator yet.
- 2) Mavericks Baseball League Ballpark/Keizer Volcanoes:
- a. I have purchased 4'x8 'signage in the outfield of the Keizer Volcanoes in the Mavericks Baseball League ballpark for May through September (\$2000). I expect it to be at 3rd base (across from the home team dugout).
 - b. This purchase comes with 48 tickets to the games in a lower balcony box (2 tickets per game). I expect to use those for campus promotions as prizes and giveaways.
- 3) We are also taking advantage of a companion buy from KRKN radio (5 months \$1500). I have requested that all our spots be centered around traffic, weather, and sports.
- a. Their audience ranges between 20,000 and 30,000, 25-64 in age with upper to upper middle incomes with 80% homeownership. We will get commercials on 1430 KYKN, commercials on the 1430 KYKN Digital Stream, be listed on the 1430 KYKN Sponsor page with hyperlink to our website as well as commercials in Maverick's Baseball games throughout the season. Below are the details.
 - i. **Maverick's League Sponsor package (May – Sept-22)**
 - ii. (1) :30 commercial in every Mavericks League baseball game broadcast.
 - iii. (100) :30 commercials/ros each month.
 - iv. (50) on 1430 KYKN.
 - v. (50) on our Digital Stream (kykn.com & the KYKN App)
 - vi. Listing & hyperlink to your website on the 1430 KYKN Sponsor page on www.1430kykn.com.
 - vii. Production of commercials is included.
- 4) I am doing a simple Stayton Sublimity Chamber of Commerce listing, both print and digital. This chamber reaches multiple small towns: Stayton, Sublimity, Scio, Jefferson, Aumsville, Turner, and Santiam Canyon (\$500).

Previous Buys/Ongoing:

These are the previous buys that are on-going. I have a meeting set up to talk to KOIN about some of these buys.

- a. Spotify - Usually we get charged anywhere from 3-10 times a month for a total of \$1000-\$2000.
- b. Google - They charge us 2-4 times a month for \$1000-\$2000. The charges are always for an even \$500.

- c. Facebook - They only charge us once or twice a month. But the charges can vary anywhere from \$100-\$900 per charge.
- d. Statesman Journal - MarCom pays for a monthly subscription at \$9.99 per month.
- e. Salem Reporter - Another news subscription MarCom subscribed to for \$10 per month.

Campaigns:

WOU Wednesdays

- 1) Amber Deets approached me with the idea of WOU Wednesdays. She had approached MarCom a year ago with no results.
- 2) Amber and I reached out to several business and immediately began the WOU Wednesday campaign on March 30. Each business that wanted to participate was given WOU tshirts for their entire staff, a window flyer and window cling.
- 3) In return, we asked for their logo and their discount and that their staff wear their WOU tshirts on Wednesdays.
- 4) I have also asked to have the discounts applied to students, faculty, and staff so that WOU can continue to support our local businesses when the students have returned home for the summer.
- 5) Current participants are Dutch, Yang's, Koyote's, Momiji's, The Sippery, Maui Melts, The Find, Rookie's, Los Primos, Casa Burrito, and the Starduster Café.
- 6) Grain Station will join in 2 weeks with a special menu.
- 7) The Arena is owned by the same people who own Rookie's, and they want to see how WW goes before committing the Arena.
- 8) An interesting outcome of the MBA was that local businesses in M/I wanted to join WW. I am working with Emily of MaMere's B&B. I have given her the flyers, information, and our needs, and she will be sending that information out to the MBA mailing list.
- 9) We have ordered more medium size tshirts.
- 10) I am working with William/Student Media to do short features on each of the participating businesses. We will give him the list and the contact information, and his journalists will do the rest.
- 11) The newest iteration of the WW flyer has a QR code on it that links to the most current list of participating businesses and their discount. The flyer has their logo, their name, and their discount.

Great Education, Sweet Location.

This campaign and versions of it are designed to be used primarily in the rural markets. Here are a couple of versions:

- 1) Western Oregon University. Great Education. Sweet Location.
Wou.edu/visit

- 2) Located in Monmouth, in the heart of the Willamette Valley, Western Texas Oregon is just an hour and some change from all the wonderful place Oregon has to offer. Make Western Oregon your home away from home. Great Education. Sweet Location. Wou.edu/visit
- 3) At this time, there are 3 different versions and the version used depends on the ad site's proximity to Monmouth.
- 4) The Great Education, Sweet Location is designed to maximize our location.
- 5) The Make Western your home away from home is designed to make all of our students feel welcome and accepted, and to encourage our Hispanic students, whose culture is collective, to emotionally connect to Western as a second home.
- 6) Our sign will go up on the S-curves this week (Western Oregon University. Great Education. Sweet Location. Wou.edu/visit). This is highly visible and will signal our commitment to the M/I communities. I expect to make this a photo op with the sign, the Central Park Youth volunteers, and our MarCom team.

WOU Outreach:

- 1) I have reached out to WOU's Veteran Resource Center to see if we can insert a slide into our cinema buys promoting them (as we can change them about every 2 weeks).
- 2) I have reached out to WOUFT to do the same.
- 3) I have emailed all recipients of the Fall '21 RFPs to offer my assistance.
 - a. David Foster sent me a letter to edit, which I did.
 - b. Patricia Gimenez-Eguibar asked for help, and I directed her to the workorder to start the process. I know that a proposal had to be submitted, so I do not expect to start from ground zero.

Personnel:

- 1) Dr. Olga Santiago, bicultural translator, has had her references and background checked. They were very good.
- 2) I am completing the EA and then HR will make her the official offer.
- 3) I expect to bring her onboard before the end of April.
- 4) While I understand that we will need to hire a Marketing Director, I do think we should think seriously about hiring (through UCS) another web designer. Our students are digital natives, and they expect a seamless digital experience. One web designer is not enough.

MarCom Processes:

- 1) We have modified the MarCom work order to require a due date and the name of the person who approves the final product
- 2) I have also emphasized the importance of only working from work order. This creates an electronic trail for the work and protects MarCom.

- 3) I have also asked them to ask people who want meetings with them to have them come to MarCom as opposed to going to the client.
- 4) We have a working lunch meeting every Thursday wherein I provide lunch, everyone has their computers, and each person makes a report on their workload status, current and future. We eat, provide information on current projects, and brainstorm on whatever area is needed.
- 5) We are meeting at Maaske Hall on Thursday at 11am to see if this would be a good place for us to be as accessibility and visibility is important. We will evaluate it for its effectiveness for us and get quotes from facilities.
- 6) I am getting the Market Director position description and I will review it with the MarCom team to get their input.
- 7) All charges from the p-card have now been resolved and we have changed the way p-cards buys are done, to the method recommended by Noah Carrillo.

Updates:

- 1) We are updating the projects pages and adding an additional layer for finished projects.
- 2) We have created a work group of Danielle G, Amy C., Mike S., Bill K., Michael R., and me to create a page that gives real time access to our online classes and contains active links to apply and to register (prospective and current students).
- 3) Danielle currently has a new front page design in her sandbox so we can freshen and update our look.
- 4) We actively developing signage for the 18+ months of construction
- 5) I have put in a work order to add additional signage (Western Oregon University) on the south and the west sides of the Vick Building. Each signage should be mounted/painted (whatever medium is most appropriate) over the south and the west entrances.
- 6) I met with Anna Hernandez-Hunter and Ivan Acosta to share with them how we are providing support for Admissions through our ad buys and action links. We also discussed possible collaboration efforts.

WOU/MI Communities:

- 1) I spoke and met with the Monmouth Business Association last Thursday. Other departments from Western were also represented.
- 2) MBA is very interested in creating a thorough and long-lasting partnership with Western. That concept has not always been well received in the past.
- 3) They are also very interested in knowing when we have a large group coming to campus as well as knowing when the group members will be coming into the community for meals.
- 4) They also mentioned how difficult our bookstore is to get to and that they wish we could move it off campus or set up some kind of local boutique section to purchase WOU products.

- a. I have put a discussion with Bi-Mart management in Eugene on my to do list as to how we can get our WOU gear in their stores.
- 5) Marilyn Manson publishes a free digital newsletter with ads for the MI community. I have asked to put an ad there.
 - a. We may even want to create a WOU/MI Community page somewhere on our website.
- 6) MBA would like to have a day where the updated Wolfie comes to each local business for pictures.
- 7) MBA also suggested that we have Wolfie visit our 3 elementary schools.
 - a. I thought this would be a great opportunity to start recruiting our WOU students.
 - b. We could have a sweet, little 'swearing in' so they can join our Pack.
 - c. Class picture with Wolfie. Handouts of WOU temporary kid tattoos, stickers etc.

Bi-Mart

I spoke with Mardell Ray, the buyer for Bi-Mart, to see about getting WOU t-shirts into our local store. I understand the barriers better now, but I believe we might be able to make this happen. I have a backup plan as well which would involve WOU becoming a vendor to Bi-Mart. I will know more next week.

Board of Trustees Report – April 20, 2022

Tina M. Fuchs, Interim Vice President for Student Affairs

Introduction

Since the last report submitted to ASAC, the division of Student Affairs has experienced some changes worth noting in this report.

Student Affairs went through a series of leadership transitions and other changes in early February 2022. Dr. Gary Dukes, Vice President for Student Affairs, left his position. Tina Fuchs, Associate Vice President transitioned to interim Vice President, and Malissa Larson, Assistant Vice President became interim Associate Vice President. Two of the Division's TRIO programs, the Student Enrichment Program (SEP) and Teacher Preparation Student Support Services (TPSSS) were reassigned to Academic Affairs. The Campus Recreation department was moved under the leadership of Randi Lydum, Executive Director of Athletics. An updated organizational chart can be found here: [Student Affairs Organizational Chart](#)

Despite the changes, the [mission of the Division of Student Affairs](#) remains the same. Students are at the center of our work, and we will continue to support their academic, personal, and professional growth.

