



Board of Trustees Meeting – November 2022

Appendix B

Senior Leadership Council Reports | Table of Contents:

- 1) Dr. Paula Baldwin, Interim Director of [Marketing & Communications](#)
- 2) Tina Fuchs, Vice President for [Student Affairs](#)
- 3) Ryan Hagemann, Vice President & [General Counsel](#)
- 4) Dr. Ana Karaman, Vice President for [Finance & Administration](#)
- 5) Randi Lydum, Executive Director of [Intercollegiate Athletics](#)
- 6) Alice Sprague, Interim Executive Director of [Human Resources](#)
- 7) Dominique Vargas, Executive Director of [Diversity, Equity & Inclusion](#)
- 8) Dr. Rob Winningham, Provost & Vice President for [Academic Affairs](#)

WOU Board of Trustees – November 2022
Dr. Paula Baldwin, Interim Director Marketing & Communications

The searches for Marketing Director and PIO/SM are underway. There are viable candidates for the MD, but there are only two applicants for PIO/SM so the position will remain open to allow for additional candidates.

MarCom continues to support other departments' events with swag and t-shirts. MarCom will be hiring a CIP intern for the winter and spring, and we plan for this person will assist with the general duties and some light graphic work, thus relieving some of the workload for Denise.

For the first time ever, MarCom tabled at the Fall Preview Day with flyers about working for MarCom. We offered swag consisting of novelty mop top tablet/ink pens, branded miniature bottles of tabasco and tajin, and pronoun pins. We also shot some reels of the staff and faculty at their tables.

We are setting up a page on the MarCom web page to allow departments to put in their future events and types of items needed, so that we can have the swag needed on hand. This will positively impact our buying strategy enabling us to buy at the best possible price point. Most of our swag buys come from 4imprint, but we continue to invest in our community, whenever it is possible, by getting a substantial number of our t-shirts locally through Mungo's.

As for marketing efforts, we continue to support Admissions tabling outreach events, including one this weekend at McKay and in another couple of weeks, at St. Patrick's Church.

- We have an ad in Business View magazine issue that just came out.
- We have purchased a significant ad (full page, inside front cover) in the Trail Blazers souvenir program and that will run starting next week and finishing in April.

MarCom tabled at the Fall Preview Day and gave away swag to prospective students.

- We hope to table again at our November Preview Day.
- We are looking at running radio spots (using one of the actors from Reservation Dogs) on their podcasts, and print ads with powwow.com. The newsletter, podcasts, etc. is run by PowWow Nation and is a national resource for indigenous people and tribes.
- The next 2 months are usually strong seasons for movie attendance. We are continuing to run ads at movie theatres in Independence, Sandy, Battle Ground, Dallas, and Stayton. It is highly likely that we will continue to run ads in 2

theatres in Tigard (33 screens) as the last 3 months of ads have netted us almost 200k impressions.

- We will be providing swag the WOU Conexiones events once those dates have been set.
- On December 1, Wolfie and crew will be traveling to one of the Salem-Keizer middle schools to have a meet and greet session with 3 AVID classes of one of our alumni, Whitney Hines. We have swag giveaways planned and a photo session with each of the three classes. Denise will take photos and Deborah will try and get there to shoot some video. We will be shooting some video of Whitney talking about her time at WOU for future use in promoting WOU.

WOU Board of Trustees – November 2022
Tina M. Fuchs, Vice President for Student Affairs

Introduction

The Division of Student Affairs is made up of [16 different departments](#) that provide support to students from the time of their recruitment to their ultimate goal of graduation from Western Oregon University (WOU). The focus of most areas is on retention and success, as is highlighted in this report. While not all encompassing of everything the division is doing, this report provides a snapshot of some of the great work happening within many of the areas in Student Affairs.

An important and necessary step for the division to meet the needs of our students and support their success, is identifying division-wide goals as well as evaluating last year's challenges and successes. The [2022 Student Affairs Overview Report](#), finalized in August 2022 and prepared for new President, Dr. Jesse Peters, provides an overview of the division, outlines key departmental successes and challenges from 2021-22, and identifies priorities, themes, and goals for the 2022-2023 academic year.

Recruitment/Enrollment Management

Admissions

- The Office of Admissions finalized a three year contract with the Educational Advisory Board (EAB) to provide strategic advisory services to strengthen our recruitment initiatives. We enter this fall's recruitment season with incredible optimism in recruiting future WOU students.
- We are seeing an average increase of **31%** in attendance at our Fall Preview Days compared to last year. And a **300%** increase in High School groups visiting campus compared to last year.
- One of the goals of Admissions is to improve application processing. To that end, Admissions is in the second full year of using Slate, a comprehensive platform for admissions and enrollment management, and has moved to paperless admission and processing, thus creating a more efficient and sustainable system which allows for efficient processing of applications. Currently, new application processing turnaround is one week or less.

Financial Aid

- Banner Financial Aid launched on Monday, October 24, 2022, for the 2023-2024 award year with the Financial Aid Office pulling FAFSA applications into the system. Students can also access their self-service account to find out about

documentation that we are requesting and can submit those documents for counselors to begin reviewing. The implementation of Banner Financial Aid could not have been done without the hard work and collaboration between Accounting & Business Services, the Office of Admissions, the Office of Financial Aid, University Computing Solutions, and University Registrar.

New Student & Family Programs (NSFP)

- The second cohort of [Destination Western](#) (DW) was a rousing success with 186 students completing the residential bridge program! Students completed two academic experiences, one in writing and one in math, and participated in multiple social activities within their learning cohorts. As of week two, 100% of the Destination Western 2022 student participants were still enrolled at WOU. We will continue to monitor their enrollment throughout their first year. 2021 data showed significant retention from term to term in the academic year following their participation.
- WOU's PACK [Welcome Week](#) orientation program included over 30 all-student and highlighted events as well as over 1300 attendees to 85 resource sessions throughout the week. This year NSFP implemented a new initiative, "Faculty Friday." Faculty Friday had a heavier focus on academics to help prepare incoming students for the start of Fall term. Be sure to check out the [PACK Welcome Week 2022](#) highlights video!

University Housing

- University Housing welcomed over 900 students to the residence halls this fall. Occupancy is just under where they were this time last year: currently 900 living on-campus vs 912 last year.
- This past summer 28 groups and just over 3,200 guests were welcomed to the residence halls for summer conferences and events. The summer conference program generated over \$290,000 in revenue for University Housing.

Student Engagement, Leadership, Retention and Support Services

Abby's House, Center for Equity & Gender Justice

- Abby's House is joining a two year [Hope Impact Partnership](#) collective with the Hope Center at Temple University. This partnership will help Abby's House create a Basic Needs Task Force on campus, provide professional development and training opportunities for staff, and assist with a student needs survey.

- Abby's House received a no-cost extension of the 2020 VOCA-FI grant through September 30, 2023 that provides funding to WOU's advocacy program, and we have received \$124,016 (80% of the VOCA award amount) from the state that will help us continue our advocacy program through September 30, 2024.
- Abby's House is collaborating with the Office of Diversity, Equity, and Inclusion, Human Resources, and Student Conduct to provide Responsible Employee training to all employees. Abby's House is taking the lead for providing training to all student employees.

Campus Dining

- Campus Dining launched the [Daxbot robot delivery](#) this fall term 2022, averaging about 60 deliveries a week. Campus Dining anticipates deliveries will increase once Café Allegro begins deliveries.
- The Press coffee shop opening is pending a contract execution. A timeline for the opening of the coffee shop will be determined after a contract is finalized and with the hiring of student employees.

Child Development Center (CDC)

- The CDC has returned to full enrollment of 40 preschoolers (plus a waitlist).
- In alignment with the WOU's values and efforts in becoming a HSI, the CDC is piloting a Dual Language Immersion (Spanish/English) classroom.

Office Disability Services (ODS)

- In collaboration with University Computing Services and Academic Innovation, the office of Disability Services created a Web Accessibility Course that will reside in Canvas for WOU faculty, staff and students
- Due to popular demand, ODS restarted a training program for WOU employees on how to be more inclusive to people with disabilities.

Multicultural Student Services and Programs (MSSP)

- The Diversity Scholars program recognizes outstanding students who are awarded a recurring diversity commitment scholarship (DCS) during their tenure at WOU. For 2022-23, 55 new students received the award and two of whom received the David S. Brody Memorial Scholarship, a full ride scholarship to

WOU. All new scholarship recipients were recognized at the Diversity Scholars dinner on October 19. In attendance were many of the scholars' family members.

- [César E. Chávez Leadership Conference \(CECLC\)](#) has a rich history at Western Oregon University. CECLC began in 1990 as a gathering of Hispanic high school students from Portland Public schools. In 2007, the César E. Chávez Leadership Conference moved from the Portland area to being hosted on the Western Oregon University campus. The CECLC will be hosted as two events, one for high school seniors and the second one focusing on high school freshman-juniors.

Center for Professional Pathways (CPP)

- Service Learning & Career Development changed their department name to the **Center for Professional Pathways**. The name aligns with the department's goals to create equitable pathways to career readiness and social mobility for all students. The long-term goal is to ensure every student at WOU connects with people, tools, and opportunities that help them reach their professional goals.
- One of CPP's goals is creating equitable pathways to social mobility for all students. This year the focus is on pathways for historically underrepresented students interested in healthcare and technology careers. This coincides with the State of Oregon's talent crisis in these sectors.
- CPP has organized over 30 events for fall term 2022. For details, visit: <https://wou.edu/professional-pathways/events/>

Student Conduct

- WOU is hosting the Oregon Student Conduct Administrators (OSCA) fall meeting, with Student Conduct professionals from all over the state of Oregon and Southern Washington planning to attend.
- A comprehensive review of the Code of Student Responsibility took place during 2021-22 academic year including updating standards of conduct with regard to academic misconduct, disorderly conduct, and sexual misconduct. Minor revisions in processes and personnel involved in the student conduct process were also made. Year long process involving feedback from all areas of campus.

Student Engagement

- Student Engagement is actively organizing events and social activities for students and the WOU community, including Homecoming, Family Weekend, and many others. We invite the Board of Trustees to attend our annual Holiday

Tree Lighting on December 2, 2022. For more information on events, visit: <https://wou.edu/student-engagement/>

- [The Western Howl](#) is WOU's weekly newspaper. This award-winning newspaper is written, edited, and printed by students. Print issues are distributed on campus on Wednesdays while updates are added daily [online](#).
- [Conference & Event Services](#) is filling up summer 2023 quickly, including two high revenue generating conferences. After two years of limited conference activity, revenue generation this fiscal year is looking positive.
 - FY 19 revenue: \$832,680
 - FY 20 revenue: \$487,423
 - FY 21 revenue: \$1,273
 - FY 22 revenue: \$234,138
 - FY 23 revenue: \$614,658

Student Health and Counseling Center (SHCC)

- The SHCC will be offering the Pfizer Bivalent vaccine/booster to students fall term - November 16th. By appointment only.
- The SHCC passed a CCare audit ([Oregon Contraceptive Care](#)). This program provides free contraceptive management services, birth control, and reproductive health care at no charge to students eligible for the program through state and federal requirements.
- For AY 21/22:
 - Counseling intakes increased 65% (with 2 less counselors)
 - Counseling crisis increased 133%
 - After hours crisis increased 50%
 - Medical services increased 52% (with 2 less medical staff)
 - Mental health psychiatric care increased 161% with one provider)
- Fall 2022:
 - Week 1 - counseling saw more clients the first week than they have in the past 3 years (pre-COVID!)
 - So far this term, more students have been seen (couns/medical) than in the past 2 years at this time.

Upward Bound

- WOU has been selected to continue to receive funding through the federal TRIO Upward Bound grant for another five years. The anticipated funding of \$1,488,005 will allow Upward Bound to continue building on the success of the past 23 years in serving low-income and potential first-generation high school students. That fact that WOU's proposal was selected to receive continued funding speaks volumes about the campus support we receive at WOU for the Upward Bound program. This support has been crucial to their success. Thank you for your continued and sincere support of TRIO Upward Bound. Here's to another 5 years!

