



Board of Trustees Meeting – November 20, 2024

Appendix B

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FROM: Maureen Brakke, Director of Marketing & Communications

TO: Western Oregon University Board of Trustees

RE: November 2024 Board Update: **Marketing & Communications**

Recent News:

- *Ford Family Foundation grant bolsters early childhood education partnership between Western Oregon University and Clackamas Community College.* Both institutions collaborated on an early childhood bilingual pathway partnership that actively supports and recruits Clackamas Community College graduates ready to complete their bachelor's degree in early childhood education at Western. A Ford Family Foundation grant was awarded to Western to support efforts in onboarding bilingual early childhood faculty and plan future bilingual coursework. The first courses in this partnership launched this fall.
- *Over 50 new scholars recognized for their academic excellence and commitment to diversity.* The Multicultural Student Services and Programs at Western celebrated over 50 new scholars during its annual Diversity Scholars recognition celebration for the 2024-2025 academic year, dedicated to celebrating students' academic excellence and commitment to diversity.
- *Western Oregon University partners with Latiné Brewery to support Latiné student-athlete scholarships.* Western Oregon University and Xicha Brewing, the Pacific Northwest's only Latiné brewery, collaborated on a WOU-specific beer called Mi Familia, celebrating the Latiné community and highlighting close-knit WOU community. A percentage of the proceeds from the beer sales will support scholarships for Latiné student-athletes.
- *Central High School seniors with 3.0 GPA guaranteed admission and scholarships at Western Oregon University.* A new direct admission program for graduating seniors launched between Central High School and Western. Students with a 3.0 GPA or higher are guaranteed admission to Western and will receive an automatic merit-based scholarship. Students will be admitted without completing the traditional college application process, making the transition to college seamless and accessible.
- *Graduate Studies & Research Dean Breeann Flesch presents on AI to Congress in DC.* Graduate Studies & Research interim Dean Breeann Flesch, Ph.D., presented on artificial intelligence to Congress in DC last month during a showcase for the Congressional Artificial Intelligence Caucus. The event brought together experts from academia, government, and the private sector to inform policymakers on the technological, economic, and social impacts of AI. As one of only 14 National Science Foundation awardees invited to present at the event, Flesch and grant cohort partners were recognized as vital contributors to shaping AI policy, education, and workforce development in the country.
- *A new brew supporting Western Oregon University football launched at Parallel 45 Brewing.* Wolf Tracks Ale, by Parallel 45 Brewing in Independence, was created to support the WOU football program. A portion of the proceeds will directly benefit Wolves Football, helping to foster community spirit and support student-athletes.
- *Oregon's Regional Universities build strategic international partnership in Taiwan.* The Presidents of Oregon's public polytechnic and regional universities (TRUs)—Western Oregon University, Southern Oregon University, Eastern Oregon University, and Oregon Institute of Technology—signed a memorandum of understanding with Wenzao University in Kaohsiung, Taiwan. The MOU aims to foster teacher-student exchanges, student mobility programs, joint research initiatives, and Chinese language programs, all with the goal of cultivating international and cross-disciplinary talent.

- *New Institutional Research Director hired.* Adeya Powell, Ph.D., was hired as the new Institutional Research Director, effective August 30, 2024. Powell holds a doctorate in Research, Evaluation, Measurement, and Statistics from the University of Georgia and is a Southern Regional Educational Scholar. With training and experience in survey and instrument development, program evaluation, and statistical analysis, she brings a wealth of knowledge to her position.
- *Western Oregon University and Chemeketa Community College launches partnership to expedite completion of master's degree.* A streamlined path was formed for students enrolled in Chemeketa's Bachelor of Applied Science program to further their education and career prospects through access to additional academic resources and graduate coursework at Western. Starting August 1, 2024, students enrolled in Chemeketa's Bachelor of Applied Science program with a GPA of 3.25 or higher were eligible to apply for non-degree undergraduate status at Western. Once admitted, they will have the unique opportunity to enroll in up to 15 credits of graduate coursework toward Western's Master of Arts in Organizational Leadership program during their final year as undergraduates.

Social Media Engagement:

October 2024: Western's social media accounts saw upticks in engagement and content interaction in October. Compared to September, Instagram engagement increased 42% and Facebook's content engagement increased 200%. LinkedIn post reactions increased 97% and TikTok content interaction (likes, comments, views, shares) increased 13%.

Academic Affairs ASAC/Board of Trustee Report
November 2024

Jose E. Coll, Provost & Vice President of Academic Affairs

Academic Affairs Strategic Plan

The strategic plan for Academic Affairs at Western Oregon University (WOU) is designed to advance excellence in teaching, foster shared governance, and enhance organizational effectiveness. These goals are in alignment with WOU's institutional priorities and serve as a blueprint for our efforts to strengthen education, foster innovation, and engage with the community.

I. Excellence in Teaching & Learning

Outcome: Graduates develop a broad set of transferable skills and knowledge that equip them for success across various career paths, making them competitive in the job market.

Alignment with WOU Priorities:

- **Education.** WOU focuses on student success and lifelong learning.
- **Innovation.** We continuously adapt and innovate to enhance student learning experiences.
- **Community.** Students feel connected to a larger community, understanding the real-world relevance of their academic pursuits.

University Goals & Associated Outcomes:

- **Student Success:** Students achieve their academic goals and develop a mindset for lifelong learning.
- **Community Strength:** Students experience a sense of belonging and recognize the real-world value of their education.

II. Shared Governance

Outcome: Academic Affairs attracts and retains top faculty and staff who value a collaborative working environment and are dedicated to supporting WOU's mission and core values.

Alignment with WOU Priorities:

- **Education.** We ensure an inclusive and empowering educational environment.
- **Innovation.** We respond strategically to changes in higher education.
- **Community.** Our campus fosters creativity, collaboration, and effective teamwork.

University Goals & Associated Outcomes:

- **Institutional Sustainability:** WOU adapts to changes in higher education and strategically responds to emerging trends.
- **Transformational Diversity:** WOU creates an inclusive, accessible, and collaborative environment that fosters creativity and innovation.