Given this mission, this report highlights departmental progress as well as several initiatives and accomplishments within the Division of Student Affairs over the last several months.

Enrollment Management

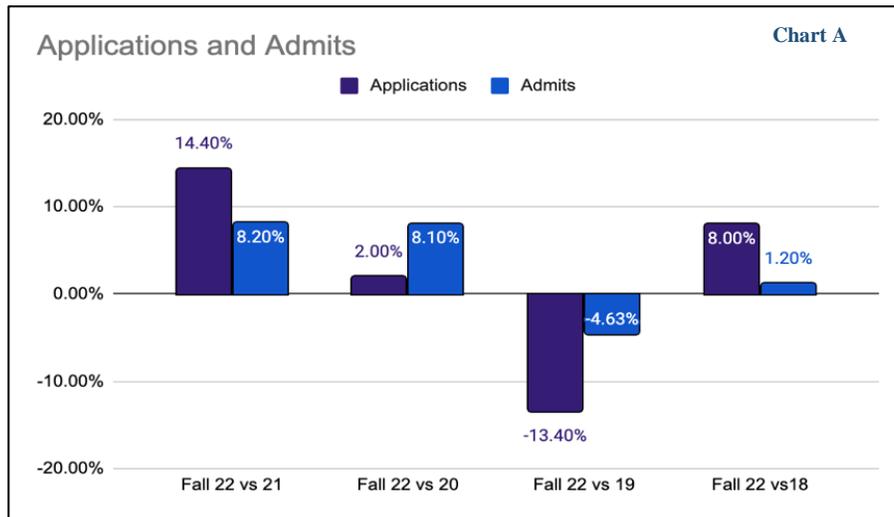
Admissions

The Office of Admissions has seen much turnover in staffing this year. The staffing challenges plus navigating COVID regulations, has made it difficult for Admissions to recruit at a level they are accustomed to and certainly limited their ability to access high schools and community college with the same robust efforts previous to March 2020. However, under the steady hand of Anna Hernandez-Hunter, interim Director of Admissions, the Admissions team is making great strides in recruitment efforts of first year and transfer students.

As a part of our recruitment efforts, Admissions has hosted **1919** students on campus in the past 7 months (September 1, 2021 - March 31, 2022). This number shows a strong return to in person activities, following very limited in person engagement over the previous year.

As of March 28, applications are up in most categories. A total of 3465 applications have been received and of those, 2722 students have been admitted. **Chart A: Applications and Admits** (on the next page) shows the application statistics to date in

comparison to the previous four years as of the first week of Spring term. Fall 2022 is ahead of applications and admits in three of the four comparator years.



One other statistic worth noting is **62%** of all Seniors in High School/Transfers that have visited campus during this time have applied for admission to WOU. Campus visits continue to be a huge selling point and opportunity for us to “close the deal” with prospective students. Daily visits and tours will continue through Spring and Summer terms.

Recent formal Admission events included Winter Preview Day, Criminal Justice Careers Day, and the Spring Break Visit. Future events include the César E. Chávez Leadership Conference (CECLC) and our Admitted Student Reception.

Financial Aid

Over the last few months, members of the Financial Aid team have received and processed FAFSA applications at a steady pace. We started the 2022-23 year being down about 15% in applications. We have closed that gap a bit and are now down approximately 8.7%. While we are confident we will continue to close the gap, it is unlikely we will catch up to the previous year’s FAFSA applications.

Notably, processing time for financial aid applications has decreased substantially, going from 6-8 weeks processing time upon receiving documents to 1-2 weeks. This is a result of a combination of fewer students being selected for verification and a partnership between Financial Aid and Campus Logic for StudentForms.

Along with processing FAFSA applications, Financial Aid has been working on two significant and consequential tasks relative to supporting student enrollment and access.

(1) Banner Financial Aid

Financial Aid has been using Power Faid for all financial aid processing for several years. It was determined that moving financial aid processing to Banner will

streamline the awarding process and expedite student awards. Implementation to Banner Financial Aid is currently underway and members of the Financial Aid team are partnering with a consultant, and with the support of University Computing Solutions and the Business and Accounting office, we are designing, training, and simulating processes to be ready for the full launch on October 1, 2022.

(2) Financial Aid Award Offers

Late winter/early Spring is a critical time for Financial Aid as they package awards for students. Financial Aid has been working with Ruffalo Noel Levitz (RNL) to review financial aid awards. Batches of data started being sent to RNL in mid-March for review and analysis. This partnership with RNL allowed us to accomplish the following:

- Optimize award packages for all students.
- Expedite award offers to ensure timely announcement of financial aid packages.
- Award offers mailed March 24 - 25 to first year freshmen and transfer students with EFC* > 6,000
- As of March 30, 2022, 789 students awarded (703 freshmen and 86 transfers)
- Batches continue to be processed weekly with data being sent to RNL for review (2-day turnaround), then Financial Aid completes the awarding and mails out the offers

It is important to note that the Pell Grant award increased by \$400 and new Pell tables became available March 31. As a result of this increase, the EFC range for 0-\$6,206 now allows for a maximum award of \$6,895.

*EFC = Expected Family Contribution

As a sign of our commitment to academic excellence, WOU expanded our merit awards to acknowledge the scholarly achievements of our students through merit awards.

Chart B: 2022-23 Merit Award Amounts shows the merit allocations based on GPA.

2022-23 Merit Award Amounts

Chart B

WOU	3.95+	3.75 - 3.949	3.60 - 3.749	3.00 - 3.599
Resident	\$ 5,000.00	\$ 3,000.00	\$ 2,000.00	\$ 1,000.00
WUE	\$ 5,000.00	\$ 3,000.00	\$ 2,000.00	\$ 1,000.00

Nonresident	\$ 12,000.00	\$ 10,000.00	\$ 8,000.00	\$ 5,000.00
-------------	--------------	--------------	-------------	-------------

As of March 24, 2022, a total of 1891 merit awards were offered to first year students and 105 awards to transfer students.

Along with merit awards and federal and state financial aid funding (grants, subsidized, and unsubsidized loans), Financial Aid coordinates several scholarships for current and prospective students. Travis Heide, Assistant Director of Financial Aid, facilitated the scholarship application review process, recruiting members of the WOU community to assist with the review process. This year 40 WOU employees volunteered to review over 1200 scholarship applications to determine scholarship recipients.

University Housing

Housing reservations by new students are down relative to previous years. To address this concern, University Housing has teamed up with Admissions and MarCom to aggressively market housing to incoming students.

As a result of transitions in the leadership positions within the Vice President for Student Affairs office, Lindsey Gibson has assumed the role of interim Director of University Housing.

Student Engagement, Leadership, Retention, and Support Services

Abby’s House, Center for Equity & Gender Justice

Abby’s House, which has been understaffed since the beginning of the Coronavirus pandemic, is now fully staffed with a Director, Bilingual Confidential Advocate, and Basic Needs Coordinator. This team of incredible individuals are now able to fully serve the student community, provide leadership to peer advocates, and offer educational programs on campus.

With the hiring of the Basic Needs Coordinator, we now have a full-time professional staff who can supervise the Food Pantry and Stitch Closet, as well as meet with students and assist them with accessing resources and benefits around housing, food insecurity, healthcare, transportation, clothing and hygiene, childcare, and financial assistance.

SHOUT OUT: The Stitch Closet founder, Sofie Fashana, junior pursuing a BS in Management, has put in a lot of effort this year into making this dream a reality! At the Grand Opening of the Stitch Closet on March 31, Sofie was recognized for her efforts, creativity and vision in creating such an important resource on campus.

Child Development Center (CDC)

The CDC is maintaining full enrollment with a waitlist for the current year. Enrollment opens May 2nd for 22-23 academic year and we are expecting full enrollment again. The CDC is slowly increasing classroom size to pre-pandemic size which requires a safety plan to reduce the classroom size to reduce transmission of Covid. The CDC has also received multiple grants this year, which have helped with operating efficiencies, employee stipends, and improvements to the facility, among others.

Office Disability Services (ODS)

ODS has had a change in leadership as a result of transitions within the Vice President for Student Affairs office, Rian Gayle has assumed the role of interim Director of the Office of Disability Services.

Multicultural Student Services and Programs (MSSP)

The MSSP office in collaboration with the Admissions Office, hosted a successful César E. Chávez Leadership Conference (CECLC) on November 12th. The November event hosted over 350 high school seniors at WOU. The next CECLC is scheduled for April 8th with over 500 high school students registered! On March 31st, César E. Chávez's birthday, the CECLC committee awarded 20 CECLC scholarships; the recipients of the scholarships will be invited to attend the conference.

The Multicultural Student Union (MSU) is continuing to host their [annual cultural events!](#) Coming Spring term, MSU will host 27th Annual Native American Pow-wow (April 30), MayDay, which is a representation of Pacific-Islander culture (May 6), and the 29th annual Nuestra Fiesta Latina (May 20).

The Multicultural Representatives (MCR) Program is a volunteer based program of mentors who assist with welcoming new MSSP students to WOU. This year, we surpassed our mentor application goal and we are excited to share that we will have 26 MCR mentors for the 2022-23 year.

New Student & Family Programs (NSFP)

The department of New Student & Family Programs provides new students and their families with information resources they need to succeed as they begin a new chapter of their lives at Western Oregon University. NSFP recently was awarded funding of \$983,607 from State to continue flagship program Destination Western and other retention programs. Additionally NSFP has hired 60 student leaders that will be trained during Spring term to guide our incoming students in our Summer and Fall Programs. The summer program, previously known as SOAR, is being redesigned to a new program to better fit the needs of students and is now referred to as "PACK (Prepare, Advise, Connect, Know) Welcome," a hybrid event that takes place over a few months to gently onboard and engage our incoming class earlier and more frequently. PACK Welcome will conclude with in person orientation days in July.