Veterans Resource Center (VRC)

- Veterans Day Week is planned for the week of November 7th- 12th, there will be a variety of events including "Your community Veterans Panel", Veterans breakfast open to all WOU staff and employee veterans, and the annual Ruck N Run. To find out more please go to [Save the date! Veterans Day week](#)
- The VRC offers WOU employees training opportunities around ways to learn and practice framing classroom discussions objectively to create safe classroom spaces for veterans, and opportunities to deepen an understanding of Veterans specific academic and personal support needs. To find out more and complete the training visit the [Veterans Resource Center Faculty and Staff training page](#).

Wolfstore

- Digital books have made a comeback at the bookstore. Many digital titles are now available for students to purchase to help save on the costs of course materials.
- The Wolfstore has been revamping merchandise. Positive feedback abounds regarding the new selections in the store - some items selling out in just over a week.
- Marketing has been an area of focus for the Wolfstore, particularly around social media engagement. The Wolfstore has created a new TikTok account and is increasing their social media presence across many platforms.

Vice President for Student Affairs office

- All first-year and transfer students are required to complete the [U Got This!](#) bystander training during their first term at WOU. This training is developed by

Catharsis Production, which is the same organization that developed the employee training program WOU is participating in this fall.

- The National Student Exchange (NSE) program has begun recruiting students for the 2023-24 academic year. To learn more about NSE, visit wou.edu/nse. Want a sneak peak into a day-in-the-life of a WOU NSE student? Arlette Tapia Lopez, a social science major and Spanish minor senior, recently took over the WOU NSE Instagram account and shared a day in her life at Stony Brook University! Visit the “Take Overs” highlight album to view her stories: www.instagram.com/wounationalstudentexchange

Division of Student Affairs Other Information

Shout Out!

- [Leslie Lloyd](#), Assistant Director of Financial Aid, for her efforts in planning and coordinating College Goal Oregon, a regional FAFSA filing event hosted at WOU on October 15.
- [Blanca Miranda Aguilar](#), Program Coordinator and Advisor in Multicultural Student Services and Programs (MSSP), for her exceptional service and support of students in MSSP, as well as planning and organization of the Diversity Scholars Dinner on October 19.
- [Lindsey Gibson](#), interim Director of University Housing, for her leadership and management of University Housing as WOU came out of the pandemic. Lindsey assumed the interim Director role in February and has provided stable leadership during challenging times.
- [Justin Sunada](#), Assistant Director of Experiential Learning, for his willingness to volunteer for various Student Affairs department events and programs.
- [Office of Admissions Counselors](#), have been our voice and presence since early summer at a variety of community events within our region. Additionally, all of them are on the road recruiting new students for Fall 2023 at a furious pace visiting high schools in the NW, Hawaii, and Alaska as well as attending college fairs
- Financial Aid – [Kella Helyer, Director of Financial Aid](#), and [Robert Hoffman, Assistant Director of Financial Aid](#), with the support of University Computing Solutions, to complete the implementation of Banner Financial Aid.

SPOTLIGHT program

New Student Sunrise Breakfast and Signing of PACK Week Walk

- Traditions are very much alive at WOU! On the early morning of Friday, September 23, 2022, students gathered at MacArthur Field to watch the sunrise and get a taste of delicious pancakes offered by Campus Dining and served by Student Affairs staff. President Peters and ASWOU President Harwood were among the guest speakers. Students also had the opportunity to leave their legacy by signing their name on a sidewalk.



Newsletters

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 below.

[Student Affairs Enews](#)

[Multicultural Student Services and Programs \(MSSP\) Summer 2022 Newsletter](#)

Board of Trustees Report – November 2022

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

Board's Office

- Dedicated significant time and effort to WOU's presidential search, including contract negotiation and presidential appointment at the June 8, 2022 meeting
- Contributed and assisted Board Chair and senior leadership on onboarding strategies materials for the incoming president, Dr. Jesse Peters
- 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 September, leading to the successful Senate confirmation of two new trustees
- 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
- Continued work, in concert with the Board Chair and President, on revamped onboarding materials for new trustees; scheduled first of three onboarding modules for new trustees on November 15, 2022
- Assisted in development and planning of the Board's planning retreat on September 1-2, 2022
- Prepared materials and assisted with two EGTC meetings (July 5 and July 18) regarding onboarding priorities for the incoming president
- Prepared materials and assisted with a special Board meeting (August 24) regarding contract authorization
- Continued weekly meetings with the Board Chair, President, and President's Executive Assistant
- Participated in the Public University Board Secretary group

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

- Processed 304 contracts since June 2022, including many expedited contracts for emergency work and no-cost extensions and changes to grant documents

- Successfully concluded RFPs and contract negotiations for the Student Success Center's architect and the steam pipe project's engineer; created new A/E services contract templates for both contracts
- Successfully concluded RFP and contract negotiations for master window washing contracts
- Successfully concluded RFP and contract negotiation for third-party retail dining in the Werner University Center
- Successfully concluded RFP and contract negotiation for strategic enrollment assistance
- Successfully concluded contract negotiations with both the external audit firm and the intergovernmental agreement with Portland State University for its internal audit function to assist WOU
- Successfully concluded contract negotiations for multi-year equity audit, starting in November 2022
- Reviewed draft student code revisions for Student Affairs
- Worked with outside counsel and Southern Oregon University about the potential applicability of the CARES Act employee retention tax credit
- Conducted facilities tour with the university's property insurance brokers, including several representatives from Lloyd's of London
- Continued work on revitalizing campus policy development process, including policy software demonstrations, collecting former policies from Oregon University System to reorganize existing index, scheduled meeting with each member of the president's senior leadership team for policy priorities, and developed materials for EGTC meeting to revise *Board Statement on the Delegation of Authority* to allow for the president's new cabinet (as opposed to a separate committee) to serve as a representative body to review policy drafts
- Met with incoming DEIA ED Dominique Vargas about transitioning the University Cultural Competence Advisory Committee to her new office
- Staffed Dr. Peters at the Oregon Council of Presidents August planning retreat
- Attended Legislative Advisory Council (LAC) weekly meetings as WOU searches for a new Director of Government Affairs

- Convened VP Advancement search committee and continued work on the search for new VP/ED of the WOU Foundation
- Participated on the search committees for Title IX Coordinator, Director of Government Affairs, Executive Director of Human Resources, and Executive Director to the DEIA ED
- Continued preliminary work on upcoming WOU-WOUFT bargaining
- Engaged task force work regarding WOU's Title III grant submission
- Assisted in reviewing materials for the new substitute childcare grant
- Worked with several campus units on developing WOU's approach to upcoming paid family leave obligation
- Reviewed and processed multiple public records requests
- Conducted and/or supervised numerous investigations for complaints and grievances
- 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; prepared for one-day construction law seminar in mid-November
- Participated in campus-wide DEIA and Title IX trainings
- 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

WOU Board of Trustees - November 2022

Dr. Ana Karaman, Vice President for Finance & Administration

This report identifies major summer and fall projects

Accounting & Business Services (ABS):

Shadron Lehman, Controller

Summer Happenings:

- Audit of Financial Statements and Single Audit: Auditors have completed their fieldwork and are currently going through their own internal review. The Single Audit of Federal Expenditure and Awards is also in the review phase.
- New Director of Accounting, Heather Brophy, has hit the ground running with several projects since joining the team in June. Those projects include P-card merchant category codes and travel policy review.

Fall Projects:

- Vendor maintenance - ABS will be reviewing all of our vendors for inactivity, addresses, 1099 information, and other various information.
- Credit Memos - ABS will be reviewing WOU's credits with vendors and assess their collectability.

Budget & Planning:

Camarie Moreno, Director of Budget & Planning

Fall Projects:

- Revised FY23 budget based on actual Fall enrollment.
- Working on developing financial projections to support multi-year enrollment projection.

Bursars' Office:

Dona Vasas, Banner Systems Auditor/Bursar

Summer Happenings:

- Created accessible financial information for students and their families:
 - Tuition & Fee Calculator
 - Financial Literacy Info

- Built the fall term fee table, processed tuition reductions/discounts, applied private scholarships, applied private loans, sent refunds to students, continued collection letters/assignments, completed our section of the FISAP, completed HB 3509 and reorganized the office to be more functional.

Fall Project:

- Creating a monthly receivables report.

Campus Public Safety and Facilities Services:

Rebecca Chiles, Assistant Vice President for Safety & Operations, Campus Public Safety

FAC

- Window washing, power washing of sidewalks/curbs, painting, OSHA and Safety training for all staff and student works, and stump removal.

CPS

- DEIA and Gender Equity training for staff and student workers, parking lots were power washed and some cleaned and sealed, OSHA training was provided as well as de-escalation training.

Top Projects for Fall

FAC

- Remodel of Smith restrooms for ADA access.
- Relocation of air compressor in Financial Aid office.
- Hang lights on Giant Sequoia November 15th.

CPS

- Joint active shooter training with Polk County Sheriff's Office October 18th at Old Ed.
- Finalize contract for EV stations and restart process for Pay Stations.
- Earthquake TTX (tabletop exercise) October 20th.

Capital Planning & Construction:

Jason Krawczyk, Director of Capital Planning & Construction

[Capital Projects Update](#)

Treasury Services:

Darin Silbernagel, Treasurer

- [Click Here](#) to view September Cash Flow Narrative and Cash Flow Forecast.

University Computing Solutions:

William (Bill) Kernan, Director, University Computing Solutions

Banner Financial Aid

- This is an 18-month project that went into Production on 10/17/2022.

People Admin

- This is an HR project that will significantly streamline/automate the hiring process.
- The project implementation team includes HR, UCS, and People Admin professional services group.
- This project began in June and should be completed by the end of February.

Completion of network private address space and network security redesign

- All network connections were moved to private IP address space, reducing our threat surface from outside WOU.
- Two thirds of the hub and spoke firewall/FTD infrastructure was completed, and implementation has started on the third phase.

Finance & Administration Committee (FAC), November 1, 2022

Capital Planning & Construction:

WOU is currently in design and predesign phases of the Student Success Center and Steam Tunnel

- **Student Success Center Project:**

Oregon Senate Bill 5701 is providing \$21 million in funding to design and build the Student Success Center, which is schedule to be open fall 2024.

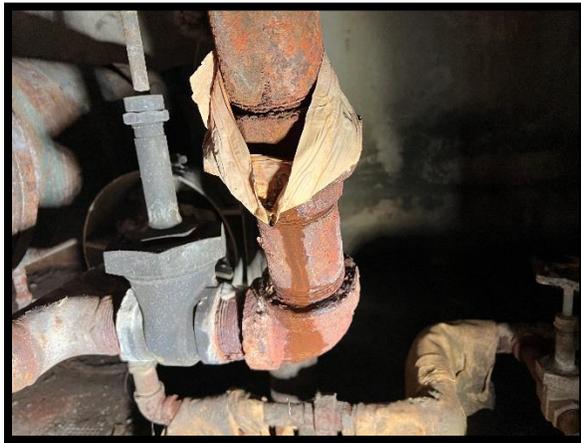
- WOU has hired Gensler Architects to design the new Student Success Center, with an early floor plan and rendering to be released Nov. 2nd, 2022.
- WOU will be sending out a Requests for Propose to General Contractors in December to get them onboard to start demolition of existing Old Education building spring of 2023.



- **Steam Tunnel Project**

Oregon Senate Bill 5202 provided WOU with \$16 million to design and install a utility tunnel system. This project is being done in two phases, with phase one work in Monmouth Ave. concluding Summer 2024 and phase two work on Jackson St. concluding Winter 2025

- WOU is working with Systems West Engineering to design a utility tunnel from Church Street to Jackson Street to replace aging steam lines and utilities.
- WOU will be sending out a Requests for Propose to General Contractors in January to get them onboard to start excavation summer 2023.