III. Effectiveness & Efficiency

Outcome: Students report high satisfaction with their academic experience and feel empowered to navigate their educational journey with confidence.

Alignment with WOU Priorities:

- **Education.** WOU ensures that students are supported, fostering satisfaction, belonging, engagement, and empowerment.
- **Innovation.** We continually assess and improve our academic offerings to maximize student success.
- **Community.** Students feel integrated into a larger academic and professional community.

University Goals & Associated Outcomes:

- **Student Success:** WOU supports students in a way that nurtures belonging and engagement.
- **Community Strength:** Students are encouraged to see the real-world applications of their academic work.

Key Initiatives & Updates**Provost Office Administrative Searches**

Key leadership positions will be filled between January-June 2025:

- Director of Admissions
- Dean of Graduate Studies and Sponsored Research
- Dean of the College of Liberal Arts and Sciences
- Director of Honors Program

Academic Effectiveness: Title III Retention Improvement Project

The Title III Strengthening Institutions Program (SIP) grant continues to support the retention of first-time students and address equity gaps. Key activities in year one include:

1. Enhancing assessment and continuous improvement of student experience.
2. Coordinating first-year seminars and experiences to improve student belonging.
3. Increasing faculty development and instructional support.
4. Improving academic advising and degree path clarity.
5. Integrating career and life design into the curriculum.

General Education Program Review

The General Education Program has completed its first program review and will develop an action plan in Fall 2024. The program has introduced a new director and expanded support for faculty developing First Year Seminars (FYS) through the FYS Fellows program.

Sponsored Projects & Research Initiatives

- The Sponsored Projects Office (SPO) has expanded its team, revamped its processes, and successfully completed a pre-award review by the NSF.
- WOU's Research Institute has secured over \$12 million in new funding for 2023-2024 and continues to provide valuable support to early educators through its Child Care Stipends & Reimbursements program.

- The Western Community Policing Institute has been invited to apply for a new grant with the Department of Justice to continue efforts supporting Missing and Murdered Indigenous Peoples.

Library & Writing Center Integration

Starting in Fall 2024, the Writing and Research Center will provide integrated services to empower WOU students in exploring knowledge and producing academic content. The center will be relocated to the library to centralize undergraduate research and support student writing across disciplines.

Center for Teaching and Learning (CTL)

Formerly known as Academic Innovations, the CTL now focuses on faculty development and pedagogical innovation. This year, CTL welcomed Dr. Daniel Rockwell, an expert in online and hybrid learning, as its new director. Key initiatives include the launch of a required Foundations of Online Teaching course for all faculty wishing to teach online by Fall 2025.

WOU's No-Cost/Low-Cost Reporting

In collaboration with the bookstore, Registrar's Office, and library, WOU has made significant strides in improving reporting of no-cost (\$0) and low-cost (\$1-\$40) courses, revealing a higher percentage of such courses than previously realized. This effort will continue through the summer.

Graduate Education Center at WOU

WOU

will transition to a Graduate Education Center focusing on graduate programs, under the leadership of Interim Dean Breeann Flesch. This shift will enhance WOU's visibility and access to the graduate workforce in the region.

Student Success & Advising Highlights

WOU's two TRIO SSS programs (Student Enrichment Program and Teacher Prep SSS) have met all grant objectives in a challenging national climate. As their funding cycle nears completion, both programs are preparing applications for the next five years. Additionally, the Office of International Education and Development has revitalized international recruitment efforts, resulting in an increase in international student applications.

Enrollment Management & Outcomes

In summer 2024, Enrollment Management was moved to Academic Affairs under the leadership of Paige Jackson, Assistant Provost for Enrollment Management and Student Success. Key enrollment initiatives include:

- A pilot program for Central High School Automatic Admissions.
- Expanded engagement with transfer students.
- The launch of the Common Application for prospective students.

November 2024 Enrollment Outcomes:

- Applications: 56% increase
- Completed Applications: 38% increase
- Admitted Students: 38% increase

This Strategic Plan for Academic Affairs articulates our commitment to academic excellence, shared governance, and effective student-centered practices. We look forward to continued growth in these areas and a collective effort to strengthen the educational experience for all WOU students.



Division of Student Affairs Report November 2024

The Division of Student Affairs comprises 15 departments dedicated to supporting student success, from recruitment through graduation. This summer, a significant organizational change took place with the establishment of an Enrollment Management unit at Western. Paige Jackson was appointed Assistant Provost for Enrollment Management and Student Success, reporting directly to the Provost. As part of this restructuring, the Office of Admissions was integrated into Paige's portfolio.

From summer through early Fall, Student Affairs leadership worked collaboratively to complete a new Strategic Plan for the division. In developing this plan, careful attention was given to ensuring alignment with the WOU Strategic Plan. An alignment map has been created to visually connect the goals of Student Affairs with those of the university as a whole. Each department director is now working with their teams to create departmental strategic plans, ensuring their goals also reflect both the division's and the university's broader objectives. These departmental plans are expected to be completed by the end of Winter Term 2025.

There has been a great deal of important work in Student Affairs over the last several months. Below are some key highlights of department initiatives and activities.

Campus Dining

Under the leadership of Interim Director Jane Cameron-Jensen, Campus Dining spent several months redesigning the meal plan to better meet student needs. The previous plan operated as a declining balance system, where students paid for individual items as they made purchases. The new system, implemented in the Fall, is based on meal swipes. Students can choose a set number of meals per week, which are automatically reloaded, ensuring they have enough meals throughout the term and addressing concerns about food insecurity. Each meal plan also includes Wolf Bucks, which can be used at various retail dining locations on campus.

In addition, Campus Dining now manages the Summit, a dining establishment located in the Werner University Center. For the past two years, the Summit was operated by an outside vendor offering Korean BBQ and sushi options. The newly revamped Summit features a rotating menu of wraps, salads, and bowls, as well as a grill with a limited selection of items.