Service Learning and Career Development (SLCD)

SLCD started 2022 by creating a podcast called Project: Life Design. We've completed ten episodes and have 144 followers, so far. You can access the podcast on your Apple Podcasts [Project: Life Design on Apple Podcasts](#). Adry Clark, Director of Service Learning and Career Development, **invites any and all trustees who are willing to share wisdom and ideas with WOU students to join a Podcast!**

Returning to in-person events, SLCD has hosted a variety of events including but not limited to: five career fairs, three of the fairs in collaboration with academic departments, two large networking events, an interviewing event, and copious information sessions and Coffee Talks. SLCD is collaborating with Alumni Relations and Salem Campus to host a major Flash Mentoring event featuring WOU Alumni on April 21, 2022. For this event, SLCD is actively seeking engagement from alumni and other community professionals.

Vice President for Student Affairs office

The Vice President for Student Affairs office, under the direction of Emmanuel Macías, oversees the National Student Exchange (NSE) program. This year 11 WOU students were successfully placed during the priority placement process at the 2022 National Student Exchange conference, for exchange during the 2022-23 academic year (120% increase from last year). WOU students were placed in universities in California, New York, Puerto Rico, South Carolina, Texas, and the U.S. Virgin Islands. WOU will host six students from Alaska, Arizona, New Hampshire, New Mexico, Texas, and Utah. Next round of direct placement recruitment will begin early spring term.

Dewey/McCulloch Smith Award: The Outstanding Graduating Student Award Committee received a strong list of nominees. The committee has selected the recipients and they will be announced to the WOU community in May at Leadership Recognition Night. The recipients will be invited to speak at the 2022 Commencement program.

Wolfstore

The Wolfstore has made a variety of improvements over the last few months, under the leadership of Marci Miller, to improve the customer experience. Updates include new registers, updated technology, the customer service desk relocated to the front of the store for ease of access and new merchandise.

Stay tuned - coming for Fall: Expanded Tailgate and Spirit Items!

Division of Student Affairs Newsletter links

In an effort to keep our community informed about the activities, events, and initiatives taking place within Student Affairs, several areas provide regular newsletters to the campus. Links to those newsletters are provided on the following page.

[Student Affairs ENEWS](#)[Multicultural Student Services and Programs \(MSSP\) Winter 2022 Newsletter](#)[Abby's House March 2022](#)[Service Learning and Career Development Spring Newsletter](#)[Wolfie's Weekly- Student Engagement Newsletter](#)

SPOTLIGHT program sponsored by the Vice President's office is WOLF IT DOWN, a finals week pancake feed tradition. During the Winter term finals week event over 200 students attended WOLF IT DOWN. Students love FREE PANCAKES! The return of WOLF IT DOWN has been incredible: the energy, excitement, and number of students in attendance has affirmed our students' love for this campus tradition.



[ID: Two photos. Photo on left: 6 professional student affairs members, and one bonus staff member in the background, huddled together with masks and aprons getting ready to serve pancakes. Photo on right: Picture of the Summit in the WUC, with tables full of students and a signing group in the background wearing all red hanging out after getting pancakes.]



20
22

GIVING DAY

HOWL FROM THE HEART

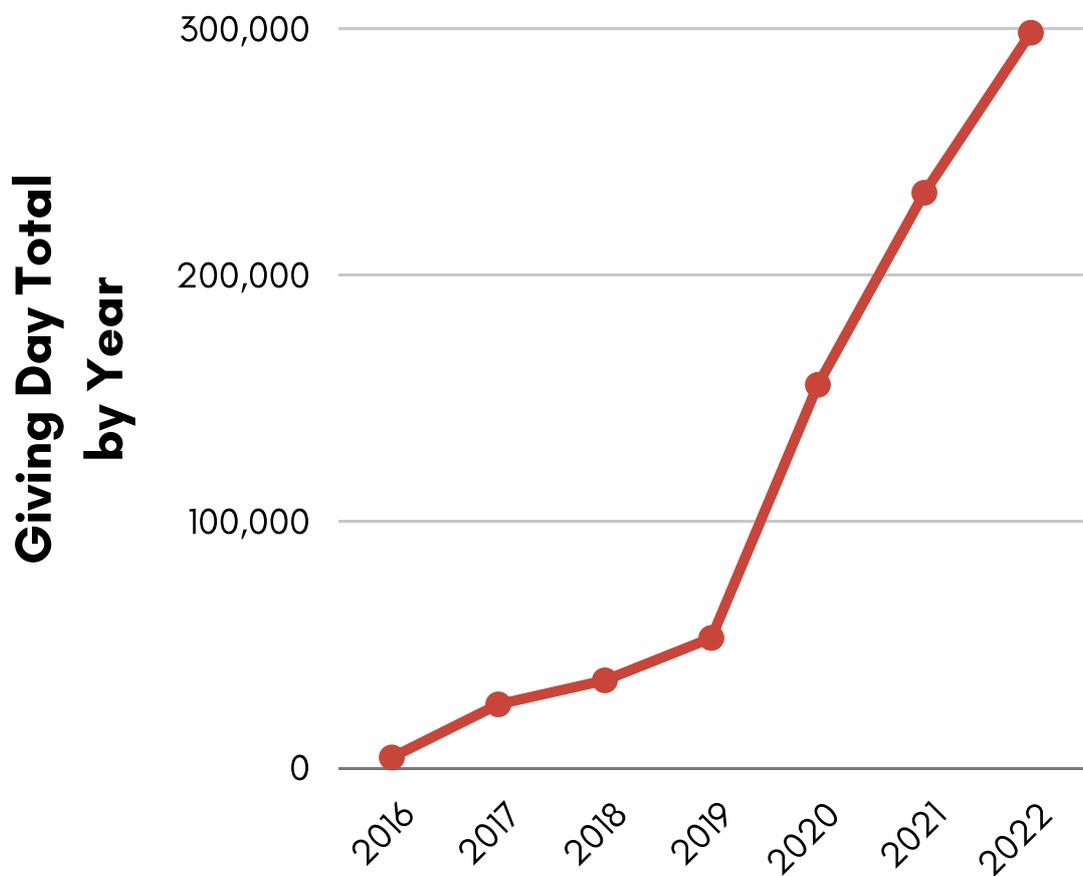


Western Oregon
UNIVERSITY

WOU Foundation

HISTORY OF GIVING DAY

Since its inception in 2016, the Giving Day initiative has brought in more than \$805,000 in support of Western Oregon University and its various programs. This initiative has provided our campus community and alumni a way to join in a collective effort to support the University and the programs that are loved. In the following report you will find a breakdown of the 2022 Giving Day.