- **Campus Roofing Project**

Capital Improvement and Renewal funds provided the \$1.2 million to replace the roofs of three campus buildings, Advising, Maple Hall and Welcome Center. Due to Oregon's usually wet falls, winters and springs we are anticipating all roofing complete in early Summer 2023.

- The Advising Center Roof and gutters replaced
 - New roofing and gutters finished October 5th
 - Project close out walk conducted October 7th no issues



- Welcome Center Roofing has been measured and will start fabrication in late October but due to weather install will not happen until May.
- Maple Hall Roofing and siding replacement
 - Maple Hall is getting quote to change shingle roof to metal roof and replace decaying siding with metal siding, will increase lifespan of building.
 - CPC is waiting on revised cost to compare shingles to metal
- Welcome Center Roofing

- Replacement metal roofing has been selected, measured and should start fabrication in January with delivery expected in March 2023.
- Install of roofing will be in late spring depending on weather.

- **New Physical ED Flooring Project.**

Capital Improvement and Renewal funds provided the \$.5 million to replace the flooring in New Physical ED. This work occurred over summer and fall of 2022.

- New hardwood flooring installed



Cash Flow Narrative FY23

Executive Summary:

- **Beginning cash balance is \$35,288,183**
- **Projected ending cash balance is \$42,666,492**
- **Projected ending cash balance includes \$13,000,000 restricted to the steam pipeline project**
- **The operating projected cash ending balance net of the restricted steam line fund is \$29,666,492.**
- **Projected operating cash outflows will exceed projected operating cash inflows by \$5,621,691.**

The statement of cash flows enables users of the financial statements to determine how well an entity's income generates cash and to predict the potential of an entity to generate cash in the future. The purpose of the cash flow forecast is to present cash inflows and outflows for a reporting period to the reader of the report. Cash flows are not readily apparent when just reviewing the income statement, especially when that document is created under the accrual basis of accounting. Accrual accounting requires that certain non-cash revenue and expense items be included in the income statement, potentially in substantial amounts.

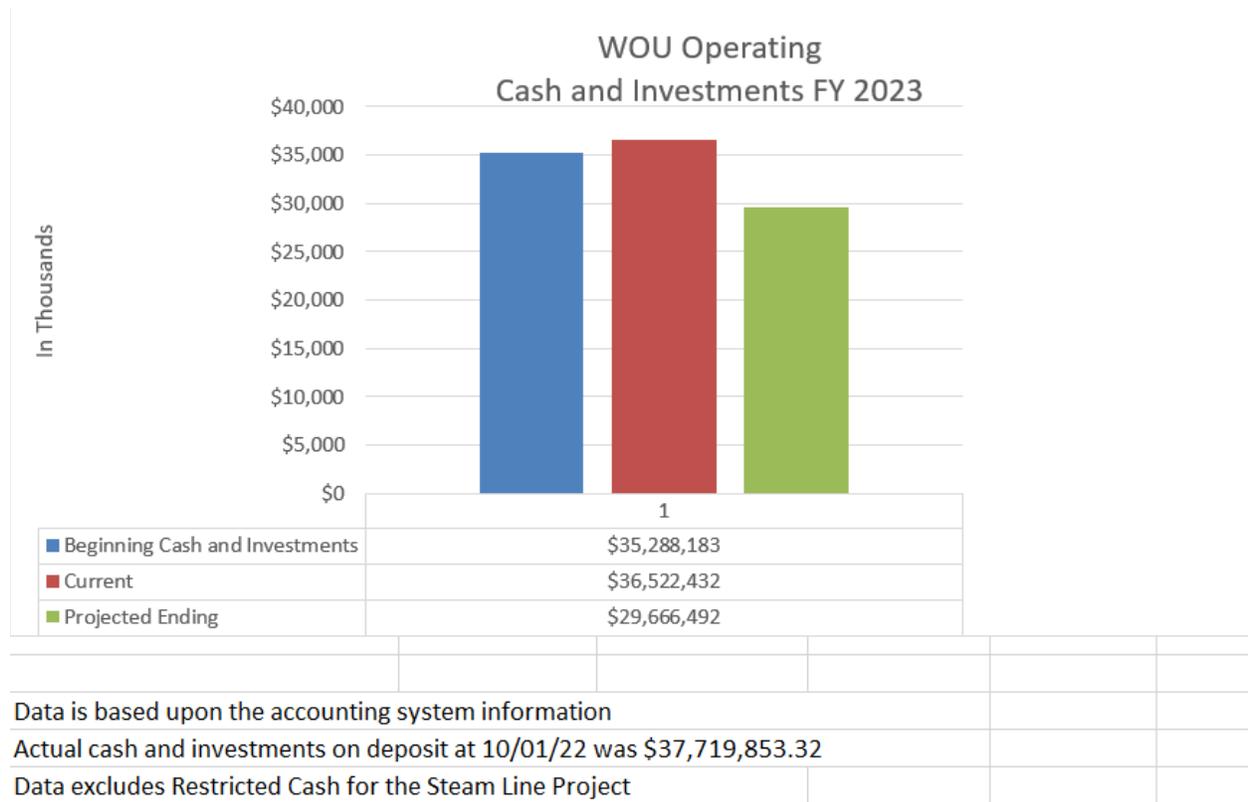
We began FY2023 with a cash & investment balance of \$35.288M.

You will note this does not have a one-to-one relationship with the Management Report, this is due to two reasons. The Management Report looks at individual fund activity for Education & General, Auxiliaries, and Designated Operations & Service funds; while these funds are the main funds for the University, other funds exist as well (such as Capital and Grant funds). The Cash Flow forecast incorporates all cash & investments for the University other than the cash balance related to Perkins loans (\$677,929 as mandated) and the quasi endowment. Additionally, the Management Report shows accounting activity using accrual-based accounting. Accrual accounting creates timing differences between income statement accounts (revenues & expenses as shown on the Management Report) and cash. A revenue transaction may be recorded in a different fiscal year than the year the cash related to that revenue is received. One purpose of the statement of cash flows is that users of the financial statements can see the amount of cash inflows and outflows during a year in addition to the amount of revenue and expense shown on the income statement.

For FY2023, the cash flow projection is based on actuals through September then several assumptions including a slight reduction in enrollment revenue overall for the year, the Board approved tuition increases, a 3% increase in services & supplies (S&S). The Steam Line Project is included but noted below the cash flow since are restricted dollars and cannot be used for operations. Salary increases and Other Payroll Expenses (OPE) rate increases have been included as of what we understand currently. Overall, the cash flow projection shows a \$7.378M increase but is deceiving

with the Steam Line Pipe Project included. Operations only we are showing a projected net loss of \$5.621M over the fiscal year.

We will continue to monitor and adjust monthly. Current financial conditions continue to put pressure on cash flow.



**Western Oregon University
Monthly Cash Flow Forecast**

	July 2022	Actuals August 2022	September 2022	October 2022	November 2022	December 2022	January 2023	Estimates February 2023	March 2023	April 2023	May 2023	June 2023
<i>Starting Cash and investment FY2023 (June 30, 2022)</i>												
	<u>\$35,288,183</u>											
Beginning Cash Estimate	\$ 35,288,183	46,895,641	50,500,793	45,962,158	58,509,779	51,664,778	51,854,815	64,654,165	58,171,990	59,270,196	64,434,915	56,358,157
<i>Adjusted Beginning Cash and investment Balance (Actual)</i>	35,288,183	39,529,497	34,136,650	36,522,432	-	-	-	-	-	-	-	-
Inflows												
Monthly Revenue Estimates	13,661,256	16,253,179	9,145,754	21,119,393	7,727,802	22,022,862	13,447,429	5,833,792	20,875,382	12,978,271	4,886,985	6,334,044
Estimated Cash Impacts GL Accrual Activity	4,239,566	(5,489,119)	2,011,079	5,607,161	(4,701,906)	(4,837,232)	13,014,683	(2,706,300)	(35,419)	2,445,551	(3,535,920)	(5,627,909)
Total Revenue and GL Inflows	17,900,821	10,764,059	11,156,833	26,726,554	3,025,896	17,185,630	26,462,112	3,127,492	20,839,963	15,423,822	1,351,065	706,135
Outflows												
Monthly Labor Estimates	4,297,625	4,163,241	4,611,031	6,829,009	6,886,648	7,161,087	6,867,841	7,083,001	7,205,150	7,312,612	6,893,233	7,003,626
Monthly Expense Estimates	1,479,417	2,995,666	11,084,436	7,349,924	2,984,250	9,834,505	6,708,556	2,526,666	12,536,606	2,946,492	2,534,589	7,394,174
Monthly Debt Estimates	516,322						86,366					
Total Operating Ledger Outflows	\$ 6,293,364	\$ 7,158,907	\$ 15,695,467	\$ 14,178,933	\$ 9,870,898	\$ 16,995,592	\$ 13,662,763	\$ 9,609,667	\$ 19,741,756	\$ 10,259,104	\$ 9,427,823	\$ 14,397,800
Net Flows	11,607,457	3,605,152	(4,538,634)	12,547,621	(6,845,002)	190,038	12,799,349	(6,482,175)	1,098,207	5,164,718	(8,076,758)	(13,691,665)
Ending Cash Estimate	46,895,641	50,500,793	45,962,158	58,509,779	51,664,778	51,854,815	64,654,165	58,171,990	59,270,196	64,434,915	56,358,157	42,666,492
<i>Actual Ending Cash Balance (Banner)</i>	\$ 39,529,497	\$ 34,136,650	\$ 36,522,432									
<i>Actual Less Forecast</i>	(7,366,144)	(16,364,142)	(9,439,726)	(58,509,779)	(51,664,778)	(51,854,815)	(64,654,165)	(58,171,990)	(59,270,196)	(64,434,915)	(56,358,157)	(42,666,492)
<i>% Deviation from Original Forecast</i>	-15.71%	-32.40%	-20.54%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%
30 Day Cash Outflow Requirement	6,293,364	7,158,907	15,695,467	14,178,933	9,870,898	16,995,592	13,662,763	9,609,667	19,741,756	10,259,104	9,427,823	14,397,800
Excess/(Shortfall) over 30 Day Outflow Requirement	\$ 28,994,820	\$ 32,370,590	\$ 18,441,183	\$ 22,343,499	\$ (9,870,898)	\$ (16,995,592)	\$ (13,662,763)	\$ (9,609,667)	\$ (19,741,756)	\$ (10,259,104)	\$ (9,427,823)	\$ (14,397,800)
60 Day Cash Outflow	13,452,271	22,854,375	29,874,401	24,049,831	26,866,490	30,658,355	23,272,430	29,351,423	30,000,860	19,686,926	23,825,622	14,397,800
Excess/(Shortfall) over 60 Day Outflow	\$ 21,835,912	\$ 16,675,122	\$ 4,262,250	\$ 12,472,601	\$ (26,866,490)	\$ (30,658,355)	\$ (23,272,430)	\$ (29,351,423)	\$ (30,000,860)	\$ (19,686,926)	\$ (23,825,622)	\$ (14,397,800)

Footnote:

**Steam Pipe Line Project Cash Impact Included Above
(Restricted Dollars for project)**

	July 2022	August 2022	September 2022	October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023	Total for Year
Steam Pipe Line Revenues Included			4,125,000	4,125,000			4,125,000			4,125,000			16,500,000
Steam pipe Line Expenses Included			2,500,000							250,000	750,000		3,500,000
													Net 2022-2023 Impact on Cashflows
													13,000,000

WOU Board of Trustees Report – November 2022

Randi Lydum, Executive Director Intercollegiate Athletics

Intercollegiate Athletics

It is wonderful to have so many students back on campus and involved in Athletics and Campus Recreation this fall. Access to competitive sport opportunities, recreational activities and physical conditioning spaces are critical components of a vibrant campus.