Disability Access Services (DAS)

Disability Access Services (DAS), formerly ODS, has worked diligently over the last couple of years to update the department name and mission to better align with the University's mission and values. The DAS team continues to be the leader in implementing *Universal Design* practices to the benefit of all at the university. One example of this work is the piloting of a note taking software system that would be made available for all students on campus, not just those who are registered with DAS.



Financial Aid

Financial Aid has been able to fill a number of staff vacancies and retain existing staff. Most recent hires include Nina Martinez, Assistant Director of Scholarships and Unique Mendoza, bilingual Financial Aid Counselor. These are two critical positions that have been vacant off and on for the last couple of years. The Assistant Director of Financial Aid Systems is currently vacant, but we will be recruiting soon for that position

The 2025-2026 FAFSA application will open late again this year with most students being able to apply on December 1, 2024. Only Department of Education selected Beta Schools will be able to have students apply and submit an application from Oct 1 - Nov 30, 2024.

The 2025-2026 General Scholarship Application opens on November 1, 2024 and will close on March 1, 2025.

New Student & Family Programs (NSFP)

NSFP coordinates many orientation activities for new students as well as partnerships with families of new and returning students. A few highlights since the summer include:

Connect Days

Connect Days are our summer orientation events. They are designed for students to get campus business done, connect with peers, and start to feel at home on campus. It is also the primary event where parents and family members receive orientation. Three Connect Days were offered this summer,

Destination Western

Given budget limitations, the program was reduced from two weeks to ten days. 148 students completed the program this year. 68% of the participants identified as First Generation and 39% of the participants identified as Hispanic. The New Student and Family Programs team evaluating the effectiveness

PACK Welcome Week

This year's PACK Welcome Week featured over 20 all-student and highlighted events, with more than 1,900 attendees participating in 120 educational sessions. Educational session attendance increased by 6.3% from Fall 2023 (based on hard numbers, not adjusted for lower enrollment this year).

Educational Sessions: 1,423 Total engagements throughout the week

Prof Panels: 532 engagements during Prof Panels on Faculty Friday

- First Session: 32% of the incoming class
- Second Session: 20% of the incoming students

Major Resource / Keynote Events

- Playfair: 504 Attended, 51% of the incoming students
- Convocation: 502 Attended, 51% of the incoming students
- Diversity Speaker: 469 Attended, 48% of the incoming students
- Consent Program: 432 Attended, 44% of the incoming students



Educational Engagement Score

56+% of the students in the incoming class engaged with one or more educational aspects of PACK Welcome Week. Social engagement not included.

- DW Engagement Score: 96% *
- Non-DW: 49% *

*Meaning the percentage of students engaging with PWW that had just finished Destination Western versus the percentage of students who did not.

Western Oregon Family Portal

NSFP is excited to announce the launch of a Family Portal that will send newsletters out to families with campus updates, relevant articles for parents, and be a way for them to connect with each other in the comments. 1403 family members were invited to join and our current engagement is already great! Current data shows:

- 942 Active Users- visited the site or engaged with the email
- 287 visited the new Portal
- 135 opted in to receive text messages
- Email open rate of 59%
- Multiple communities Family members can join:
 - First Year Families- 140
 - First Gen families- 68
 - Out of State- 48
 - Transfer Student- 48
 - Alumni- 23

Family Weekend

NSFP is bringing back this tradition the weekend of February 28-March 2, registration will open in December, cost will be between \$79-99 per person and will include three meals, admission to both men's and women's basketball games, and the Winter Play, as well as a myriad of other fun activities.

Student Engagement



Student involvement, which directly contributes to student retention, continues to be a focus for the division. [Homecoming](#) was a great success this year and included a variety of events for current students and WOU alumni. In December the WOU community is looking forward to the long-standing tradition of the [Holiday Tree Lighting on December 6th.](#)



Student Health and Counseling Center (SHCC)

The Student Health and Counseling Center continues to be a highly utilized resource on campus. While the university's overall enrollment has declined slightly, the SHCC continues to experience an increase in use every year. After reviewing 4th-week data to compare Fall 23 to Fall 24, counseling had an increase of 93 additional students compared to this time last year.

University Housing

University Housing opened the residence halls with about 930 students this fall, about 7.5% down from the previous year. University Housing opened a bit early to welcome roughly 100 preseason athletes, Destination Western participants and staff, and other students arriving early to work on campus or begin student teaching.

During Summer 2024, 14 groups and just under 3,200 guests were welcomed to the residence halls for summer conferences and events. The summer conference program generated under \$270,000 in gross revenue for University Housing.

Upward Bound (TRIO UB)

Upward Bound is part of the federal educational outreach TRIO Program for individuals from underrepresented backgrounds. Upward Bound serves high school students from low-income families, and from families in which neither parent holds a bachelor's degree. The goal of Upward Bound is to increase the rate at which participants complete high school and enroll in and graduate from institutions of post-secondary education. Upward Bound works closely with Central and Dallas High Schools and is currently providing tutoring, advising, and workshops for eligible participants.

Veterans Resource Center (VRC)

Enrollment of student veterans has risen, with 10 more veterans enrolled compared to this time last year. Due to the growth in enrollment and a corresponding increase in emergency aid needs, the Veterans Resource Center (VRC) will coordinate the Veterans Emergency Aid Committee. This committee, funded through a grant from the Oregon Department of Veterans Affairs, will evaluate and distribute aid requests to support student veterans in need.

Respectfully submitted,

Tina M. Fuchs
Vice President for Student Affairs



FROM: Ricardo Lujan Valerio, Director of Government Relations

TO: Western Oregon University
Board of Trustees

RE: November Board Update – Government Relations

To the Board of Trustees:

This memo provides updates on critical developments as we approach the 2025 legislative session. The following sections cover the Public University Support Fund (PUSF) advocacy efforts, recent Oregon Council of Presidents (OCOP) updates, the 2025 legislative agenda, and the closure of the Oregon Student Association (OSA), a significant event in Oregon's higher education community.