*Gifts for 2022 are still being received

GIVING DAY- 2022



735
GIFTS



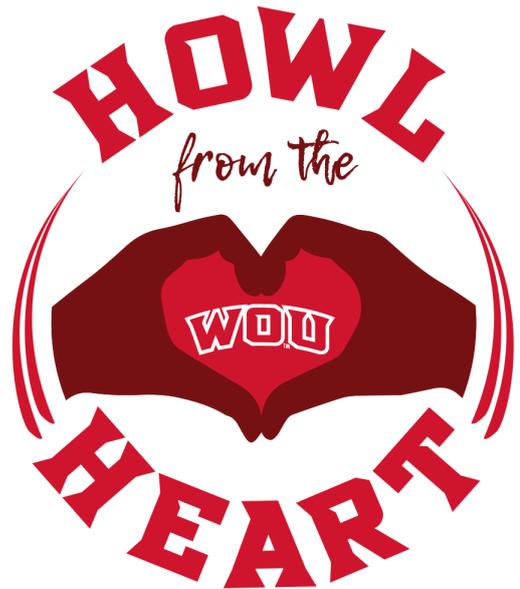
77
FUNDS



562
SUPPORTERS



208
FIRST TIME SUPPORTERS

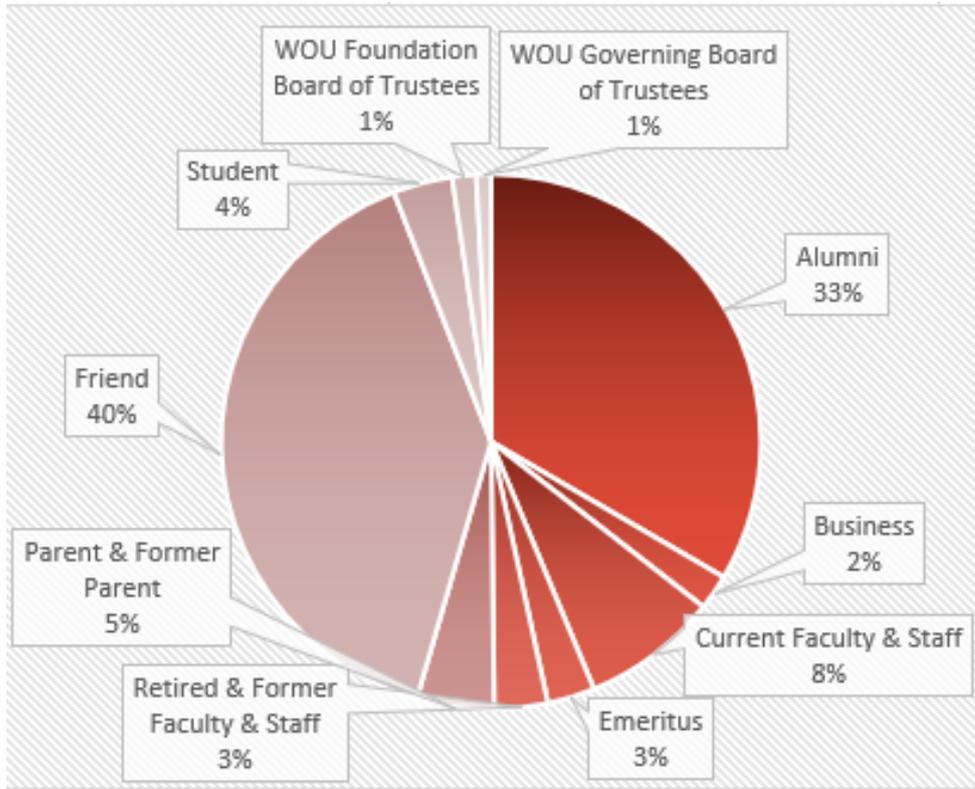


\$298,250.37
TOTAL



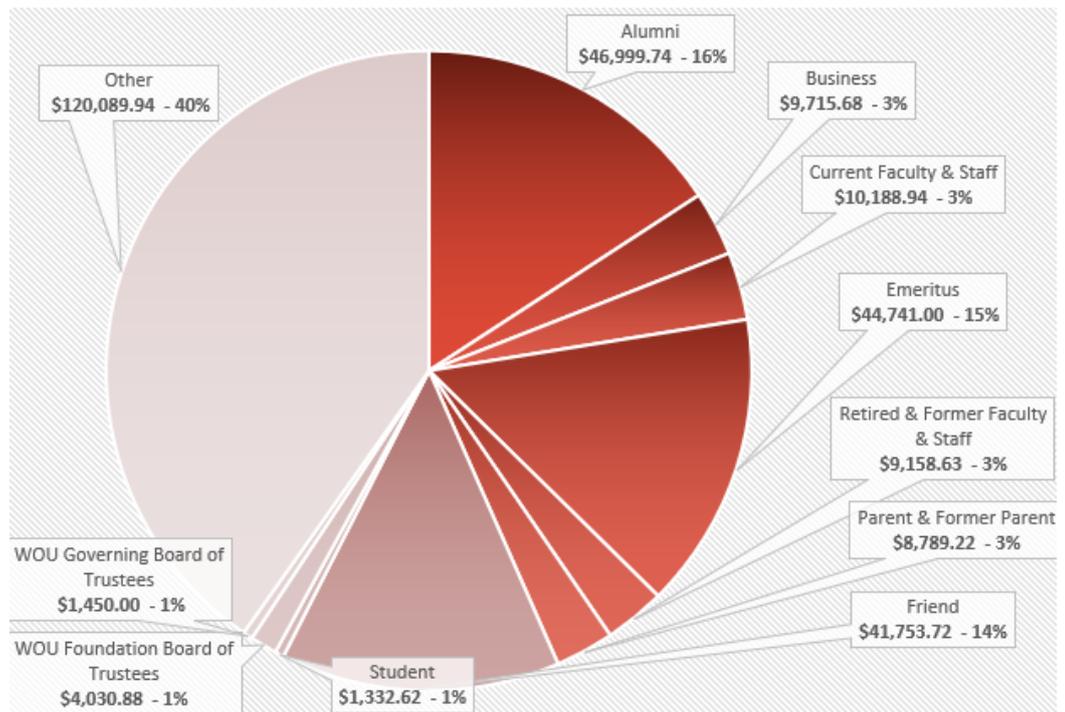
Western Oregon
UNIVERSITY
WOU Foundation

SPREAD OF CONSTITUENTS



Percentage of
Constituency Types

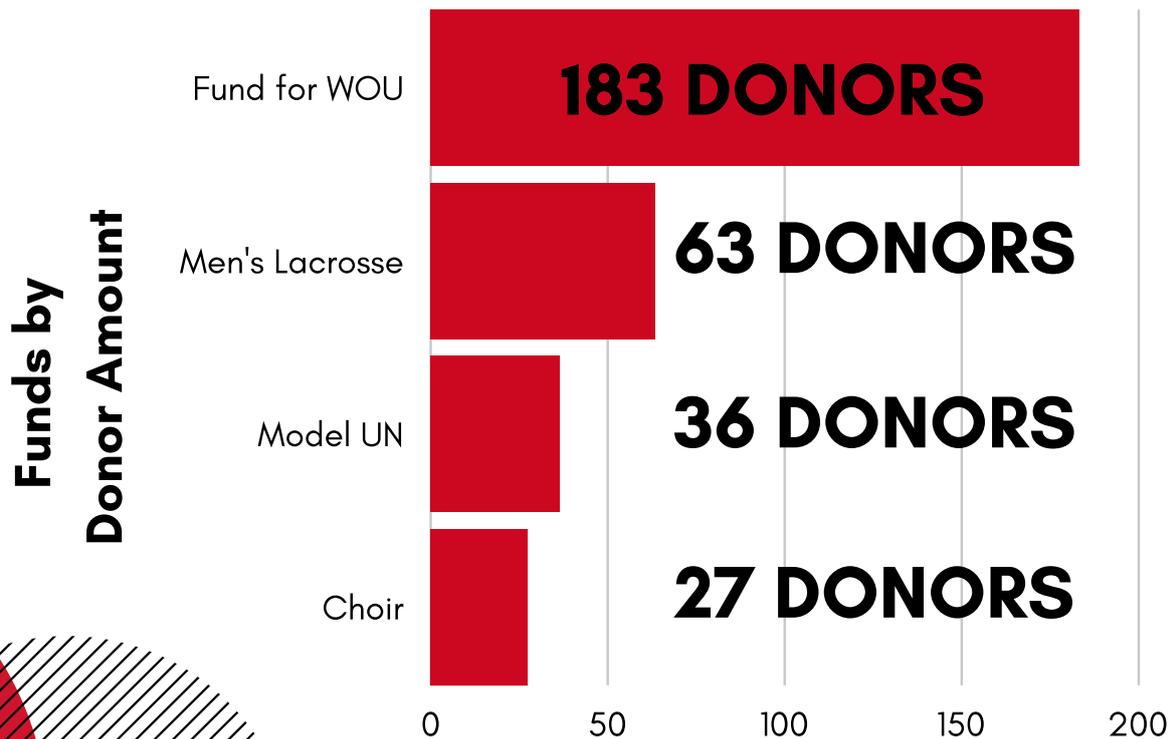
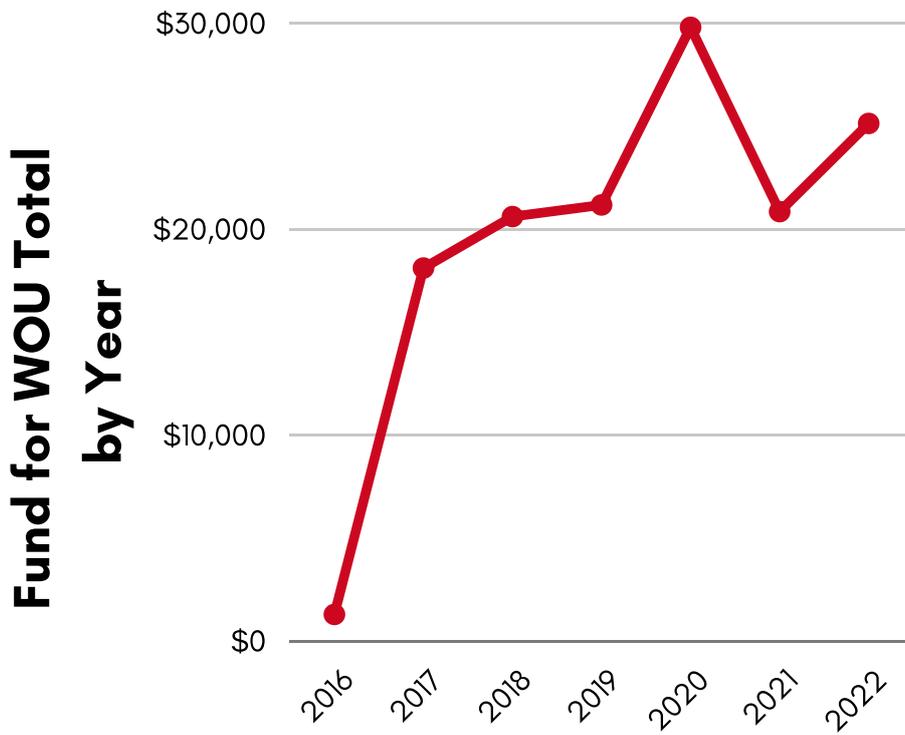
Amount Given by
Constituency Type



*Other represents recurring and payroll deduction gifts

FUND BREAKDOWN

FUND FOR WOU



Board of Trustees Report—April 20, 2022

Ryan J. Hagemann, Vice President & General Counsel, Board Secretary

Board's Office

- Dedicated significant time and effort to WOU's presidential search, including working with Committee Chair Gayle Evans, the presidential search committee, Anthem Executive, the EGTC and Board Chair Betty Komp to identify finalists for campus visits
- Worked with the Office of the Governor on Board vacancies and the new processes by which all state board and commission vacancies are filled to prepare candidates for consideration during legislative days in June
- Continued work with Board Secretaries and the Oregon Council of Presidents on upcoming Association of Governing Boards (AGB) study on best practices for university governing boards; reviewed draft AGB report and prepared for legislative session
- Worked with Susan Castillo, DEIAC Chair, on second committee meeting and work with equity audits and DEIA dashboards
- Participated in the Public University Board Secretary group

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

- Reviewed and processed nearly 250 contracts since January 2022, including many expedited contracts for emergency work and no-cost extensions and changes to grant documents
- Drafted, posted and concluded RFP on external auditor
- Worked with Facilities on unique solicitation document for architectural services for the new Student Success building (renovation of the Old Education Building)
- Worked with Facilities on procurement strategy for new steam tunnel after receiving funds from the Oregon Legislature
- Reviewed and processed multiple public records requests
- Conducted numerous investigations for complaints and grievances
- Settled or resolved all pending litigation matters, including arbitrations and grievances, held with PURMIT and/or university