The NPE gym floor and seating project was completed in September just in time for the Pack Welcome Week activities for all new WOU students. Physical Education classes and athletic practices and games fill the space on a daily basis. In late October, the annual Cesar Chavez Conference was held in the newly renovated facility. The modern seating is much more inviting and comfortable for visitors to our campus.

In October, we welcomed alums back to campus for Homecoming and Hall of Fame Weekend. The 2022 Hall of Fame inductees include Cecilia Ward, Softball 1977; Jim Shaw, Men's Basketball 1985; Melvin Haynes, Men's Basketball 1988; Monica Smith Barnhart, Women's Track & Field 2005; and Grady Wood, Baseball 2012.

As a new member of the Lone Star Conference, the Football program has shown its resiliency this season with key wins against Central Washington University and West Texas A&M (5-5 record with one remaining game). Jaylin Parnell and Ryan Minniti were each named LSC Defensive Players of the Week and Danny Cossette was twice named LSC Special Teams Player of the Week this season.

WOU hosted the GNAC Cross Country Championships this month at the Ash Creek Preserve located on the west side of campus. Caitlin Heldt finished 3rd and Hunter Hutton 10th to lead the Wolves. The Men's and Women's Cross-Country programs both finished 4th in the GNAC Championship and will travel to Billings, MT for the NCAA DII West Regional Championship later this month. The combined programs earned 16 GNAC All Academic awards this season.

In its inaugural season, Men's Soccer found out first-hand just how competitive the GNAC really is. They finished the season with a 2-13-2 overall record but played many very close games. With 43 students on the roster, our men's soccer program is an exciting and spectator friendly addition to our campus.

The Women's Soccer team finished 5th in the GNAC this year with 7-6-5 overall record. Hannah Rispler was named GNAC Defensive Player of the Year, and the team earned 8 other All GNAC team honors. In addition to the athletic awards, 11 women's soccer student athletes earned GNAC All Academic recognition.

Led by first year Head Coach Kaihao Nahale-a, the WOU Volleyball team tripled its number of wins this season over last. With key wins over Simon Fraser, Saint Martin's, Alaska Fairbanks and Montana State Billings, the Wolves have moved up in the GNAC

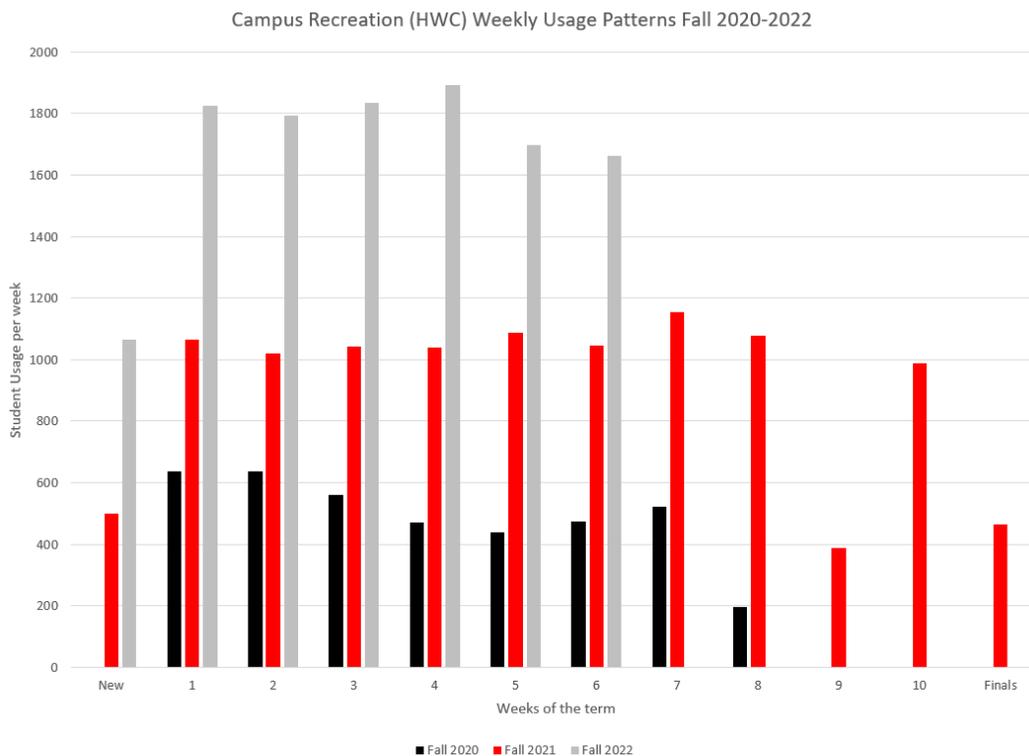
standings to their highest finish in several years. Thirteen volleyball student athletes were named to the GNAC All-Academic team.

The Men’s and Women’s Basketball teams have both jumped into their seasons by playing NCAA DI exhibition games before the DII GNAC schedule begins. The women’s basketball team played a close game against Oregon State University before falling 66-82. The men’s team travelled to the University of Arizona and played the #17 ranked Wildcats, losing 61-91. Both teams are excited to begin the season on the new NPE court.

After a productive fall, the Men’s and Women’s Indoor Track & Field program will kick off their season in early December in Spokane. The Wolves Baseball and Softball programs will begin their competitive seasons in early February after taking full advantage of the dry fall weather this year.

Campus Recreation

Campus Recreation has seen several positive growths throughout programs, employment, and facility usage. We often fail to recognize the successes we are in when they occur. We wanted to bring a few data points and highlights to the Board of Trustees. As of Today, November 6, 2022, with Summer 2022 and 6 weeks of Fall 2022, we have eclipsed our entire 2020-2021 unique student usage of 20% (828 out of 4070 students) and are 294 unique students away from eclipsing all of 2021-2022 (1569 out of 4029 students). Additionally, weekly usage has also increased over the past two fall terms.



Club Sports -

Club Sports student members so far are 224.

- 2 New Club Sports established this fall are Tennis and Martial Arts.
- Currently, a new Outdoor Pursuits Club is following Club Sports chartering processes and policies with modifications that reflect best practices established by our WOU Outdoors Program.
- Total chartered Campus Rec Clubs: 14 - This matches the most we've ever had

Club Sports Highlight -

Men's Rugby is undefeated with wins over OSU and UO. They are ranked #14 in the nation and have already clinched a spot at the regional championship held on November 19-20, 2022, at Utah Valley University in Salt Lake City, Utah. The club is currently fundraising for their post-season and any help would be appreciated (<https://org.eteamsponsor.com/ETS/supportUs/463325524>)

Intramural (IM) Sports -

Intramural Sports Unique Participants: 253

- There continues to be strong demand for organized, low-commitment, drop-in style Intramural sports.
- Average sign-ins for Drop-In VB & Table Tennis on Thursday nights have been 40.6 per night.
- Average sign-ins for Drop-In Futsal and Basketball has been 29.4/night Interest in Drop-In Futsal will likely increase once Club/Varsity Soccer season. Interest in Drop-In Basketball will likely increase when Football season ends as many players typically come to Drop-In Basketball.

Intramural (IM) Sports Highlight -

The IM event with the highest participation so far was when we partnered with Abby's hours to have a "Spike Out Domestic Abuse" event during Drop-In Volleyball.

Health and Wellness Center Memberships -

- 35 Staff/Faculty Memberships in October (+13 from last month)
- 8 Dependent/Partner Memberships (+1 from last month)
- Total of 43 memberships (+14 from last month)

A new limited access payroll-deduction membership for Staff and Faculty for 1/2 cost designed with a limitation of morning weekday hours will become available on November 7, 2022.

Student Hiring -

New means brand new, does not factor cross-training current employees

- Guest Service Specialists: Hired 5 new* staff. There were 28 applicants on Wolflink (Powered by Handshake) for the Fall term, which is up from 15 applicants in the Spring term and 6 in the Summer term.
- Climbing Specialists and Aides: Introduction of Climbing Aid position. Hired 5 new staff in the Fall term for the position. 6 applicants.
- Lifeguards: Hired 1 new staff in the Fall term for the position. 2 total applicants.

- WSIs: Hired 1 new staff in the Fall term for the position. 2 total applicants.

Student Training -

We have fully implemented CANVAS for our new hire training and scenario sets. Not only have we saved an immense amount of paper but students seem to have an overall better handle on the material. We have incorporated a variety of videos, pictures, and interactive scenario sets to keep students engaged throughout the training. Our students are scoring an average of 84% on both financial and operations tests.

Since May 1, 2022, we have hired or cross-trained 33 individuals for the Guest Service position. 22 are still working with us, meaning we have a 66.7% retention rate amongst our front-line staff. Out of those 11 individuals who left us, 6 are still attending WOU, and 5 have left WOU entirely.

Climbing Wall -

- 230 Boulder, climbing, and lead passes processed this fall.
- Increased Climbing Wall Staff by 100% thanks to streamlining consistent onboarding practices and reducing some existing barriers to entry. This recruitment tool will help contribute to the rebound of the youth climbing lesson program in the Winter and Spring Terms. We have run an avg. of 3 complete belay orientations a week for the term.

Aquatic Center facility -

During Winter 2021, there was a transition from Facility Services' Plumber position to Zach Hammerle, Assistant Director, Campus Recreation regarding overseeing all of the Aquatic Center downstairs operations. Improvements to swimming pool facilities from summer and fall include fibreglassing surge tank to eliminate rust containments, the overhaul of the chemical delivery systems continues to show a more stable pool environment including chlorination systems, upgrades to the heat exchanger, bypass valves, and delivery methods have contributed to a safer pool mechanical room. The addition of a new consider pump has stopped erosion to the foundation. Steam line interruptions continue to cause challenges in temperature control.

Aquatic Center usage -

- Aquatics usage has shown an increase in evening swim times up to 14 average swimmers per 2-hour open swim Monday - Thursday.
- Club Sports Swim Club and Stand Up Paddleboard (SUP) Yoga have been evening program additions. We have seen an uptick in student-athletes and club sports participants using the facility for recovery and physical therapy.

Swim Lessons -

- There are 140 youth fall participants for the 4-week swim lessons program. The participants are mostly community children from Monmouth, Independence, Dallas, and Salem with a few WOU student, faculty, and staff children.
- Teaching swim lessons with Campus Recreation qualifies for the initial 30 hours of needed instructional time for the students in the teaching program with WOU's College of Education.

Fitness classes -

- 11 in-person fitness classes are offered a week.
- 297 fitness class sign-ups. That is a substantial uptick in participation in live group fitness.

Fitness-On-Demand (virtual free fitness classes)- 157 Active users FLEX 92 Non-scheduled Digital Fitness classes have occurred

Certification Courses -

Campus Recreation has run lifeguard courses, a Wilderness First Responder, and certified the Health and Wellness Center as a Basic Life Support (BLS) Instructor Trainer Site.

Outdoor Trips -

Campus Recreation partnered with Destination Western to run a trip to Silver Falls and facilitated the Annual Fall Outdoor hike to Silver Falls.

Due to the tremendous efforts of Alexa Amundson, Zach Hammerle, Andy Main and Rip Horsey, Campus Recreation provides active opportunities to enhance the student experience and cultivates a community of supportive relationships. Thank you so much for the opportunity to share Campus Recreation's positive impacts on WOU students, faculty, and staff.