Now that the elections have ended, the composition of the legislative education committees may slightly change. We expect to know about a new Senate Education Committee chair during the December Legislative days (12/10-12/12). The Governor's office has met with all seven universities to discuss the potential budget shortfall the state will face in 2025. They're currently projecting a \$1.4B budget shortfall. This has significant implications for public education across the board and more context to this will be included in the memo, along with December Legislative Days advocacy messaging.

Public University Support Fund (PUSF) Advocacy

As we prepare for the 2025 legislative session, our government relations team continues to advocate for substantial increases to the PUSF and Oregon Opportunity Grant in the 2025-27 state budget. Given a budget shortfall and competing priorities, legislators have stressed the need for specific, actionable information regarding the impact of a requested \$275 million increase in the PUSF. This increase is critical for sustaining Oregon's public universities, supporting student services, and ensuring financial stability.

Legislators are particularly focused on the following four buckets of higher education impact. Below are draft insights to how our institutions and students may be impacted in each area.:

- **Tuition:** With a \$275 million investment in the PUSF, universities can limit tuition increases for the 2025-27 biennium. Although estimates may shift due to external

factors like enrollment trends, stable funding will help maintain predictable tuition costs.

- **Financial Stability:** Increased PUSF funding is essential for Oregon’s universities to maintain operational stability, retain faculty, protect core programs, and deliver quality education across the state. It allows universities to avoid cuts, enhance student-centered services, and strengthen long-term resilience.
- **Student Outcomes:** The investment will sustain and expand student support services—academic advising, mental health resources, and tutoring—that are proven to improve retention, graduation rates, and equity in student success.
- **Workforce Development:** An increase in PUSF funding will enhance university-industry partnerships and workforce-aligned programs, preparing students to meet Oregon’s evolving workforce needs.

Under a current service level (CSL) budget, public universities would likely face significant tuition increases, reduced student services, and constrained workforce development initiatives, with a direct impact on students that depend on universities as engines of local economic growth.

2025 Legislative Agenda

OCOP’s proposed 2025 legislative agenda has been approved by all institutions and focuses on several funding and policy priorities:

- **Public University Support Fund (PUSF):** An additional \$275 million above the current service level to support public university operations.
- **Oregon Opportunity Grant (OOG):** A \$150 million increase to expand financial aid for students.
- **Strong Start 2.0:** Targeted \$7–\$10 million investment to enhance student success and retention.
- **Student Basic Needs Package:** \$22 million to address essential needs, including housing and food security.

Workforce Development Initiatives:

- **Early Childhood Education (ECE):** \$20 million to support the early childhood educator pipeline.
- **Behavioral Health:** \$17.5 million for workforce development in behavioral health.
- **University Innovation Research Fund:** \$20 million investment to advance research and innovation across Oregon’s public universities.

OCOP views the PUSF and OOG as core collaborative agenda items, with other initiatives aligning with the workforce and economic development needs of the state. In addition to these items, Western Oregon will advocate for the following items (more detail will be provided during the Board of Trustee meeting on these items):

- Capital Construction
 - Data Center
 - Smith and Rice Renovations
- Professional License Accessibility
- License Plate for Regional Universities
- Community Safety Workforce Development

Oregon Council of Presidents (OCOP) Update

OCOP is advancing key organizational changes and strategic priorities in preparation for the upcoming legislative session. Immediate and long-term plans include securing a contractor to oversee operations and finalizing the Executive Director (ED) position description, with an emphasis on ensuring continuity and leadership as the organization transitions.

Short-Term Strategy

In the immediate term, OCOP will contract an association management professional to function as a Managing Director, tasked with maintaining continuity in daily operations and advocacy. This interim role is designed to focus on essential operations, allowing OCOP to proceed effectively while transitioning to a permanent Executive Director. Key responsibilities for the contractor include scheduling and facilitating OCOP meetings, managing ongoing reporting and legislative advocacy, and ensuring alignment on strategic goals.

Long-Term Strategy

The long-term strategy emphasizes building a sustainable organizational framework for OCOP. Concurrent with short-term efforts, this strategy will explore structural models to enhance OCOP's adaptability and leadership. By July, OCOP aims to have a resilient structure in place, led by a visionary Executive Director who will drive the organization's long-term goals and strengthen stakeholder relationships. This plan, developed by the Legislative Advisory Council (LAC) in consultation with university presidents, is intended to ensure OCOP remains responsive to Oregon's higher education landscape.

Department of Athletics Board of Trustees Report- November 2024

Student Success

GNAC Academic All-Conference Fall 2024-(3.2 GPA or higher)

- Men's Cross Country-11
- Women's Cross Country-9
- Men's Soccer-7
- Women's Soccer-14
- Volleyball-7
- Football- 27 (LSC academic awards are released post season)

Athletic Achievements (*as of 11/07/24*)

Football- 2nd place in LSC play; ranked 8th in the NCAA Super Region 4

Men's Soccer- Leading the GNAC; ranked 14th nationally in NCAA DII

Women's Soccer- 4th place heading into the GNAC tournament

Volleyball- 13-9 overall record with two weeks remaining (highest win total since 2012)

Cross Country- Participating in NCAA West Regional Championship this weekend

Transformational Diversity

437 Student Athletes (162 women, 275 men)

- Women's Basketball-12
- Women's Cross Country/Track & Field-40
- Women's Soccer-34
- Softball-21
- Volleyball-19
- Cheer-36
- Baseball-42
- Men's Basketball-15
- Men's Cross Country/Track & Field-51
- Football-128
- Men's Soccer-39

Class Standing

- 27% first year, 26% second year, 23% third year, 20% 4th year, 4% fifth year

Resident Status

- 52% Resident, 42% WUE, 5% Non-Resident, .2% International

Ethnicity as self-reported on NCAA survey:

- 51% White/Non-Hispanic, 20% Two or more, 13% Black, 11% Hispanic, 4% Native Hawaiian/Pacific Islander, 1% Native American

Community Strength

In September, our first-year football student athletes joined forces with Independence city leaders and community members to plant over 800 trees and shrubs at Sunset Meadows Park. It was a great opportunity for our new students to interact with locals and engage within their new community.