- Continued work with PURMIT and the Risk Council on insurance renewals, including PURMIT meeting for FY22 renewals and significant work on insurance applications
- Provided substantial advice on various legal matters from the Board Chair, the president, and presidential cabinet members
- Continued collective outside counsel work on behalf of all four TRU institutions on new capital construction contract templates
- Continued work on documenting insurance information for DeVolder Building loss
- Negotiated a new letter of agreement with WOUFT regarding faculty development funds
- Continued revision of the university's new procurement code
- Continued revision of multiple contract and agreement templates for use by campus units, including but not limited to internship placement agreements, intergovernmental agreements, and partnership agreements
- Continued weekly HR advice meetings
- Continued monthly Facilities advice meetings
- Continued to process outstanding visas and permanency residency paperwork
- Participated in president's cabinet meetings
- Participated in bi-weekly COVID safety group meetings
- Participated in UDIAC meetings
- Participated in SEIU bargaining advisory group meetings
- Participated in Joint Labor Management Committee meeting for both WOUFT and SEIU
- Participated in the Public University General Counsels group
- Participated in Public University Risk Management and Insurance Trust (PUMRIT meetings)
- Participated in Public University Risk Council meetings

- Participated Public University COVID Legal Group meetings

- Attended quarterly PURMIT meeting

Board of Trustees Report – April 20, 2022

Dr. Ana Karaman, Vice President for Finance & Administration

The Finance & Administration division continues to make efforts in implementing its 2019-23 divisional strategic plan in support of the university strategic plan. Over the last three months, the division made the following significant accomplishments:

National Association of College and University Business Officers (NACUBO) Transfer Initiatives Grant:

WOU Received a 3-year NACUBO Grant to be a part of a small national group of 26 Universities and Community Colleges working on developing best practices for equitable student outcomes. Dr. Ana Karaman is serving as the Chief Business Officer (CBO) and the additional work group members in no particular order include: Amy Clark, Registrar; Camarie Moreno, Director of Budget & Planning; Dona Vasas, Bursar/Banner Systems Auditor; Breeann Flesch, Computer Science Professor & Division Chair; Anna Hernandez Hunter, Acting Director of Admissions; Michael Baltzley, Associate Provost & Professor of Biology; Paige Jackson, Director of Student Success & Advising; and Sue Monahan, Associate Provost. One of the suggested outcomes of the grant will be developing a financial model that leads to successful outcomes for all students. WOU is the only institution from Oregon participating in this study. [Click here](#) to view the Western Oregon University Letter from NACUBO and [click here](#) to view the NACUBO Grant Equitable Student Outcomes Press Release.

Finance & Administration Internship Program:

Camarie Moreno and Kolis Crier have continued their work in developing the Finance & Administration Internship Program. Four internship positions were advertised through the WolfLink (Handshake) platform within the WOU student portal. Starting in spring term 2022, the division will have the following three interns:

- America Sepulveda Valenzuela, Finance Intern for Finance & Administration, Budget Office, Accounting & Business Services, and university Treasury
- Alice Hodge, Software Development & Applications Support Intern for University Computing Solutions
- Maris Fugate, Campus Public Safety Intern

American Rescue Plan (ARP) Higher Education Emergency Relief Fund:

- Funds were disbursed to students on 3/18/2022.
- All ARP student dollars have been spent. 1,222 students applied for and received the remaining funds this round. The minimum award amount was \$100,

and the maximum award was \$700. Only students who requested \$100 or \$200 received 100% of their requested grant. Students who requested \$1000+ received the maximum award of \$700.

- WOU received HEERF grants for students totaling \$10,468,254.
- As of March 2022, WOU has distributed \$10,468,290 via emergency grants.
- The table below includes all of the ARP distributions for students.

WOU Quasi-Endowment Investment Performance:

Distribution Round	Student Information / Number of Recipients		Amount	
Fall Term	Base Grant - \$900		2,526	\$2,273,400
	Enhanced Grant (Pell Eligible) - \$1,200		1,340	\$1,608,000
	Subtotal		3,866	\$3,881,400
Winter Term #1	Base Grant - \$450		3,410	\$1,534,500
	Enhance Grant (Newly Pell Eligible) - \$600		112	\$67,200
	Subtotal		3,522	\$1,601,700
Winter Term #2	Request	Grant		
	\$100	\$100	10	\$1,000
	\$200	\$200	23	\$4,600
	\$300	\$255	48	\$12,240
	\$400	\$320	64	\$20,480
	\$500	\$375	107	\$40,125
	\$600	\$450	58	\$26,100
	\$700	\$525	46	\$24,150
	\$800	\$560	60	\$33,600
	\$900	\$630	48	\$30,240
	\$1,000+	\$700	758	\$530,600
		Subtotal		1,222
	Grand Total			\$6,206,235

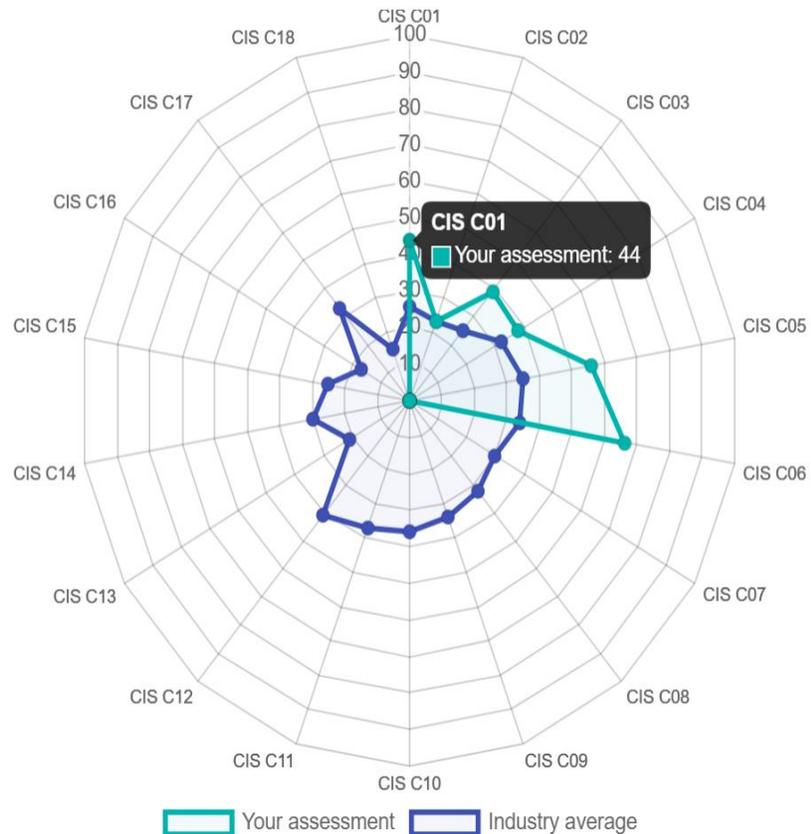
- The table below shows the WOU Quasi-Endowment Investment Values as of February 28, 2022.

WOU Quasi-Endowment Investment Values	
	2/28/2022
Blackrock MSCI ACWI IMI B - Equity	\$ 1,144,969
Legg Mason/Western Asset - Fixed Income	814,941
Cash	108,332
Total Market Value	\$ 2,068,242

University Computing Solutions (UCS) (Bill Kernan):

Cybersecurity

- UCS has upgraded an internal security tool to track IP addresses by country of origin. During the current conflict, this allowed us to deny access by Russia and Ukraine as advised by CISA (a homeland security entity).
- There is dramatic growth in campus cybersecurity culture as demonstrated by comparison to other educational institutions via the first six CIS controls. In all cases we are at or above all comparators.



Organizations used for Industry Average: 87

Hardware and Software

- UCS continues to deploy faculty and staff replacement computers, with about 95% of the 2012 - 2014 computers replaced.
- UCS continues to patch datacenter systems as vulnerabilities are reported to us by CISA. All RedHat operating systems are upgraded to RHEL7 or RHEL8.

Major Implementation Projects

- The Banner Financial Aid project has completed its second week of training. Ellucian technical team efforts have been very disappointing. To date, they have

been unable to provide a training instance with WOU data included. Training has occurred on an Ellucian instance. Training has been productive.

Treasury Services (Darin Silbernagel):

- The net cash position as of February 28, 2022 is \$38,807,961.
- For the next 4 months, the total projected inflow is projected at \$41,913,990.
- For the next 4 months, the total projected outflows are \$52,888,064.
- The projected ending cash position is \$26,304,586 across all funds.
- [Click here](#) to view the February Cash Flow Narrative and Cash Flow Forecast.

Budget & Planning Office (Camarie Moreno):

- Samantha Cameron was hired as the Budget Analyst in February.
- FY23 budget development is underway.
- The Tuition and Fee Advisory Committee (TFAC) has completed its recommendation to the President for undergraduate resident tuition rate increase.
- Incidental Fee Committee (IFC) has completed its work setting the fee and allocation for next year; Incidental Fee Steering Committee (IFSC) will begin its work shortly with the goal of improving the process.
- Campus-wide budget reporting continues to be improved; monthly reports are now sent out that show actuals compared to budget as well as the same period in the prior month for all Education & General fund and Incidental Fee funded indices.
- All capital reimbursement requests for bonds issued in 2019 (ITC remodel, Welcome Center remodel, 2019 CIR) have been completed.
- The Integrated Postsecondary Education Data System (IPEDS) finance survey was completed.

Accounting & Business Services (ABS) (Shadron Lehman & Dona Vasas):

- Eide Bailey has issued their Single Audit report.
- Sergio Chavelas recently joined the ABS team as a Bilingual Receptionist.
- Tax reporting has been completed.
- Spring term tuition & fees have been assessed.