WOU Board of Trustees Meeting – November 2022
Alice Sprague, Interim Executive Director of Human Resources

- Human Resources hired the following employees over the past year:
 - [Joseph Linahon](#) - Data Entry Coordinator
 - [Kirsty Pinchuk](#) - Retirement Coordinator
 - Wendi Mars - HR Generalist
 - [Stephanie Dixon](#) - HR Generalist for Child Care Substitutes of Oregon Program
 - Kendra Selle - HR Generalist for Child Care Substitutes of Oregon Program
- Human Resources will hold its first in-person New Employee Orientation (NEO) since the beginning of the COVID pandemic on November 3rd. NEO has been updated to highlight opportunities to get involved on campus in addition to providing relevant information for new employees. NEO will be held monthly for new employees. Human Resources is also working to create a “Refresher” NEO course for employees who were hired during the COVID-19 pandemic and have not had the opportunity to attend an in-person NEO.
- In collaboration with University Computing Solutions, our Talent Acquisition Coordinator (Crystal Talitonu) has initiated a strategic plan to transition from manual applicant processing to an applicant tracking system which is currently in the integration and testing phase. Estimated go live date of early January 2023.
- Staff and Faculty Recruitment was revamped with a focus on cultivating transparent and responsive communication and recruitment materials including updating the Step by Step Search Committee Chair guidelines document, implementing weekly e-orientations for new Search Committee Chairs, preparing bi-weekly job announcement emails across campus, creating a QR Code for easy and direct access to WOU’s career page, creating a social media presence for HR/WOU Careers on Instagram, and developing a cost menu of Advertisement sites for Hiring Authorities to utilize when setting ad budgets for individual searches and department wide. (This was done in collaboration with our student worker, Lauryn).
- Payroll has created processes by which to track out of state employees and ensure accurate taxation.
- Human Resources, in collaboration with the Vice President of Finance Administration and General Counsel, have engaged in discussions regarding the implementation of Oregon Paid Family Medical Leave at WOU.

- Human Resources, in collaboration with the Staff Senate, is working to implement an Unclassified Employee Donated Leave program before the end of the calendar year. The donated leave program allows for unclassified employees to donate sick leave into a bank that can then be used by any of the donors should they use all their own accrued leave during an FMLA/OFLA (protected medical leave) event. This will ensure that Unclassified Staff have the same opportunity to use donated leave in times of need as their classified and faculty counterparts.
- Human Resources processed all staff and faculty increases (700+ employees) stemming from collective bargaining, Oregon pay law, and the President with speed and accuracy over the past year.
- Payroll Manager (Julie McMurry) was appointed as HR Office Lead in collaboration with Interim Executive Director (Alice Sprague) to manage day to day operations as the previous Executive HR leader transitioned out and a new recruitment is underway.
- In collaboration with The Research Institute, Human Resources has hired two additional employees to oversee the Human Resources portion related to the Child Care Substitutes of Oregon grant. This grant focuses on creating a childcare substitute system for the entire state of Oregon.
- Human Resources recently hired student workers to assist with front office operations and various projects.
- Human Resources moved into a new office space over the past year which allows our team to better serve campus and provides our growing team of staff and student workers with ample work and meeting space. Thank you to Facilities and University Computing Solutions for the hard work put into this amazing space.
- Payroll continues to work towards implementing Web Time Entry for all employee groups on campus.
- Payroll has successfully implemented and tracked the WOU COVID-19 Sick Leave program that is set to end on 12/31/2022. This program gave all employees 80 hours (pro-rated for part-time employees) of additional paid leave that could be used in COVID-related leave.
- In November of 2021, our Salary Administration Coordinator (Jamie Smith) led an initiative to create an electronic routing method for all pay documents. This new process created a spreadsheet that allows our team to easily track where each document is in the process and whether it is "stuck" on a certain approver in the queue. This shift may seem small, it has drastically reduced the workload associated with this task as well as the time it takes for each pay document to get fully approved, allowing our office to serve campus with more efficiency.

WOU Board of Trustees Meeting – November 2022

Dominique Vargas, Executive Director of Diversity, Equity and Inclusion

Introduction

The office of Diversity, Equity and Inclusion opened on June 1, coinciding with the start date for Dominique Vargas, Executive Director of Diversity, Equity, and Inclusion.

Office of Diversity, Equity and Inclusion

The office, as of October 17, 2022, is facilitating two recruitments; 1) Executive Assistant/Coordinator, Diversity, Equity, and Inclusion Office and 2) Assistant Director of Diversity, Equity and Inclusion/Title IX Coordinator. Searches are complete. The Executive Assistant/Coordinator is set to start November 8. The Title IX Coordinator is set to start November 28.

The DEI office is now located in the President's office suite; Lieuallen Administration Building 207.

Title IX

In Summer 2022, Cabinet decided the Title IX Coordinator position would shift out of Human Resources into the Title IX office. This change allows the Title IX process at Western Oregon University to be the priority of a staff's role. Dominique Vargas is serving as Interim Title IX Coordinator. The Title IX Coordinator will work closely with Human Resources and Student Affairs, in addition to many other university departments.

Abby's House is facilitating four responsible employee trainings for student employees during Fall term.

Equity Audit

Western Oregon University will undergo an equity audit, Fall 2022 through Fall 2024.

This Fall 2022 and into Winter Term 2023 WOU will engage in qualitative data collection, utilizing focus groups and one on one meetings. Data from this collection time will be analyzed and findings will be shared with the university community. This data will be shared through university-wide presentations and a report that includes recommendations for the university.

During the Spring 2023 and Summer 2023 terms the consultant will work with university stakeholders to review student and employee related policy and procedures, to help teach the community how to utilize an equity lens when creating policies and procedures and to revise those already in place. WOU will begin to utilize some of the data and implement recommendations during the 2023-2024 academic year.

Then in Fall 2024 WOU will be engaged in a university-wide campus climate survey. This will begin WOU's journey of engaging in regular campus climate feedback, in three-year increments to allow time for data collection, analysis, action planning, implementation, and then be prepared for the next round of data collection.

University Cultural Competence Based Professional Development

From June 27 through June 30, 2022, 98 Western Oregon University employees participated in the SpeakOut Summer Institute. The DEI office hosted daily debrief sessions for follow up discussion.

On September 21, 2022, WOU hosted Mohammed Soriano-Bilal who facilitated two DEI based professional development sessions. The morning session, "How to Create Brave and Safer Spaces in an Anxious World" had about 380 participants and the afternoon session "Recognizing Bias in the Workplace – How to Create a More Inclusive Environment" had about 280 participants. Additionally, the DEI office in partnership with Library and Academic Innovation hosted five debrief sessions following the presentations to debrief and to consider how information learned can be utilized.

Department/Group Cultural Competence Based Professional Development

Destination Western Peer Advisors – September 1, 2022

Board of Trustees – September 1, 2022

Division Chairs Meeting – September 12, 2022

Campus Public Safety – September 13, 2022

Counseling and Health Services – September 16, 2022

Destination Western – September 16, 2022 (DEI, Rian Gayle, Breeann Flesch)

Hispanic Serving Institution

About 21% of WOU students identify as Hispanic/Latinx, and we are striving for at least 25% and then to maintain at least 25% to earn the designation of Hispanic Serving Institution, emphasis on the serving.

To aid in our efforts Doris Cancel-Tirado, Megan Habermann, Anna Hernandez-Hunter, Ana Karaman, Jesse Peters, Veronica Rodriguez, and Dominique Vargas attend the Hispanic Association of Colleges and Universities Annual Conference in October 2022.

The Hispanic Serving Institution Summit Working Group has been formed and started working together. The HSI Summit will take place April 26, 2023.

The Hispanic Serving Institution Advisory Committee will report to President Peters and is currently being formed.

University Diversity and Inclusion Advisory Committee

Jaclyn Caires-Hurley is chair for 2022-2023. Dominique Vargas is the Cabinet representative. The committee charge has been updated to include assistance with developing university DEI priorities based in the Diversity Action Plan, and to host two subcommittees, one on assessment and one for cultural competence. There will no longer be a Cultural Competence committee outside of UDIAC.

Search Advocacy

The DEI office is partnering with Student Affairs, Academic Affairs and Human Resources to broaden our scope and capability regarding search advocacy. The goal of this work will be to develop a sustainable path forward to ensure each university search is able to include a search advocate throughout the search process to ensure equitable, inclusive and accessible searches for all applicants applying for positions at WOU.

SafeZone Training

The DEI office is funding the overload position of SafeZone Coordinator to ensure WOU continues to offer a three-tiered approach to SafeZone professional development to the greater WOU community. During the 2022-2023 academic year, the SafeZone board will work with a variety of stakeholders in the university community to develop sustainability plans for the SafeZone training within the WOU community.

Freedom Center

Executive Director of DEI is now advising the Freedom Center. During the 2022-2023 academic year, the Freedom Center advisory board will work to establish a sustainability plan for the Center.

WOU Board of Trustees Meeting - November 2022

Dr. Rob Winningham, Provost & Vice President for Academic Affairs Report

College Restructure Taskforce Update

At present, our academic programs are organized into two colleges, a structure arising more from history than strategy. The College of Liberal Arts and Sciences has eight divisions spanning traditional liberal arts and sciences along with professional and pre-professional programs. The College of Education has three divisions that encompass far more than educator preparation programs. This structure served us well once. But over time, and through the evolution of programs and student interests, this structure may have created silos and workload inequities for academic program leaders, faculty and staff. As we consider developing new programs at new degree levels (e.g., professional doctorates), now is the time to re-examine, re-align and re-balance WOU's academic programs so that our structures serve our current needs and position us to thrive in the future.

This restructuring has the potential to:

- Create a home unit for new health-related programs
- Transform and make transparent how academic program leaders are equitably compensated in terms of release time and stipends
- Improve workload equity in advising and committee service by creating academic units that are more comparable in size and complexity
- Organize academic programs in a way that supports innovation and interdisciplinary collaboration, and program sustainability

Participants in the College Restructure Taskforce will engage in this process with a workload equity lens and will seek to align similar programs or programs that may be better able to collaborate.

Expected Outcomes

- Research and report on how other universities structure their academic programs, and articulate common models for universities of a similar size and budget to WOU, including at least some of [WOU's peer institutions](#).
- Propose a new academic unit structure and formula for program leadership structure and compensation that uses existing resources (e.g., department head releases, program coordinator releases, division chair releases, division chair stipends, and all staff in the colleges).
- Propose a new academic unit structure that is more balanced, with the goal of making leadership, advising loads and service loads more equitable.
- Propose a new academic unit structure that could incorporate new health-related programs.
- Propose a new academic unit structure that considers aligning programs in a way that maximizes collaboration and synergy.
- Present the above at campus listening sessions during the Fall of 2022.

- Produce a report before the end of Fall 2022.

Membership

4 deans

12 divisional representatives - names collected by Faculty Senate

2 division staff (one from LAS and one from COE) - names collected by Staff Senate

1 additional staff member from Academic Affairs - names collected by Staff Senate

Keats Chaves, Provost Office – ex officio

The Taskforce has been presenting at many different venues. They gave Faculty Senate an [update](#) on October 11, 2022.

Institutional Research

The Institutional Research (IR) Office has numerous recurring tasks that include reports to the federal government, state government, and the university community. The following are just an example of some of the tasks that the IR Office has completed since the last ASAC report. The IR Office has completed the Fall IPEDS reports (Institutional Characteristics, Completions, and 12-month Enrollment), has provided standard data and additional data requests to support Academic Program Review, and has produced the annual Division Chairs reports. All Division Chairs reports that do not include protected information are available to the entire WOU community on the IR website (<https://wou.edu/institutionalresearch/misc-reports/>). The Division Chairs annual reports include 12 individual reports and 4 sets of reports by division. Some examples are:

- SCH by Division
- Completions by Major, Minor, and Certificates
- DFW rates by course

In addition to standing reports, the IR Office continues to fulfill *ad hoc* requests for data from the campus community. Since the last ASAC report, the IR Office has completed approximately 150 *ad hoc* data requests, or about 30 per month. Additionally, the IR Office has drafted policies on (1) the role of the IR Office in campus surveys and (2) the use of data on student gender and sexual orientation. Both of those policies are currently being reviewed by campus stakeholders.

Student Success and Advising

Student Enrichment Program and Teacher Prep Student Support Services. Our two college-level TRIO programs, Student Enrichment Program (SEP) and Teacher Prep Student Support Services (TPSSS), continue to provide holistic advising and wrap-around support to a combined 390 students. Both SEP and TPSSS met their federal funding to serve objectives for the 21-22 grant year. This is a notable achievement

coming out of the pandemic, as many TRIO programs are reporting continued difficulty recruiting and retaining students.