In addition to our 100+ yearly home Athletic events, this fall we brought alums, sponsors and guests to our community for the Football Hall of Fame Game, Wolves on the Green Golf tournament, Homecoming, and the Wolves Hall of Fame induction ceremony.

Sustainability

The Athletic Department was approved to reinstate the position of Assistant Athletic Director for Business Operations this year. This position was eliminated as part of university wide budget cuts in 2021. As travel and expenses within Athletics have continued to increase, it became evident that the position was essential for financial management and oversight within Athletics. The position was filled in September.

WOU Athletics- Core Values

Centering Students- Under the NCAA DII philosophy, institutions aspire to achieve a balanced approach in which student-athletes reach their highest potential in the sports they love to play, the academic goals they choose to pursue, the engagement with their campus and local communities, and the personal development and wellness they need to succeed in life after college (NCAA DII Priorities).

Embracing Diversity- WOU Athletics is committed to establishing an inclusive culture in which people of all backgrounds are respected and given the opportunity to provide input in a safe environment.

Fostering Accessibility- DII embraces the regional model of competition. The eight competitive regions across the country allow for healthy rivalries to develop, reduce time away from campus, enable families to follow their student-athletes, and keep the athletics participation in perspective within the educational mission.

Valuing Community- Community engagement helps build connections between student athletes and their community. It also strengthens the bond among teammates and fosters individual and personal growth.

The Campus Recreation Strategic Plan 2022-2026 is focused on five areas, targeted participation, improving efficiency, skill development, fiscal responsibility, and saving WOU. The full plan can be found [here](#).

WOU Core Values

Centering Students -

Club Sports

- [Positive] All 12 Club Sports that rechartered at the end of the 2023-2024 academic year are active this fall and have represented themselves well at clubs and org fairs, leadership training sessions, and community events such as summer parades and “Paint the Town Red.”
- [Challenge] Club Sports officers are increasingly expressing that they are unable to devote the amount of time and energy they’d like to in support of their club. Many of our student leaders are spread so thin between academics and the need to work 20+ hours per week to make ends meet.

Fostering Accessibility -

Club Sports

- [Positive] Participation in Club Sports has picked up where it left off after a record-setting year. 225 students have already joined and begun participating on a Club Sports team just 5 weeks into the school year

Intramural Sports

- [Positive] The evening Intramural Drop-In program remains one of the most popular activities on campus with participation frequently topping 50 students per night. We are currently offering Mystery Drop-in (Tuesdays), Basketball/Futsal [due to popular demand] (Wednesdays), and Volleyball (Thursdays). Additionally, the ASWOU Vice President reached out on behalf of himself and other students to request that we bring back Drop-In Futsal as soon as possible.

Outdoor Program

- [Positive] Access to trips has become streamlined with the addition of DSE trip sign-ups and the liability forms have become very accessible to students and community members by allowing early registration and detailed information on trips.

Valuing Community -

Club Sports

- [Positive] 12 high school students and their families visited campus for Men’s Rugby’s annual recruit visitation day. We utilized a local caterer and partnered with WOU Admission, WOU Financial Aid, and WOU ROTC to provide a comprehensive experience for these prospective students. The final portion of the day was at the turf field where WOU ROTC provided a color guard and a WOU student sang the national anthem. Then, the recruits watched from the sidelines as WOU Men’s Rugby defeated D1 Washington State by a score of 38-19.

WOU Institutional Goals

Institutional Sustainability -

Climbing

- [Positive] In continuing to invest in sustainable climbing programming our Assistant Director is now teaching off-campus to increase the national credibility of the program. This outreach style was pioneered by Oregon State University's Adventure Leader Institute and now WOU is offering to teach at other schools helping fund the climbing program. This is due to the continued push to get WOU out across the PNW in a positive helpful way.

Outdoor

- [Positive] The outdoor program will continue to offer Spring Sport Climbing and Wilderness First Aid training. We have a full list of outdoor programs planned for each term including Silver Falls Hike, Snowshoeing, Smith Rock climbing, and Whale Watching.
- [Positive] The Outdoor Pursuits club is running several activities this fall including a recruitment meet-up at God's thumb, a hot springs trip, and a Multnomah Falls day hike.
- [Positive] Utilizing the rental revenues we are focusing on outdoor activities gear to replace old outdoor equipment including our backpacking tents and backpacks. With the DSE software, we will move to a streamlined rental program allowing folks to reserve and pay online. We maintain the most affordable rental program in Oregon.

Aquatics

- [Challenge] Additional maintenance and upkeep are important to ensure the life of the aquatics center here on campus. We take pride in the functionality of the facility but updates will be required this year and coming years. The resurfacing of the pool deck is a high-priority repair this year and will reinforce the ground level of the pool. With higher volumes of patrons forecasted we need to focus on the facilities' needs.
- [Challenge] Mechanical needs in filtration and water quality will continue to need to be addressed

Campus Recreation

- [Challenge] Turf Field conditions are becoming harder to keep in playable conditions. Over the fall term, the annual maintenance occurred except it took 2 days due to the repairs needed on the holes in the turf field and the seams that had failed. The additional labor for fixing the upright post covers, custodial cleaning, and tri-weekly checks to ensure trash and debris are off the field are adding up quickly this year. External contracting for semi-annual maintenance is finalized for late February/March due to the compaction factors of the usage.

Student Success -

Campus Recreation

- [Positive] Going into week 6 of the fall academic year the overall usage has been 10,860 visits. The unique student usage is slightly higher at an estimated 39.1% or 1261 unique students out of 3226. Unfortunately, we have not heard the 4th-week student count numbers before this report.

Aquatics

- [Positive] Training and Certification have opened up Campus Recreation as a hub in local training for American Red Cross courses and have allowed students to become trained CPR and Lifeguarding instructors. With 3 trained Instructors we aim to capitalize on courses and open more opportunities up to the public. With DSE we can now offer online payment platforms and allow students more opportunities to teach.