Capital Planning & Construction (TBD):

- Gabriela Eyster serves as the Interim Director of Capital Planning and Construction until the hiring process is complete for this position. Camarie Moreno is chairing the search.
- The Legislature allocated \$16.5M for the steam pipe line.
- Capital Funding Project Proposals for the next biennium funding request include the Health Sciences (APSC renovation), the CHAMPS project (NPE remodel

and McArthur Field and stadium renovation), and Rice Hall Performing Arts remodel.

Campus Public Safety (Rebecca Chiles):

- Public Safety Officers participated in a racial justice training in February 2022. Officers learned about best practices for bias crimes investigations as well as the importance of cultural competency.
- Parking Services is working on electric vehicle (EV) chargers for the campus.
- The Occupational and Environmental Health and Safety (OEHS) Officer is updating OSHA required training.
- Self-defense trainings were provided for students the first week of March with another training planned for Spring term.
- Campus Public Safety (CPS) is working with the commencement committee on upcoming plans.
- CPS is also Working with the DeafBlind Interpreting National Training and Resource Center on campus.

Facilities Services (Rebecca Chiles):

- Facilities Services is working on upgrading the software program in order to increase efficiency, tracking of assets, work orders, and preventative maintenance. The name of the program that has been selected is Maintenance Connection. Facilities Services will be working on data entry and plans to have a go live date of July 1, 2022.
- Facilities Services set up and supported the Covid-19 vaccine clinic at Gentle House.
- Marsha Smith and Laura Tierney are retiring in April.
- Facilities Services was selected as Department of the Month by the Staff Senate in February.
- Rudy Rodriguez, Maintenance Electrician, was selected as Employee of the Month for February.

Human Resources (HR) & Payroll (Heather Mercer):

- Searches are now under way for our two open positions HR Data Coordinator and Retirement Coordinator.
- There are currently more than 40 open positions through recruitment.
- We are working on streamlining the hiring process. We have determined that our background check company can provide educational checks so that we don't need to require transcripts during the initial hiring process. We will not be asking for references until the final stages of the hiring process. We have made a few interim solutions to our current system and are looking into the possibility of purchasing a software solution that will greatly increase efficiency.

- HR has created the [WOU Careers](#) Instagram Page and it has nearly 150 followers.
- Web-time entry is now rolled out to all unclassified employees. Things are going well and we are receiving lots of positive feedback.
- Pandemic Pay was issued for classified employees. We only had one grievance which is being resolved.
- Faculty salary increases were issued within 16 day of the ratification of the CBA.
- We have been working with Pamela Farr, Warehouse Programmer, in UCS on creating data integrity reports, and have started to update some of the data.
- HR and the Sponsored Projects Office (SPO) are finishing up the final details of the Grants and Contracts transition and have met with all impacted employees.

External Auditors Selection:

- A request for proposal (RFP) was issued on data.
- Three firms responded to the RFP which include Moss Adams, EideBailly, and CliftonLarsenAllen.
- The selection committee scored all three submissions.
- It is anticipated that the BOT will approve the next contract (3 year plus 2-year extension) on 4/20/22.

Internal Auditor Selection:

After reviewing multiple options, a decision was made to contract out with the Portland State University (PSU) Internal Auditor office for a 2-year contract. If approved by the PSU Audit Committee and BOT, WOU will gain access to a bench of four internal auditors at PSU. The Intergovernmental agency agreement are anticipated to start on 7/1/22.

Board of Trustees Report – April 20, 2022
Randi Lydum, Executive Director for Intercollegiate Athletics

Baseball, Softball and Outdoor Track & Field are midway through their spring seasons. Volleyball, football, and men's and women's soccer have begun spring training as well. We have hired a new Head Volleyball Coach, Kaihao Nahale-a and Assistant Volleyball Coach Becca Holtgeerts. Head Men's Soccer coach, Stan Rodrigues, recently hired a new assistant, Colin Baker. Head Softball Coach, Lonny Sargent, announced his retirement at the conclusion of the season, after 10 successful years at WOU.

Our student athletes had a great winter term in the classroom as well as on the court, field and track. The women's overall team GPA was 3.406 and the men earned a 3.038. Winter athletic awards: Women's Basketball- 2 Honorable Mention All GNAC team, 7 Academic All GNAC team, GNAC Team of the Week (Jan 10); Men's Basketball- defeated the #1 seed team in the GNAC tournament, 1 Second Team All GNAC, 2 Academic All GNAC, 3 GNAC Player of the Week; Women's Indoor Track & Field- 2nd Place finish as a team at GNAC Championship, 4 USATFCCCA All Region, 3 GNAC Athlete of the Week; Men's Indoor Track & Field- 4 USTFCCCA All region, 3rd Place at GNAC Championship, 1 GNAC Athlete of the Week.

Western Oregon will host the GNAC Baseball Championship on May 12-13th. The Wolves Athletic Auction will be held on June 4th in the Pacific Room on campus. The Wolfies- Student-Athlete awards night will take place on June 5th.

Board of Trustees Report – April 20, 2022**Dr. Rob Winningham, Provost & Vice President for Academic Affairs*****Student Success and Advising***

Student Success and Advising (SSA) continues to focus on building systems and processes to support foundational student success outcomes, in addition to providing direct advising services to over 1,200 WOU students each year. A recent reorganization of two professional advising units has placed Student Enrichment Program (SEP) and Teacher Prep Student Support Services (TPSSS), two TRIO programs, within Academic Affairs under the umbrella of Student Success and Advising. Doing so has created ample opportunities to streamline and enhance advising and support for key populations such as exploring students (undeclared) and students experiencing academic difficulty. Perhaps most notably, first year students admitted for Fall 2022 will experience a completely redesigned onboarding-experience this summer, as we move towards a more individualized pre-enrollment advising model in support of first year retention.

Degree Completion. Our Degree Completion team identifies students who stopped out close to graduation and assists them in re-enrolling and completing their degrees. An additional 24 students graduated in Winter 2022 as a direct result of these efforts, bringing our total to 244 graduates since this work began in Fall 2019.

Further, with the recent awarding of a Retention and Reengagement grant of \$445,000, SSA is expanding its Degree Completion efforts in the following ways:

- Expanding the mini grant award criteria to find and support additional degree completion students.
- Promoting retention and degree progression for first year students who are experiencing modest financial barriers to re-enrollment for Spring or Fall term.

Degree Completion Numbers as of Winter 2022

# Degree Completion Students Identified	320 (adding more each term)
# Degree Completion Graduates	244
% Graduated	76%
% Degree Completion students receiving grants	11.6%

Enrollment Outreach (term to term retention efforts)

SSA launched a new enrollment outreach strategy in Winter 2022, aimed at increasing the number of students who enrolled from Winter to Spring. Between a combination of email nudges, faculty advisor outreach, and a central texting/calling campaign, we connected with over 1,900 unenrolled students, and in many cases, helped students navigate barriers to registration. In comparison to enrollment numbers from Winter to Spring 2021, we saw increases across the board, as measured by the percentage of students enrolled at similar points in time, shown below.

	2021	2022
March 2	74.30%	75.03%
March 18	87.00%	90.23%
March 25	91.20%	92.65%

On the first day of spring term class, March 28, 94% of students registered for Winter 2022 were registered for Spring 2022.

Transfer Student Support. SSA has just successfully completed a search for a dedicated transfer advisor, whose duties will include regular advising hours at key area community colleges, including Chemeketa Community College and Linn

Benton. As we work to onboard and train for this revised role, encouraging relationship building with both our community college partners and other key stakeholders will be a top priority.

Partnerships

Jessica Murfin, WOU's Partnership Specialist, is currently working with Amazon to finalize the details for WOU to be listed as a premier partner school for their Amazon Career Choice program. This should go into effect early April. Jessica is also working on additional partnership opportunities with SEIU's Member Benefits program, AFSCME training trust, and others. She has officially launched our Professional Development Workshops initiative, with five workshops centered around justice, equity, diversion, and inclusion. The first workshop, Justice, Equity, Diversity, & Inclusion (JEDI) 101 in the Workplace is already well underway! A second workshop, Recognizing & Understanding Hate/Bias Crime, held for Campus Public Safety, was a great success. Additional Racial Justice workshops will be happening this summer and a Leadership Series is currently under development set to launch late spring. In addition, she has helped to facilitate non-credit Spanish workshops for faculty and staff at Independence Elementary School. At WOU:Salem, Jessica is hard at work scheduling Salem Chamber of Commerce events, including a Greeters event happening June 24 from 8:30-10 am and other possible programming this spring and summer for their Emerging Leaders program. Jessica is collaborating with campus partners on a networking event for alumni and current students, scheduled at WOU:Salem for April 21st from 5:30-7 pm.

3. Academic Effectiveness

Assessment Reporting. 97% of academic programs have completed their 2020-21 Program Learning Outcome Assessment Reports. All submitted reports have been reviewed and Program Assessment Coordinators will receive feedback on their reports on March 29th. A summary report has also been posted on the Academic Effectiveness website (<https://wou.edu/academic-effectiveness/reports-and-documentation/>).

For the past 3 years, Mike Baltzley, Associate Provost for Academic Effectiveness, has used a rubric to evaluate our practices campus-wide. From 2018-19, we saw a significant improvement in how programs were engaging in assessment of student learning. Overall, there was not an improvement from 2019-20 to 2020-21.