Additionally, both programs continue to offer extended orientation opportunities to program participants to ease their transition to college. There were four TRIO cohorts of 20 students in Destination Western this year (over 35% of all DW participants are part of TRIO). Between SEP and TPSSS, 3 sections of First Year Seminar courses are being offered fall term (65 students total).

Degree Completion. Our Degree Completion Program continues to identify students who stopped out at WOU, typically close to completing their degree. Through wrap-around advising support and modest grant-funded awards, we've helped 371 students re-enroll at WOU since Fall 2019. As of summer 2022, 98% of those students have graduated or are on track to do so.

We recently worked with an external vendor, Motimatic, to launch targeted social media campaigns to difficult to engage stop outs from the past five years, as well as some other target populations. In our first campaign with Motimatic, we had 25 new registrations and 9,823 total engagements (total clicks, likes, shares, views, etc.) with WOU branded ads.

Registrar

The Registrar has participated in the Systems and Operations subcommittee convened by the Transfer Council to draft a framework for the implementation of Common Course Numbering as required under Oregon Senate Bill 233. The work of that committee has yielded a framework to guide faculty in aligning numbers, titles, descriptions, and credits. Common course numbering will improve clarity and transferability of courses for Oregon transfer students.

- [Transfer Council](#)
- [SB 233](#)

We were able to award degrees to 112 of 121 undergraduates (92.5%) within two days of collecting summer term grades. All total in summer term 2022 we awarded:

- Thirty-seven graduate credentials to twenty-eight graduate students
- 123 undergraduate credentials to 121 undergraduate students

In academic Year 2021/22 (Summer 2021- Spring 2022) we awarded a total of:

- 229 Graduate credentials to 183 students
- 1,057 Undergraduate credentials to 1,002 students

The office of the Registrar, in collaboration with Graduate Programs, has also expanded the online application to graduate to all students. We fixed the procedural hurdles that limited the functionality and the application launched on October 3rd, 2022.

Transfer articulation has fully transitioned to the Registrar's office. We have leveraged the Transfer Evaluation System (TES) and the new role of the Data Articulation

Manager, filled by Greg Davis, to improve the timing and accuracy of transfer articulation.

The office has begun tracking equivalency requests, response times, and the resulting equivalency rate. On average ~88% of the 120 equivalency requests initiated since March 2022 resulted in the creation of a direct equivalency. Diligence by the office and faculty are serving students well because these direct equivalencies are of the most value to students. The institution's investment in the Data Articulation Manager position has also yielded an improvement in turnaround time from evaluation creation to faculty approval/denial from 69 days on average to 10 days on average.

Currently in Oregon, Washington, and California we are maintaining over 80,500 equivalencies. To improve that management we have established a practice of annual review of our top feeder schools course changes. The institutions are Chemeketa C.C., Portland C.C., Lane C.C., Linn-Benton C.C., and Mount Hood C.C. This has allowed us to manage and maintain accurate equivalencies with the institutions we work with most often. This academic year 1,448 complete course drops, course description changes, course name changes, and credit value changes have been evaluated and updated as needed to ensure a smooth transfer of courses for students that transfer to Western from those institutions.

Graduate Studies and Research

Graduate Programs. Overall, graduate student enrollment has remained steady with a slight increase in enrollment compared to last fall.

Program	Fall 2021 (as of 4th week)	Fall 2022 (as of 10/10/22)
MS Education	62	60
MA Teaching	72	59
MS Special Education	64	95
MS Educational Technology	24	12
MS Rehabilitation Counseling	44	40
MA Criminal Justice	18	15
MS Justice Studies (NEW)	n/a	10
MA Interpreting Studies	36	39
MM Contemporary Music	6	3
MA Organizational Leadership	38	40
End/Auth/CTL (only)	6	10
Specializations (only)	5	3
Certificate (only)	10	7
Total	387	394

Graduate Program Applications Processed	Applications	
	Applications	Admits
Fall 2021	218	146
Fall 2022	268	188

Fall 2022 applications were up 23% and admissions were up 29% compared to last year. One of the initiatives that led to this increase is the marketing strategy of having waiver fee application deadlines. A great deal of effort was made to reduce the number of incomplete applications, including weekly email campaigns to stalled applicants.

Our partnership with EAB has also contributed to our gains through several initiatives. A Spotify campaign that ran from June through August, 2022, reached over 500,000 listeners with the large majority listening to the full thirty second advertisement and over 1,000 listeners clicked through to WOU's graduate program landing page. The EAB digital and email marketing campaigns continue to actively recruit prospective graduate students, having reached over 13,000 prospects and leading to close to 150 of them beginning the application process.

Ongoing initiatives have increased retention efforts for stop-out students. The graduate office has provided outreach including phone calls to regenerate enrollment for students that have stopped attending courses for one year or longer. This has led to 10 re-enrollments for the 2022-2023 academic year.

Proposal and grant activity. The Sponsored Projects Office is continuing to see an upward trend in grant funding. We saw large increases in proposed grant funding and awarded grant funding in FY22 compared to FY21 (25% increase in proposals and 84% increase in awarded funding). Proposals for FY23 are tracking very closely to this time last year, which bodes well for continuing these positive patterns.

	Proposals Submitted	Funding Sought (total)	Indirect Proposed	Proposals Awarded	Funding Awarding (total)	Indirect funded
FY21	68	\$22,604,036	\$2,731,722	40	\$11,045,135	\$1,570,733
FY22	67	\$28,443,034	\$3,430,728	39**	\$20,358,586	\$2,500,808
FY23 (as of 10/10/22)	19	\$3,410,117	\$329,393	5	\$2,964,984	\$390,633

***Close to 1/3 of FY22 proposals are still pending, thus awarded funding is expected to increase over the next 3-6 months.*

Noteworthy recent proposals:

- Drs. Steve Taylor and Jeff Templeton from Earth and Environmental Science (EES) submitted a proposal for \$418,339 to the National Science Foundation's Pathways into the Earth, Ocean, Polar, and Atmospheric and Geospace Sciences (GEOPATHs) program. The overarching goal is to strengthen the geoscience profession and engage more diverse groups of students in WOU's EES undergraduate major. If funded, this project will provide \$200,000 in scholarships to students.

- Dr. Feier Hou from Chemistry submitted a proposal for \$446,832 to the National Science Foundation. The overall goal of the proposed research is to develop and understand green syntheses of metal-organic framework materials (MOFs), and understand heat- and water/humidity-induced degradations of MOFs. This project would include WOU students assisting in the research and a portion of the project would be outreach to high school students, including visiting campus and meeting with current Chemistry students.

Noteworthy recent awards:

- Drs. Maria Dantas-Whitney and Kristen Pratt from Education and Leadership were awarded a \$2,989,591 grant through the U.S. Department of Education. Project PROMISE (Partnerships, Resources, and Opportunities for Multilinguals through Inclusive and Sustainable Education) responds to the urgent need to improve instructional approaches and academic outcomes for English learner students in PK-12 classrooms and early learning spaces in Oregon districts serving high numbers of English learner students.
- Dr. Sue Monohan from Academic Affairs was awarded \$633,983 from Oregon's Higher Education Coordinating Commission. The purpose of this project is to increase opportunities for students from priority populations to receive academic credit for prior experience or skills gained outside of traditional higher education institutions, with such academic credit counting toward a certificate or credential that provides a pathway to employment or career advancement.

Noteworthy Center Activity. TRI's Center on Early Learning and Youth Development (CEYLD) continues to grow and develop. With the increase in funded awards from Oregon's Early Learning Division over this past year, the number of staff in CEYLD have nearly doubled. Recently CEYLD was awarded a \$2.1 million dollar contract to support Spark (Oregon's quality child care rating system) and increase the number of programs receiving assessments in Oregon. The Child Care Resource and Referral team rolled out a new website serving communities, families, and children across the state: www.oregonccrr.org.

Launch of WOU's First IACUC. WOU's first Institutional Animal Care and Use Committee (IACUC) has recently launched and is being chaired by Dr. Gareth Hopkins. The development of the IACUC was supported by work of the IACUC Formation Taskforce, made up of WOU Biology Department Faculty. The IACUC is made up of 6 members, including 2 community members and 4 WOU faculty members.

NWCCU Beacon Award

Western Oregon University will receive the NWCCU Beacon Award for Excellence in Student Achievement and Success. WOU is being recognized for its significant curricular review and revisions, begun in 2016 and continuing through implementation of the new General Education program in 2019, that has resulted in significant and equitable gains in 4- and 6-year graduation rates and a reduction in excess credits completed by transfer students. A multitude of WOU faculty worked on this new vision for university degree requirements for undergraduates: The General Education Task Force, the newly created General Education Committee of Faculty Senate, faculty who

developed and taught innovative First Year Seminars, faculty who revised courses or created new courses to meet Gen Ed learning outcomes, those who have participated in the assessment of new General Education program. Chart 1 reports the gains in 4-year graduation rates since we began implementing curriculum changes.

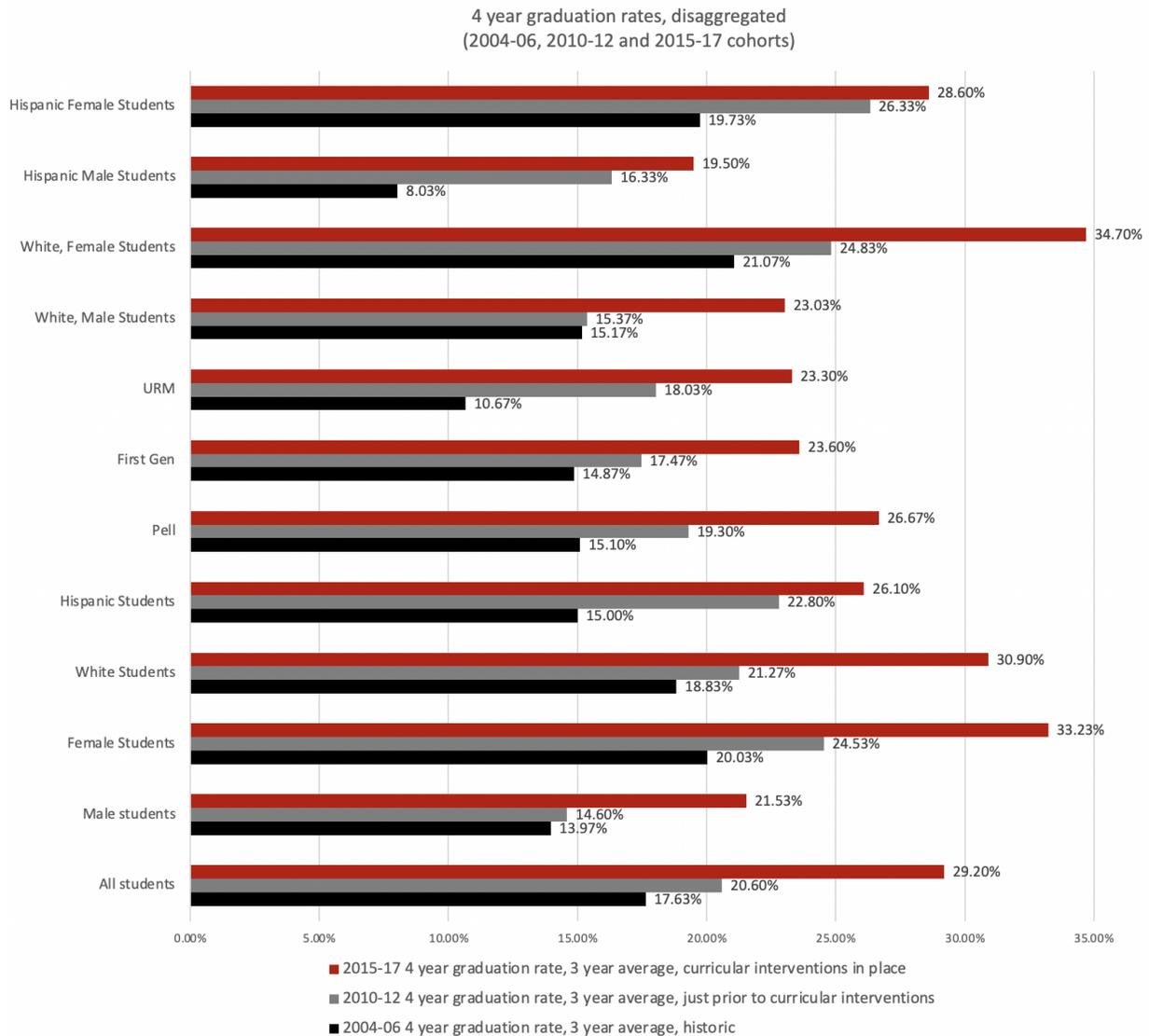


Table 2 reports the reduction in excess credits, especially among transfer students.