Transformational Diversity -

Health and Wellness Center

- [Positive] September 2024 we had 78 Faculty and Staff Memberships, including partners and dependents. This number is slowly growing each month as we attend NEO and expand offerings directly targeted at faculty and staff wellness. Having faculty and staff has an impact on the WOU students using the facility by demonstrating that self-care and wellness are important to them.

Community Strength -

Aquatics

- [Positive] In Fall 24 we have continued to offer a robust swimming lesson program and support the education of our community. With the introduction of DSE, we see a streamlined way of waivers and payment options for parents in the community. We have already seen over 110 swimmers register for lessons this term.
- [Positive] We have received revenue generated from classes and activity registrations and have seen an increase.

Climbing

- [Positive] We see a 35-50% increase in our youth climbing lesson program this year. We will plan to double our offerings in the Winter and Spring terms to capitalize on revenue, offer more teaching opportunities for our CWI instructors, and expand our community outreach.
- [Positive] Campus Recreation is still maintaining a positive relationship with the Gate community center. Their climbing club is not climbing every Wednesday before the wall opens. We hope to partner with the high school in the future to build stronger community presents as our climbing wall is an absolute asset to the facility and the community.

The Campus Recreation Strategic Plan 2022-2026 is focused on five areas, targeted participation, improving efficiency, skill development, fiscal responsibility, and saving WOU. The full plan can be found [here](#).

WOU Core Values

Centering Students -

Club Sports

- [Positive] All 12 Club Sports that rechartered at the end of the 2023-2024 academic year are active this fall and have represented themselves well at clubs and org fairs, leadership training sessions, and community events such as summer parades and “Paint the Town Red.”
- [Challenge] Club Sports officers are increasingly expressing that they are unable to devote the amount of time and energy they’d like to in support of their club. Many of our student leaders are spread so thin between academics and the need to work 20+ hours per week to make ends meet.

Fostering Accessibility -

Club Sports

- [Positive] Participation in Club Sports has picked up where it left off after a record-setting year. 225 students have already joined and begun participating on a Club Sports team just 5 weeks into the school year

Intramural Sports

- [Positive] The evening Intramural Drop-In program remains one of the most popular activities on campus with participation frequently topping 50 students per night. We are currently offering Mystery Drop-in (Tuesdays), Basketball/Futsal [due to popular demand] (Wednesdays), and Volleyball (Thursdays). Additionally, the ASWOU Vice President reached out on behalf of himself and other students to request that we bring back Drop-In Futsal as soon as possible.

Outdoor Program

- [Positive] Access to trips has become streamlined with the addition of DSE trip sign-ups and the liability forms have become very accessible to students and community members by allowing early registration and detailed information on trips.

Valuing Community -

Club Sports

- [Positive] 12 high school students and their families visited campus for Men’s Rugby’s annual recruit visitation day. We utilized a local caterer and partnered with WOU Admission, WOU Financial Aid, and WOU ROTC to provide a comprehensive experience for these prospective students. The final portion of the day was at the turf field where WOU ROTC provided a color guard and a WOU student sang the national anthem. Then, the recruits watched from the sidelines as WOU Men’s Rugby defeated D1 Washington State by a score of 38-19.

WOU Institutional Goals

Institutional Sustainability -

Climbing

- [Positive] In continuing to invest in sustainable climbing programming our Assistant Director is now teaching off-campus to increase the national credibility of the program. This outreach style was pioneered by Oregon State University's Adventure Leader Institute and now WOU is offering to teach at other schools helping fund the climbing program. This is due to the continued push to get WOU out across the PNW in a positive helpful way.

Outdoor

- [Positive] The outdoor program will continue to offer Spring Sport Climbing and Wilderness First Aid training. We have a full list of outdoor programs planned for each term including Silver Falls Hike, Snowshoeing, Smith Rock climbing, and Whale Watching.
- [Positive] The Outdoor Pursuits club is running several activities this fall including a recruitment meet-up at God's thumb, a hot springs trip, and a Multnomah Falls day hike.
- [Positive] Utilizing the rental revenues we are focusing on outdoor activities gear to replace old outdoor equipment including our backpacking tents and backpacks. With the DSE software, we will move to a streamlined rental program allowing folks to reserve and pay online. We maintain the most affordable rental program in Oregon.

Aquatics

- [Challenge] Additional maintenance and upkeep are important to ensure the life of the aquatics center here on campus. We take pride in the functionality of the facility but updates will be required this year and coming years. The resurfacing of the pool deck is a high-priority repair this year and will reinforce the ground level of the pool. With higher volumes of patrons forecasted we need to focus on the facilities' needs.
- [Challenge] Mechanical needs in filtration and water quality will continue to need to be addressed

Campus Recreation

- [Challenge] Turf Field conditions are becoming harder to keep in playable conditions. Over the fall term, the annual maintenance occurred except it took 2 days due to the repairs needed on the holes in the turf field and the seams that had failed. The additional labor for fixing the upright post covers, custodial cleaning, and tri-weekly checks to ensure trash and debris are off the field are adding up quickly this year. External contracting for semi-annual maintenance is finalized for late February/March due to the compaction factors of the usage.

Student Success -

Campus Recreation

- [Positive] Going into week 6 of the fall academic year the overall usage has been 10,860 visits. The unique student usage is slightly higher at an estimated 39.1% or 1261 unique students out of 3226. Unfortunately, we have not heard the 4th-week student count numbers before this report.

Aquatics

- [Positive] Training and Certification have opened up Campus Recreation as a hub in local training for American Red Cross courses and have allowed students to become trained CPR and Lifeguarding instructors. With 3 trained Instructors we aim to capitalize on courses and open more opportunities up to the public. With DSE we can now offer online payment platforms and allow students more opportunities to teach.

Transformational Diversity -

Health and Wellness Center

- [Positive] September 2024 we had 78 Faculty and Staff Memberships, including partners and dependents. This number is slowly growing each month as we attend NEO and expand offerings directly targeted at faculty and staff wellness. Having faculty and staff has an impact on the WOU students using the facility by demonstrating that self-care and wellness are important to them.