Average scores for all academic programs that submitted Program Learning Outcome Assessment Reports

	Rubric categories											
	Outcomes	Target	Data Source	Means of Assessment	Means of Scoring	Evidence Storage	Findings	Dissemination	Actions	Reporting	Pacing	Total
2018-19 Average	1.9	1.1	2.5	2.0	2.0	1.2	1.6	1.7	1.7	1.9	2.1	19.6
2019-20 Average	2.0	1.4	2.6	2.0	2.2	1.7	1.7	1.8	2.2	2.2	2.1	22.1
2020-21 Average	2.0	1.4	2.6	2.0	2.2	1.4	2.0	2.0	1.9	2.0	2.0	21.5

The lack of improvement from 2019-20 to 2020-21 may be due to the increase in the number of programs that submitted reports in 2020-21. In 2019-20, only 77% of programs submitted reports. The programs that **did not** submit reports in 2019-20 submitted reports that scored much lower than programs that **did** submit reports in 2020-21 (18.7 ± 0.8 vs. 23.0 ± 0.5 ; mean \pm SEM). The data suggests that programs which have been consistently reporting on their Program Learning Outcomes are continuing to improve their process.

Academic Program Review. The Program Review process consists of 4 stages: a self-study, an external review, a final report, and an executive summary. The final reports are submitted to the academic Deans, and the executive summaries are submitted to the Associate Provost of Academic Effectiveness and posted to

the Academic Effectiveness website (<https://wou.edu/academic-effectiveness/review-summary/>).

Eighteen academic programs are currently engaging in their Year-7 Program Review process. Nine programs began their review in the 2020-21 academic year. Of those nine programs, four are in the process of writing the executive summaries, three will have their external review complete by the end of the Spring 2022 term, and two are completing their self-studies. All nine programs that began their Program Review in the 2021-22 academic year are in various stages of the self-study.

Programs that are scheduled to begin the Program Review process in the 2022-23 academic year have been notified. A complete schedule for Program Reviews can be found here: <https://docs.google.com/spreadsheets/d/11PR-8IIAREbGRd7hpW5j7ZF9QMned-imJpd-Oto0ytw/edit#gid=0>

Program for Undergraduate Research Experiences (PURE). The PURE Executive Committee and the Academic Excellence Showcase (AES) Planning Committee have begun planning for an in-person AES on Thursday, May 26, 2022. The theme for AES this year is "Creativity and Resilience".

4. Institutional Research

The Institutional Research Office continues to complete 20-30 *ad hoc* requests for data each month. The IR Office has also been working on creating standard data reports to compliment the requests for tenure-track faculty lines that are submitted by academic departments and programs every April. This year, the IR Office has been asked to provide a standard data report for ***all*** academic departments and programs at WOU. By providing data for all academic departments and programs, the Deans and Provost will be able to make

decisions based on campus-wide data, rather than just the data for specific departments and programs.

Lastly, with the help of Danielle Gauntz in Strategic Communications and Marketing, the IR Office has completed a significant redesign of the Institutional Research website: <https://wou.edu/institutionalresearch/>

5. Graduate Studies

Overall, graduate student enrollment has remained fairly steady this academic year. At the writing of this report, spring enrollment is still ongoing and we are cautiously optimistic that enrollment numbers will be close to Winter 2022 enrollment numbers.

Program	Fall 2021	Winter 2022
MS Education	62	65
MA Teaching	72	75
MS Special Education	64	63
MS Educational Technology	24	22
MS Management & Information Systems	1	
MS Rehabilitation Counseling	44	42
MA Criminal Justice	18	21
MA Interpreting Studies	36	29
MS Deaf & Hard of Hearing Education	1	1
MM Contemporary Music	6	5
MA Organizational Leadership	38	37
End/Auth/CTL (only)	6	7
Specializations (only)	5	4
Certificate (only)	10	8
Total	387	379

Applications for graduate programs are up by 11% compared to this time last year.

Graduate Program Applications Processed	Total Apps
January 1, 2021-March 15, 2021	109
January 1, 2022-March 15, 2022	121

The launch of the Accelerated Undergraduate to Master's Pathway (AUMPathway) has created new visibility of our graduate programs to WOU undergraduate students. WOU undergraduates are increasingly applying to our

graduate programs and planning well into the future, as we're already receiving applications from them for Fall 2023.

Current initiatives within Graduate Programs include the launch of the Slate inquiry system. This Customer Relation Management (CRM) tool allows our office to drive student inquiries into a system for constant contact. This CRM will allow our partnership with EAB to be conducted seamlessly throughout the student journey recruitment campaigns. Since November 2021, we have received 251 unique requests for information and generated multiple ongoing communications with prospective students.

6. Sponsored Projects Office

Proposal and Grant Activity. We are continuing to see an upward trend in grant submissions. As of March, 2022, 52 proposals have been submitted, seeking close to \$25 million in external funding. Of these FY22 proposals, 21 have been funded so far for a total of \$4.4 million in external funds. For comparison, by March 2021, 43 proposals seeking close to \$9.5 million in external funding had been submitted and close to \$1.3 million had been awarded by this time last year. In sum, of March, 2022, we have seen a 20% increase in grant submissions from FY21 to FY22.

Noteworthy Recent Proposals. WOU submitted 2 National of Science Foundation (NSF) S-STEM proposals (Scholarships in Science, Technology, Engineering, and Mathematics). This program is aimed at enabling low-income students to pursue successful careers in STEM fields and contribute to the economy.

- Lucas Cordova in Computer Science partnered with Erin Baumgartner in Biology and applied for a \$616,563 grant to increase the number of WOU students entering in careers in Data Analytics. If awarded, 60% of the funds will be used to provide 37 students \$10,000 scholarships each over the course of the six-year project period.
- Alicia Ibaraki and Kathy Espino Perez in Behavioral Sciences applied for a \$100,000 planning grant as part of a multi-institutional collaboration with OSU and Heritage University. If funded, it will enable the team to apply for a \$5M S-STEM in 2024. The primary focus is to provide research opportunities to students from smaller institutions to make them more competitive graduate school applicants, in order to grow the number of under-represented students in the Behavioral Sciences.

Noteworthy Recent Awards.

- Patrick Aldrich and Beryl Neequaye in TRI's Center on Evaluation, Technology & Research were awarded \$120,000 from the Oregon Department of Education to conduct an evaluation of Oregon's Tribal

Attendance Promising Practices (TAPP) project, which is aimed at strengthening attendance and student success, and increasing graduation rates among the nine federally recognized Tribes in Oregon.

- Chelle Batchelor, Dean of Library and Academic Innovation secured a grant from the National Endowment for the Humanities and American Library Association for \$10,000 entitled, “Centering Western Oregon University's BIPOC voices: a moment in history.”

7. Library

Digital Commons Milestone. The Library reached the milestone of 1 million downloads from WOU’s institutional repository in January 2022. Digital Commons @ WOU includes both faculty publications and student scholarship, and it also includes historical content from the campus such as our yearbooks and newspapers.

American Rescue Plan Humanities Grant. The Library has received a \$10,000 American Rescue Plan: Humanities Grant for Libraries for a project entitled “Centering Western Oregon University's BIPOC voices: A Moment in History”. The project goals are to: 1) Hold a series of listening sessions that center the voices of BIPOC and historically marginalized students, faculty, staff, and community members; 2) Provide a platform for BIPOC and historically marginalized students, faculty and staff to share their thoughts, ideas and experiences in their natural or native language or communication style; and 3) Capture the stories and experiences of BIPOC and historically marginalized WOU community members for historical and educational purposes, and for inclusion in the WOU Archives.

The Library will host a series of listening sessions in May 2022 that center BIPOC and historically marginalized people in our community. Storytellers will be invited to share their stories, thoughts, ideas and experiences in their natural or native language or communication style. They will also be invited to identify their translator(s) or translation method, if they choose for their story to be translated. Storytellers can be students, faculty, staff, or other members of the WOU community.

Black History Event with Walidah Imarisha. In response to the [“Sincerely,”](#) video and with financial support from President Jay Kenton, the Library will host Walidah Imarisha for a two-day event focused on Oregon Black history, and the history of race, identity, and power in the Northwest. The event will include a keynote address by Imarisha on Thursday May 12th at 3:00pm followed by smaller-group sessions on Friday May 13th with WOU faculty and instructors to brainstorm and share ideas for integrating Black History into the curriculum. The keynote will be on Zoom Webinar and is open to all community members.

Additional information and a link to the RSVP form can be found on the [WOU Event Calendar](#).

8. Academic innovation

Current Programs & Workshops. Academic Innovation offers a variety of workshops to instructors each term, focusing on teaching strategies, academic technology, and exploring pedagogy. More information about each programming option, including our Spring Term Calendar, can be found on the Center for Academic Innovation website (<https://wou.edu/cai/>). Workshop attendance numbers for Winter were slightly down from last year, with a total of 31 unique registrations and 58 total registrations.

Beginning this past winter, Academic Innovation added a book club/reading group to its programming and will select a new text each term. Winter's selection was [bell hooks' *Teaching Community: A Pedagogy of Hope*](#). Spring's selection is [What Inclusive Instructors Do : Principles and Practices for Excellence in College Teaching](#). Ebook access is provided through Hamersly library at no cost to participants and selections remain part of Hamersly's permanent digital collection.

Faculty Development Needs Assessment. Academic Innovation launched a survey for faculty during winter term to help better understand and assess faculty development needs. This survey covered logistical preferences (e.g., program format and scheduling) and topics of interest for future programming. In addition to teaching and learning topics, Academic Innovation collaborated with colleagues in Research, Student Life, and Student Success & Advising to query a broad range of topics appropriate for faculty development training.

Approximately 80 faculty members responded to the survey. Academic Innovation is currently analyzing the results to share with the broader community. The goal of this survey is to identify ways to make programming accessible, topical, and beneficial to all faculty and to help develop a holistic approach to supporting faculty success.