Table 2: Excess credits among undergraduate degree recipients, 2016-2021

Year	Transfer Students, all		First-time, full-time students	
	Average total credits	Percent of students below 200 credits	Average total credits	Percent of students below 200 credits

2016	220.5	33.8%	197.7	63.0%
2017	227.8	33.3%	197.1	66.2%
2018	220.2	36.3%	198.3	64.3%
2019	217.8	41.9%	193.2	73.8%
2020	210.1	45.7%	195.2	70.2%
2021	202.8	54.8%	194.5	70.8%

WOU will present on its work at the NWCCU annual meeting in

November. The university has been awarded \$2500 to support these efforts.

Accreditation

WOU received feedback on our Year Six Policies, Regulations and Financial Reports Review from the Northwest Commission on Colleges and Universities. For all but two of the twenty-nine standards, WOU was evaluated as compliant. As a result of the review, we have been requested to provide additional information related to Standards 2E1 and 2E2, related to financial stability (2E1) and fiscal planning (2E2). To prepare the detailed financial models and projections requested by NWCCU, we have convened a workgroup that includes key players from enrollment management (VP for Student Affairs, Director of Admissions, Director of Financial Aid, Institutional Research, VP for Academic Affairs/Provost, Accreditation Liaison Officer, VP for Finance and Administration, Director of the Budget Office).

Credit for Prior Learning

Last year, faculty from a variety of disciplines met to discuss portfolio-based credit for prior learning and credit for prior learning based on industry-standard certifications. The group developed a strong vision and plan for implementing new forms of CPL, key to serving working adult students and degree completers. Resources to implement infrastructure to support this work have been secured via a \$634k grant from the Higher Education Coordinating Commission. Activities supported by the grant include:

- Faculty from Early Childhood Education, Teacher Education, Gerontology, Information Systems and ASL/Interpreting will pilot portfolio-based and/or industry-certification based CPL models
- Academic advisors from Student Success and Advising will develop an inclusive advising model that ensures that all working adult, transfer and/or degree completion students are aware of CPL opportunities
- Professional writing faculty will create a “Portfolio Development” course to support students in assembling portfolios that effectively demonstrate their learning, and the upper-division course will be aligned with “Critical Thinking” in our General Education program
- Once expanded CPL options are in place, we will have funds to market CPL to current and prospective students

- We will finalize a university CPL policy, establish a system for transcribing credits and retaining evidence of learning, and identify mechanisms to compensate faculty for portfolio review.

Our new Associate Provost for Academic Effectiveness, Judy Sylva, is assuming leadership of this work.

Willamette Promise Student Leadership Summit

On September 23 and 24 2022, 63 rising high school seniors from our region attended the second annual Willamette Promise Student Leadership Summit. The event was held at WOU:Salem, and featured a sequence of writing workshops where students honed their college application and/or scholarship essays. Working under the guidance of writing faculty Cornelia Paraskevas (retired) and Katherine Schmidt, and Rosario Peralta Cortez, the Writing Center's English Writing Specialist for Spanish Speakers, students uncovered the stories they can tell about themselves and explored their unique voices. Students took breaks from writing to engage in enrichment workshops with Erin Baumgartner (Metacognition/Study Skills in STEM), Sarah Sheldrick (Communications) and Darryl Thomas (Dance). One goal of this workshop, which was funded by Oregon Department of Education's summer enrichment funds, is to bridge the technology gap; each participating student took home a new Mac Book Pro to carry them through their next few post-secondary years. Western Oregon University received a sub-grant award for \$75k to provide services in support of this project.

Partnerships

Jessica Murfin, Partnership Specialist, has continued work with Amazon Career Choice recruitment opportunities. The Amazon Fulfillment Center team in Salem invited us to another successful onsite event, held September 20 & 21, 2022.

The SEIU local 503 partnership is official with our first marketing mailer going out this fall. Since putting out the joint press release, we have already received three requests for the 20% tuition discount. We are hopeful that as this partnership is advertised to members it will attract new students. Professional development workshops are currently being scheduled for the 2022-23 academic year with a handful of strong training opportunities (wou.edu/prodev).

Through a special request from the League of Oregon Cities, we will be hosting a 1-day JEDI workshop for their members on Oct. 18 at WOU:Salem. This opportunity has led to several individual Oregon cities reaching out requesting workshops for their employees, board members, elected officials, and more.

At WOU:Salem, the full rental process has been finalized with a link on the wou.edu/salem website to request more information. We have also hosted Salem Chamber of Commerce Greeters and 1-Year Anniversary Ribbon Cutting events on 9/30 to increase our visibility in the community, get more people into the building, and spread the word about our academic programs, professional development workshops,

and renting the space. Check out the highlight reel from the ribbon cutting here: <https://youtu.be/JaqSsMPcKjA> (special thanks to Deborah Rezell for her work on this!).

Library and Academic Innovation

Name and mission update. Library and Academic Innovation has undergone an official name change. The departments formerly known as Library and Media Services (LMS) and the Center for Academic Innovation were brought together in 2019.

During the 2020 calendar year, the Library and Academic Innovation created a new shared mission:

We support all WOU learners in their efforts to gain, share and produce knowledge, and to explore their creativity. LAI provides resources, environments and expertise to stimulate learning, increase access, and enhance student success.

Together we support all WOU learners!

Reopening the Press. We are excited that [Campus Dining will reopen The Press](#) this fall, date and hours TBA. [They are hiring!](#) Until it reopens, the library will continue providing free drip coffee and hot tea in the lobby weekdays starting at 2 p.m. The [Library Dean's Fund](#) supports this service, and donations are very welcome.

Faster Materials Purchasing. The library has made our materials purchasing process faster and more efficient. For details about the kinds of materials that the library purchases, please see our [Collection Development Plan](#). We have also instigated a new demand-driven acquisitions project! This allows WOU faculty, staff and students to discover and acquire resources that aren't yet in the library collections using records the library catalog that are curated based on areas of study and research at WOU.

Diversity-focused Academic Images Project. With support from the [WOU Foundation](#), the [Diversity-focused Academic Images Project](#) will create a collection of images that center participant students with various aspects of diversity engaged in academic contexts, and making these images freely available under a Creative Commons CC-BY license. This project is led by Janeanne Rockwell-Kincanon (Library) and Seyed Shahrokni (Academic Innovation).

Academic Innovation is launching a new faculty fellow program this year. Fellows will collaborate with the Center for Academic Innovation on projects that leverage their disciplinary expertise and teaching experience to expand pedagogical resources available to WOU faculty. The project is being led by CAI's Fellowship Coordinator, Dr. Amy Harwell (Biology), in collaboration with Dr. Susan Cannata (CAI Affiliate).

Our inaugural cohort of fellows are:

- Amy Bowden (Educational Leadership)
- Dr. Lucas Cordova (Computer Science),
- Dr. Laura Ellingson-Sayen (Health & Exercise Sciences)

- Dr. Alicia Ibaraki (Behavioral Sciences)
- Dr. Leanne Merrill (Mathematics)

Academic Innovation is also undertaking a new initiative, funded in part by the WOU Foundation, to develop academic/educational escape rooms. The escape rooms will leverage game-based learning techniques to reinforce foundational skills and knowledge in general education courses. The project is being led by CAI's Faculty Development Coordinator, Dr. Seyed Shahrokni.

Collaborative Efforts

- Academic Innovation recently collaborated with the Social Sciences Division to develop greater capacity to offer online courses in the political science major with the goal of offering a fully online option for the major. This work was led by CAI's instructional Design Coordinator, Adrienne Allardt-Wong.
- Academic Innovation continues to partner with other units on campus to identify ways Canvas can support student success & retention, as well as greater efficiencies for academic departments and administrative units. An example of this work is partnering with Student Success & Advising to leverage zero activity reports to support early alert outreach. These projects are led by CAI's LMS Administrator, Ben Hays.
- This past Summer, Academic Innovation reached out to division and department chairs to identify ways Canvas Commons, a feature within Canvas that creates a shared library of course materials and activities, could support divisions in sharing common materials and onboarding new instructors. The goal of this work is to create a more efficient and simple way for departments to share master templates of core courses and collaborate on course development. This work has continued into fall term, but already five departments/divisions have adopted this workflow. This work was led by CAI's Instructional Design Coordinator, Adrienne Allardt-Wong.
- Starting in Spring '22 and continuing through Summer, Academic Innovation leadership has been engaged in comprehensive needs assessment with faculty, academic divisions, and administrative partners to identify opportunities and challenges for online learning at WOU, as well as general support for teaching and learning. A result of this work is a partnership with the Registrar's Office to develop a policy to clearly define delivery methods and administrative workflows for offering online or hybrid courses and programs at WOU. A draft of the policy has been developed and Academic Innovation, in partnership with the Registrar, will engage stakeholders to refine and develop the policy during fall term.

Academic Innovation Programs

This past summer, Academic Innovation offered two iterations of Catalyst, its multi-week faculty development program. Each Catalyst focuses on a different topic or area within teaching and learning. During this past summer, approximately 20 faculty members

participated in Catalyst: Inclusive Teaching Methods and Catalyst: Universal Design for Learning. Catalyst is led by CAI's Faculty Development Coordinator, Dr. Seyed Shahrokni, with support of the entire CAI team as mentors and facilitators.

Academic Innovation recently released its [fall programming calendar](#), which includes pedagogical programming, training focused on using the learning management system, and a community reading group focused on universal design for learning.

College of Education

Bilingual Teacher Scholars on OPB radio. Dr. Maria Dantas-Whitney spoke with OPB on October 9th about our Bilingual and Diverse Teacher Scholars program and the role both are playing in helping Oregon school districts add culturally and linguistically diverse teachers into their communities. Western graduate, Belen Tencos Mendoza, also joined Dr. Dantas-Whitney from her classroom at Evergreen Middle School in Hillsboro. Listen to the broadcast [here](#).

Unitus Credit Union supports Bilingual Teacher Scholars. Representatives from Unitus Credit Union, Board of Trustees Gayle Evans, and state representative Teresa Alonso Leon from Woodburn, joined faculty, staff, and students in September in the Pastega Room of the Richard Woodcock Education Center to honor the first cohort of students receiving financial support from Unitus on their journey to become teachers. Representative Leon gave an address sharing her story of coming to the United States from Mexico and her efforts to navigate school despite having few teachers to support, guide, and encourage her. Student scholarship recipients also shared snippets of their own education journeys. Dr. Maria Dantas-Whitney moderated the event.

Faculty win grant from Oregon Department of Education. Dr. Marie LeJeune, Dr. Jessica Dougherty, and Mandy Olsen were awarded a Latinx Student Success grant for their proposal titled Project Alianza that partners with Central School District to support family and community literacy and professional development for Central School District teachers seeking to learn skills to support second language acquisition. The project is funded for \$222,495 for the 2022-2023 school year.

Faculty win federal grant sponsored by the Office of English Language Acquisition. Drs. Maria Dantas-Whitney and Kristen Pratt were awarded a 5-year grant for their work titled Project PROMISE (Partnerships, Resources, and Opportunities for Multilinguals through Inclusive and Sustainable Education) which will provide scholarships to Western students, help current teachers and early learning educators pursue an ESOL endorsement, and provide a variety of professional development and mentorship in both Salem-Keizer and Hillsboro School Districts.