Community Strength -

Aquatics

- [Positive] In Fall 24 we have continued to offer a robust swimming lesson program and support the education of our community. With the introduction of DSE, we see a streamlined way of waivers and payment options for parents in the community. We have already seen over 110 swimmers register for lessons this term.
- [Positive] We have received revenue generated from classes and activity registrations and have seen an increase.

Climbing

- [Positive] We see a 35-50% increase in our youth climbing lesson program this year. We will plan to double our offerings in the Winter and Spring terms to capitalize on revenue, offer more teaching opportunities for our CWI instructors, and expand our community outreach.
- [Positive] Campus Recreation is still maintaining a positive relationship with the Gate community center. Their climbing club is not climbing every Wednesday before the wall opens. We hope to partner with the high school in the future to build stronger community presents as our climbing wall is an absolute asset to the facility and the community.



Board of Trustees Meeting - November 2024

General Counsel Update

Venu Nair, General Counsel

- 1.** We have made several changes to the contracting process with an eye towards increasing efficiency without sacrificing accuracy. In that vein, we have 1) created templates that departments can use for their specific work, 2) updated our personal services contracts with standard terms and conditions that provide more protection to the university (ex. favorable indemnification language, new insurance requirements) and 3) educated departments that they can come to legal if they have particular items they would like to shift.
- 2.** We have created new insurance products for small dollar contracts to ensure that we are still able to work with small businesses.
- 3.** We are updating and have updated a number of crucial university policies (Procurement, Discrimination/Harassment, Time/Place/Manner). We still need to conduct training and build appropriate internal procedures to ensure that everyone understands what they can and cannot sign on behalf of the university.
- 4.** We have updated our Office of the General Counsel website to further explain available services to our clients.
- 5.** The next areas that this office intends to tackle include 1) privacy concerns and 2) records retention.



Western Oregon University Board of Trustees – November 6, 2024

Desiree Noah, Executive Director of Human Resources

General Updates: The Human Resources department has recently experienced a few personnel changes. Our Associate Director, Jamie Smith, and Payroll Manager, Emily Daberkow, both resigned effective October 31, 2024. We wish them well in their future endeavors and appreciate their contributions to the university. Crystal Ayres, who joined WOU in March 2024, has now assumed the role of Director of Payroll Services as of October 24. Crystal brings a wealth of experience in payroll management and compliance reporting and is well-prepared to oversee payroll operations, ensuring a seamless transition and continuity. Her appointment reinforces our commitment to maintaining robust, compliant payroll practices for the university community.

WOUFT Bargaining: We are pleased to announce the successful ratification of the WOUFT Faculty contract for 2024-2027. This contract represents a milestone in faculty relations and was achieved through a collaborative Interest-Based Bargaining (IBB) process. Both parties worked constructively to address key issues, and even in challenging discussions, we reached reasonable, mutually beneficial agreements. We believe this contract aligns with WOU's goals to support faculty while upholding our university standards. The final version of the 2024-2027 WOUFT contract is available for review here: [2024-2027 WOUFT Contract](#).

Benefits Report

Submitted by Michelle Sides, Benefits Manager

On October 6, HR hosted a successful Benefits Fair featuring representatives from key benefit providers, including PERS, Providence, SAIF, and others. Over 80 flu and COVID vaccines were administered during the event. This year, Open Enrollment was passive, allowing members to roll over their current elections; however, PEBB's upcoming transition to a new software system in early 2025 will require all members to actively complete Open Enrollment next year.

Recruitment Revamp Progress Report – November 4, 2024

Submitted by Crystal Talitonu-Naea, Talent Acquisition Coordinator

A new recruitment process framework has been developed, with a target for full implementation in January – February 2025. The overarching objective of this new recruitment process framework is to establish a more inclusive, transparent, and standardized approach to hiring. This initiative seeks to address critical gaps in the current recruitment process by fostering a structured and well-defined pathway that supports hiring managers, search committees, and HR across all stages of recruitment. Key areas of focus include promoting equitable hiring practices, enhancing efficiency, and ensuring compliance with legal and institutional guidelines, especially those related to diversity, equity and inclusion (DEI).

The framework aims to improve the candidate experience and elevate the quality of hires by setting clear expectations and providing robust tools and guidance for each step of the hiring process, regardless of whether an Applicant Tracking System (ATS) is in place. By centralizing resources and implementing structured oversight meetings, the new system will empower search committees and hiring managers to operate with greater alignment, reducing ambiguities and streamlining decision-making. Additionally, the revised Authorization to Fill (ATF) form and enhanced review and approval processes are designed to bring consistency and fairness to candidate evaluations, supporting the university's commitment to diversity and affirmative action goals.



Ultimately, this framework was created to foster a collaborative recruitment environment where all stakeholders are engaged, informed, and aligned, from initial recruitment planning to final candidate selection. With comprehensive training, centralized resources, and a feedback-driven approach, this process will lay the foundation for ongoing improvements, helping the university adapt to evolving hiring needs while maintaining high standards of fairness and inclusivity.

Phases:

Phase 1: Assessment and Planning

- Conduct Needs Analysis: Identify the organization’s specific hiring challenges, skills gaps, and critical roles.
- Define Objectives: Establish clear goals (e.g., speed of hire, quality of hire, diversity targets).
- Budget and Resource Allocation: Determine financial and personnel resources required.

Phase 2: Design and Development

- Map the Recruitment & Candidate Journey: Outline each step in the recruitment process from application to offer.
- Develop Policies and Procedures: Ensure legal compliance and consistency across hires, including DEI considerations.
- Gather feedback from committee stakeholders
- Implement Tools and Technology: Select and configure tools for automation and tracking.

Phase 3: Training and Alignment

- Train Hiring Managers and Search Committees
- Communicate Process Across Departments: Ensure relevant stakeholders understand and buy into the new process.

Phase 4: Implementation

- Launch the Process: Begin using the new recruitment process for live hiring needs.
- Monitor and Adjust: Collect initial data, assess challenges, and adjust as needed.