Collaborations. Academic Innovation continues to partner robustly to identify ways our learning management system, academic technologies, and pedagogical expertise can support the institution broadly. Examples include:

- Working with Academic Effectiveness to develop syllabus development tools
- Working with Student Success & Advising to develop tools for advisors to better understand student participation in Canvas, including flagging students who do not access the LMS during initial start of the term
- Working with the Partnership Specialist to automate Canvas account creation and enrollment for WOU's non-credit continuing education programs

College of Liberal Arts and Sciences

Our work on the American Council of Education's Learner Success Lab continues, under the co-direction of LAS Dean Kathy Cassity, and Director of Service Learning & Career Development Adry Clark, along with a campus steering committee consisting of both staff and faculty. On February 10th we welcomed our ACE facilitator, Dr. Mary Churchill, to our campus for a virtual visit, along with peer reviewers Dr. Virginia Fraire of the University of Texas-El Paso and Dr. Jonathan Millen of the University of New England. Our visitors met with several stakeholder groups and attended an afternoon virtual symposium that included a "roundtable" with student leaders and a showcase of staff and faculty accomplishments. We are now awaiting recommendations from our external review team and preparing to write our final report, which will contain recommendations for both defining and enhancing learner success on our campus. To further this effort, Dr. Cassity has also convened an LAS Dean's Student Advisory Board, which met twice virtually during Winter term and will meet again during Spring.

Our Social Science Division has been especially busy, adding new tracks to its Sociology program in Social Work and Social Justice. Our Sustainability Department will be fully transitioned from Geography as of the 2022-23 catalog. Dr. Patricia Goldsworthy-Bishop, Professor of History, gave a talk in Los Angeles in March in conjunction with a new exhibition at the Los Angeles County Museum of Art entitled [City of Cinema: Paris, 1850-1907](#), to which she contributed research. The exhibit looks at the development of new forms of art and technology that merged in the late 19th century and led to the creation of the moving picture. Division Chair Dr. Mary Pettenger continues to lead the working group developing a new Ethnic Studies program for WOU, and they recently met with representatives from the Oregon Department of Education to align our program with new Ethnic Studies requirements/standards for K-12.

This term, Social Science faculty delivered two Symposium presentations. Dr. David Doellinger, Professor of History and Dr. Eliot Dickinson, Professor of Political Science, jointly presented a panel on "The War in Ukraine: A Forum Discussion" in the Columbia Room on March 8. NTT faculty member Greg Leo, an experienced lobbyist, discussed "How to get a hummingbird to listen" (a how-to on lobbying) on March 9. Both presentations are available on WOU-TV. WOU's Model UN Club participated in a face-to-face Northwest Model UN conference in Portland from February 18-20.

In February, three students in Psychological Sciences—Sandra Garcia Torres, Selina Alvarez Ramirez, and Claire Graves—presented at the national annual convention of the Society for Personality and Social Psychology (SPSP). (A fourth student, Taryn Wilson, contributed to the project although she was not able to attend the conference.) These students, members of Drs. Kathy Espino-Perez

and Alicia Ibaraki's CREW lab, presented work supported by a National Science Foundation grant obtained by Drs. Espino-Perez and Ibaraki. Tara Wilson, a graduating senior in psychology, was recently accepted into a competitive graduate program in Marriage and Family Counseling at Northwestern University. Dr. Tracy Powell will present her, *Corporality of Communed Touch: Healing through Massage*, at the Annual Conference of Phenomenology and Media, to be held at Shanghai Jiao Tong University in China later this year. Dr. Ethan McMahan, Chair of the Behavioral Sciences Division, has been invited to speak at the Annual Meeting of the Western Psychological Association this Spring. This is one of the largest regional professional associations in psychology in the United States, and he will be presenting his research on how regular interactions with nature can improve psychological functioning as well as benefit the natural environment.

Professor of Communication Studies Dr. Emily Plec has organized an "Outreach and Event Planning Board" as part of her work with the Fostering Success program, which supports current and former foster youth at WOU. Ten youth and young adults who have experienced foster care or lived in group homes were selected to receive \$300 stipends for their Board participation and were provided with a \$1000 event budget. Approximately half of the recipients are WOU students, and several others are youth in the community. Together they are charged with planning and hosting one or more events for foster youth and youth lacking family privilege. Their first meeting was held in March 2022, and they will continue to work together through mid-June. The Outreach & Event Planning board is funded by a grant from Polk County Family and Community Outreach.

Apple Box Children's Theater, now sponsored by the WOU Humanities Division, works with the WOU Theater Department and Central High School to provide a free, high-quality theater experiences to local children ages 8-15. WOU's Creative Arts Division Chair David Janoviak has created an opportunity to offer WOU credit to Central and Dallas High School students who participate in either Apple Box Children's Theater or Valley Shakespeare this summer. English NTT faculty member Maren Anderson serves as the Executive Producer of ABCT. She will be working with Ellen Osborn and Phyllis Bolman of the Monmouth Arts & Culture Commission, and Suzanne Dufner, Director of Monmouth's Community & Economic Development, in coordinating and integrating Apple Box Children's Theater performances with Monmouth's Fourth of July festivities.

Our Director of First Year Writing, Dr. Leigh Graziano, won the Community Partner Award from WESD for her Willamette Promise work with the Writing Program. WOU also received full approval for a graduate certificate in writing theory and practice, a program designed for K-12 writing instructors that will launch this summer and bring a new audience to WOU! Dr. Graziano also participated with a collaborative group of faculty and staff from both Academic Affairs and Student Affairs to develop a block scheduling cohort model for SEP

students (based on the successful launch of Destination Western last summer). Other participants in this project are Chris Solario, Dr. Shaun Huston, Dr. Leanne Merrill, Dr. Katherine Schmidt and Marshall Guthrie. This project will be piloted during the 2022-23 academic year.

Our Creative Arts Division has been busy and productive during Winter term, with a series of Dance Labs every Friday, several student and faculty recitals and art exhibits, the production of the musical *The Theory of Relativity* in February, and concerts by our choral and instrumental assignments. A quartet from our vocal ensemble opened this year's short legislative session with a beautiful rendition of the national anthem. In Spring term, Creative Arts looks forward to hosting the Great Western Music Championship High School Band festival, the Drag Show, the Spring Dance Concert on May 7, continued Friday dance labs, an ArtFest T-shirt Tie Dye party on May 18, numerous student art exhibits and recitals, ensemble performances, and the theatrical production *Baby with the Bathwater*, from May 26-29. This summer's Valley Shakespeare production will be *A Winter's Tale*, from July 21-23 and July 28-30.

Dr. Gareth Hopkins, Assistant Professor of Biology, and Dr. Lucas Cordova, Assistant Professor of Computer Science, are collaborating in an exciting interdisciplinary project incorporating student researchers, creating an app that supports turtle conservation. In early March, they and ten WOU students attended the Annual Conference of the Oregon Chapter of The Wildlife Society in Newport. This is a critical annual networking meeting for wildlife professionals. Students gave oral and poster presentations and participated in a roundtable discussion; Matthew Manns (Biology student) won second prize in the student poster competition, competing against PhD students from OSU. One of the presentations focused on the *Oregon Turtles App*, and the beta version was launched at the event (oregonturtles.org). Multiple people signed up to be beta testers (and you can too by visiting this [website](#)). An important theme of the conference was the importance of using cross-disciplinary tools and perspectives in wildlife biology, particularly in the realms of GIS/Remote Sensing and Computer Science.

There is much additional good news as well. Criminal Justice Week took place virtually this year, from February 21-24. The Business & Economics Division has been successful in its search for a professional advisor, who will begin next month. We also hope the Oregon Gaming Conference will take place live on campus this year in May. Faculty, staff and students in each LAS division continue to produce stellar accomplishments even in the face of ongoing challenges.

College of Education

Western hosted the annual meeting of the Oregon Association of Teacher Educators on campus on Friday, February 25th and Dr. Melanie Landon-Hays

from the Division of Education and Leadership presided as President. The opening keynote was provided by award-winning, African American author Renée Watson who shared thoughts on race, identity, and education with an audience of more than 150 teacher educators from across Oregon. Dr. Landon-Hays is the most recent in a long list of ORATE Presidents from Western including Dr. Marie LeJeune, Dr. Maria Dantas-Whitney, Dr. Tracy Smiles, and Dr. Mark Girod.

Dr. Lin Wu, from the Division of Education and Leadership, received the 2022 Outstanding Dissertation Award from the American Association for Colleges of Teacher Education for *Borderland Teaching of Chinese American Teachers with Mexican American Students: Toward the Development of a Theory*. In his dissertation, Wu studied three Chinese American teachers working with 11 Mexican American students in three ethnically diverse urban secondary schools in the Pacific Northwest. For his observations, he used a qualitative case study methodology, drawing on the theoretical frameworks of Culturally Responsive Teaching and Borderlands Theory. Wu's findings suggest that the teachers used borderland teaching to improve student performance and build kinships with them. A team of faculty also attended this meeting to cheer on Dr. Wu as he was recognized.

The College of Education Office of Justice, Equity, Diversity, and Inclusion (COE JEDI) is hosting a series of faculty professional development events across spring term facilitated by Dr. Ofelia Castro Schepers who directs the Center for Trauma-Informed Practices at Metropolitan State University in Denver. Topics will include trauma-informed practices in higher education, creating a trauma-informed syllabus, compassionate grading, and making content accessible, and supporting all students in higher education.

The College of Education was recently awarded a \$150,000 grant from the Higher Education Coordinating Commission to support Educator Equity work in alignment with HB 3375 (2015) that promotes efforts to increase the recruitment, retention, and graduation of increasing numbers of culturally and linguistically diverse future teachers. The support will be used to partner with Willamette Education Service District and Chemeketa Community College through the Center for Advancement of Paraprofessionals, will provide continuing support to the College of Education Office of Justice, Equity, Diversity, and Inclusion, and will support student stipends participating in the BIPOC Student Advisory group who help shape programs, practices, and efforts to improve student experiences in educator programs.