College of Education Office of Justice, Equity, Diversity, and Inclusion planning for the year. JEDI Dr. Jaclyn Caires-Hurley, faculty Coordinator of COE JEDI released plans for professional development, events celebrating LGBTQ2SIA+ History Month, Indigenous People's Day, and will be providing monthly support meetings for students and faculty across all College of Education academic programs. Plans include

recommendations to integrate diversity, equity, and inclusion into daily university instruction and ways to learn and celebrate in our surrounding communities.

Faculty provide campus resources for respect and success for student identity and pronouns. CM Hall, co-Director of the DeafBlind Interpreting National Training & Resource Center provided professional development and resources for faculty, staff, and students in support of student identity and use of pronouns throughout September. CM also supports the Wolf Pride Network which is an **LGBTQ+** organization for WOU faculty and staff to gather and build relationships with one another, provide presence and support to **LGBTQ+** students, and create positive change on campus.

Aspiring Teachers Association planning event calendar. Speaker of the ATA, Jose Rojas Olivares, is working with the leadership team to plan a range of activities designed to bring future teachers together to learn, build relationships, and support our local communities through excellence in education. Program coordinator, Julio Herrera Anzaldo, and Event Coordinator, Tiana Rehwald, are preparing to host the Future Teachers Fall Social which will bring together the 3education community for a day of connection. Membership Coordinator Emily Schneider and Media Coordinator Seth Williamson are working towards creating retention in the organization as well as the teaching career through interactive posts and membership support programs. As Speaker Jose states "At ATA, we grow every day".

Summer Paraprofessional Conference supports almost 100 educators. Dr. Rachel Harrington, faculty coordinator of the Office for Advancement of Paraprofessionals, organized the 4th annual Conference on Learning and Instruction for Paraprofessionals (CLIP) in August. Too often paraprofessionals don't have opportunities to learn deeply about supporting children's academic growth. Senator Sara Gelser Blouin from Corvallis gave the opening address sharing her work over the years supporting the needs of all children in Oregon schools and classrooms.

Early Childhood Inclusion Summer Institute serves more than 120 educators. Drs. Cindy Ryan, Andrea Emerson, Ya-Fang Cheng, and others from the Division of Education and Leadership organized and led a multi-day professional development conference in August for early learning specialists and educators around the state. The event blended academic learning, community building, and self-care suggestions necessary for a post-COVID world.

College of Education hosts site review for national re-accreditation. Educator faculty and staff are preparing for the final stage of the two-year state and national re-accreditation review which will culminate in early November as a series of virtual meetings are held with a team of national reviews from the Council for Accreditation of Educator Preparation (CAEP) and state representatives from Teacher Standards and Practices Commission (TSPC). Western has held continuous national accreditation for teacher education since 1954.

Education partners meeting held to share vision and build community. Dr. Marie LeJeune led an educator preparation campus wide partners meeting in October to share innovations and updates with partners from other academic divisions, financial aid,

admissions, and other partners across campus. Core values for advancing the work were identified as assuring that our academic programs are accessible to working adults, that we are helping to make all programs affordable, that we are succeeding in advancing innovations, and that programs result in well-prepared Oregon educators ready to support the learning of every child. President Peters, Provost Winningham, and several other university administrators were also in attendance.

Public Health professor attends Hispanic Association of Colleges and Universities. Dr. Doris Cancel-Tirado, from the Division of Health and Exercise Science, joined a university team in October attending the annual meeting of the Hispanic Association of Colleges and Universities where important conversations and planning occurred in support of Western's goal of becoming the first, public, 4-year university in Oregon to qualify as a Hispanic Serving Institution.

College of Education recognized by the Central School District. At the September school board meeting, Central School District superintendent, Dr. Jennifer Kubista, presented Dr. Marie LeJeune and Mandy Olsen with a Community Partnerships Recognition award for "working collaboratively for our Latino/a/x and indigenous students' success." Dr. Kubista expressed appreciation for the strong relationship between Western and the district and the many successful innovations over the years.

College of Liberal Arts and Sciences

As we begin to emerge from the pandemic, faculty and staff in the College of Liberal Arts & Sciences continue to do outstanding work. Below are several recent key developments and accomplishments from the College:

- New undergraduate majors have started this fall in Data Analytics, Accounting, Creative Production. In addition, we have a new undergraduate certificate in Public & Nonprofit Management, and a new graduate program, Master of Justice Studies. We have also rolled out our new Social Work and Social Justice tracks in Sociology, and coursework for Social Work has enrolled well for a brand-new program.
- Program review self-studies have been completed in History, Politics & Policy Administration, and Biology, with external reviews in process. Additional programs, including Math and Earth & Environmental Sciences, are beginning the self-study review process this fall.
- Our Model United Nations club has a strong fall membership and plans to attend an in-person Model UN conference in Karlsruhe, Germany, in November.
- We welcome four new tenure-track hires in LAS: Dr. Brooke Nott in Psychology, Dr. Shaun Hansen in Business & Economics, Alex LeClerc (a WOU alum) in Computer Science, and Becky Phillips in Sociology.
- We received our final report from our facilitators and peer reviewers at the ACE Learner Success Lab, co-directed by Dean Cassity and Adry Clark with the assistance of Lars Soderlund. ACE had several key recommendations for us that will help to lay groundwork for our next phase of strategic planning as well as the Title III grant-writing effort. ACE also commended WOU for being, in the words of a peer

reviewer who is also past president of CCAS, “the most student-centered institution I have seen.” WOU’s ACE Lab leadership was the only cohort member invited to present at the ACE Annual Meeting last March.

- WOU has received its first NEA grant, thanks to the efforts of CAD chair David Janowiak. This grant, along with supporting community foundation grants, will support a Spanish-language production of “The Condensed Works of Shakespeare” on campus next summer.
- An Oregon Cultural Trust grant obtained by Dr. James Reddan will support the production of the play *The Laramie Project*, a related concert performance, and a public address by Judy Shepard (mother of the late Matthew Shepard) on campus in March.
- A multidisciplinary group of faculty in both colleges have developed a draft Ethnic Studies program that will be submitted through the curricular process this month.
- The Music Department will host a mariachi workshop, directed by the pre-eminent national mariachi organization, for K-12 educators and WOU students on campus in November.
- Grant activity continues to be productive, with NSM especially active. For example, Dr. Feier Hou in Chemistry is working on an American Chemical Society Grant; Dr. David Szpakowski in Earth & Environmental Sciences is working on a NASA Space Consortium Grant; Dr. Szpakowski, Dr. Bryan Dutton in Biology and Dr. Steve Taylor in EES are working jointly on the Ash Creek Water Control District grant.
- Drs. Alicia Ibaraki and Kat Espino-Perez in Behavioral Sciences were awarded a second NSF grant to fund continued collaboration with Oregon State University (R1) and Heritage University (HSI and Native American-serving Non-Tribal Institution). The collaboration between an R1 and smaller minority-serving institutions will help to create better access for talented psychology students from underrepresented backgrounds to reach graduate school. WOU's status as an emerging HSI was important in their ability to be involved in this collaboration.
- Dr. Margaret Manoogian in Gerontology co-wrote and received an AARP Age-Friendly Community Grant for multigenerational programs and hardscape for the Sustainable Living Center (SLC), a non-profit community education organization based in the Pringle Creek Community. She was also an invited speaker for the Mercer County Holocaust, Genocide, Human Rights Educational Center, presenting “Meeting Our Mothers: Armenian Legacies,” and will speak at the upcoming Willamette Vital Health conference. (A flyer is attached). Dr. Manoogian was appointed by Mayor of Salem, Oregon to advise Center 50+ for a three-year term.
- Dr. Melissa Cannon in Gerontology was elected as President of the Board of Directors for Oregon Gerontological Association. She will serve until 2023.
- The Oregon Turtles app version 1.0, co-developed by our Computer Science and Biology programs, was released on Google Play and Apple AppStore back in April following a positive alpha and beta test. The Oregon Turtles website also went live at <https://www.oregonturtles.org>.
- Dr. Becka Morgan in Computer Science has been appointed to the advisory board for OCSTA (Oregon Computer Science Teachers Association).
- Our Study Abroad is slowly re-ramping up, with four WOU students studying overseas in Europe this Fall term.

- In October 2022, the Cannon Gallery of Art honored 1970's Art & Design Department alumni and their professors at a reception and celebrated the newest exhibit: *They're Back! A Generation of Oregon Potters: 1970's OCE Alumni and Professors*.
- A group of faculty from multiple departments (Business, PPA, HEX, Gerontology) worked with Dean Cassity over the summer to develop healthcare management certificates at both the undergraduate and graduate level. This work conducted several focus groups with leaders in the local healthcare administration community.
- Linguistics professor Dr. Rob Troyer received a Visiting Researcher Grant from the Jyvaskyla University in Finland last summer. He gave two public presentations, was invited speaker at the launch of an online course created by a consortium of European universities and collaborated on an upcoming field research guide in language instruction.
- This summer, Apple Box Children's Theatre produced of "St. George and the Dragon," experiencing its the biggest audiences ever over the 4th of July weekend (600+ audience members a night). The College of LAS was able to arrange college credit-granting opportunities to local high school students who assisted in this production. Next year, ABCT will produce an adaption of the Mexican fairy tale *El Principe Oso*.
- Under the leadership of our Director of First Year Writing, Dr. Leigh Graziano, WOU produced the third volume of its first-year writing digital anthology, *Unbound*.
- This summer WOU launched its first graduate certificate in Writing Theory and Practice for In-Service Teachers. This certificate, geared towards current high school teachers delivering dual enrollment college credit, is the first of its kind in the state of Oregon, providing disciplinary knowledge and training to further advance the expertise of our high school colleagues.
- 5 writing and 5 math instructors all taught in the Destination Western experience, which served nearly 200 students. Both academic experiences were coordinated by Dr. Leigh Graziano (Writing) and Dr. Leanne Merrill (Math).
- Many faculty in the College are vigorously engaged in community outreach, to both area high schools and community colleges. For example, approximately 300 regional high school students came to the WOU campus last year specifically to interact with Biology faculty and laboratories. Math faculty received a Dolciani Mathematics Enrichment Grant from the Mathematics Association of America to develop and run the Polk County Math Circle and Polk County Math Festival (40 student attendees) for local high school students and were very successful.
- History professor Dr. David Doellinger gave multiple public presentations to local high schools and community colleges regarding the war in Ukraine that addressed issues related to diversity and inclusion in the conflict. These included a public forum discussion at WOU, guest class presentations at Chemeketa and Linn-Benton, a 7th grade Social Studies/AVID class at Talmadge Middle School, and a class of fifth graders at Washington Elementary School in Salem. He also gave a campus presentation in collaboration with Political Science professor Dr. Eliot Dickinson.
- Late last spring, History professor Dr. Kim Jensen presented a lecture to two Oregon and U.S. history courses at Central High School, focused on diversity in Oregon

history with case studies surrounding gender identity, race, ethnicity, and civil liberties.

- History professor Dr. Elizabeth Swedo, our Phi Alpha Theta faculty advisor, took two WOU students to the annual honor society conference in Western Washington University in Bellingham, Washington.
- History faculty coordinated the transfer of the Gentle House papers (temporarily housed at Hamersly Library) to the Social Science Resource room for access by history majors working on public history methods.
- The divisional annual reports demonstrate monumental efforts by faculty in every discipline with respect to curricular revision and diversification, increasing attention to DEI issues, professional development in both online and face-to-face modalities, student high-impact and fieldwork experiences, community engagement initiatives, scholarly publications and presentations, and more. Dean Cassity has an extensive faculty bibliography and activity repository available in her office and will be happy to share this information with anyone who is interested.
- Finally, Dean Cassity has announced that she will be stepping down and retiring at the end of the current academic year.