Phase 5: Evaluation and Improvement

- Collect Feedback: From candidates, hiring managers, and recruiters to identify pain points.
- Analyze Performance Metrics
- Continuous Improvement: Refine processes based on feedback and performance data to adapt to evolving needs.

Project Plan Intention:

By January 2025, establish a recruitment process that is inclusive, transparent, and well-defined, ensuring strong support and alignment for all stakeholders. This will be achieved by:

1. Implementing structured HR recruitment oversight meetings (Game Planning)
2. Centralizing search resources and updating the Recruitment Guide



3. Enhancing the Authorization to Fill (ATF) form to include updated recruitment info
4. Reestablishing review and approval processes for Affirmative Action
5. Developing post-search evaluations

Success will be measured by:

- Completing 100% of scheduled HR recruitment oversight meetings.
- Achieving full adoption (100%) of centralized resources by search chairs.
- Collect feedback from at least 80% of search committees, ensuring that all committee members complete the survey within two weeks after the search is closed.

Strategies:

- 1. Implement Structured HR Oversight Meetings:** Conduct a 1) game plan meeting at the start of each search, followed by regular 2) check-ins at 15-30 days, and a 3) debrief session 30 days after the conclusion of the hiring process to ensure alignment and progress. Calendar invites.
- 2. Centralize Search Resources:** Develop a Google Drive folder containing essential tools, templates, scripts, and workflows to equip search chairs with everything they need to lead a search effectively. Specifically, Search Committee Training and clear workflows for a hiring manager and search chair.
- 3. Enhance the Authorization to Fill Form:** Revise the form to capture comprehensive details, including recruitment strategy, advertising goals, and position-specific requirements, ensuring a well-rounded recruitment plan.
- 4. Reestablish Review and Approval Processes:** Reinforce the structured process for reviewing and approving shortlisted candidates, and finalize interview questions to ensure consistency, fairness, and alignment with institutional goals.
 - a. Checklist for submitting interview questions
 - b. Checklist for determining a shortlist of candidates
- 5. Develop Post-Search Evaluations:** Create evaluations for search committees to complete at the end of the search process, gathering feedback to improve future search committee/recruitment efforts.

Title IX Update

Submitted by Sara Glascock, Title IX Coordinator

Over the past few months, the Title IX Coordinator has made substantial progress in advancing compliance, training, and campus engagement initiatives. A new Title IX policy, aligned with the 2024 federal regulations, has been successfully completed and launched. In collaboration with various departments—including Athletics, Campus Public Safety, Housing, Custodial, and Dining—the Coordinator delivered specialized, in-person Title IX training sessions to ensure employees across campus are well-informed and equipped to support Title IX goals. Additionally, the Title IX Coordinator completed a four-week Search Advocate training to further support equitable hiring practices.

During PACK welcome week, the Title IX Coordinator engaged students with interactive Title IX Trivia, promoting awareness and encouraging participation in a supportive campus culture. A new Title IX website is currently under development, and an online training program tailored specifically for Western Oregon University employees is being finalized. Furthermore, the Coordinator is reviewing and refining the Title IX structure to include dedicated investigators, deputies, and appeals officers, with a comprehensive training schedule planned to ensure all team members are prepared for their roles.



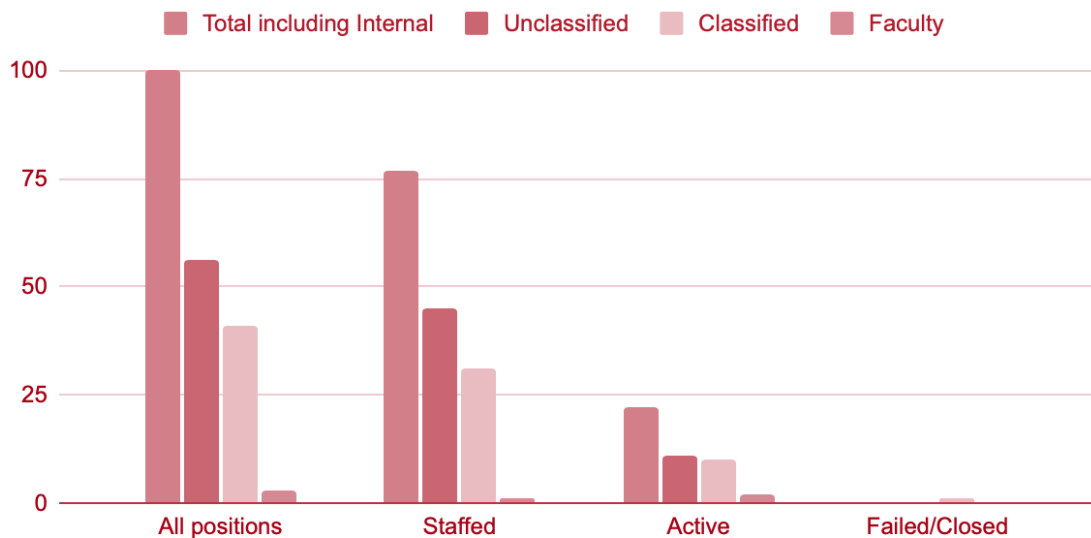
Efforts to enhance campus lactation spaces are underway, focusing on improvements in compliance, comfort, and accessibility to better serve the campus community. The Coordinator is also prioritizing WOU's compliance with ORS 350.335-346, VAWA, the Clery Act, and Title IX requirements, with ongoing efforts to maintain and strengthen adherence to these standards. To improve reporting processes, the Coordinator is upgrading the Maxient case management system, enhancing tracking metrics required for Clery and state reporting. Additionally, the Coordinator is supporting the clarification and revision of requirements for schools under ORS 350.335-346, including compliance with HB 3456 and HB 4164.

As part of WOU's OVW Campus Program Grant Strategic Plan, the Title IX Coordinator continues to collaborate closely with Student Conduct to align case management and programming where responsibilities intersect. The Coordinator also provides one-on-one consultations for employees or students with specific Title IX-related questions or needs, fostering a supportive environment.

The Title IX Coordinator participates in multiple committees and teams, including HECC's ORS 350.335-346 Rules Working Group, WOU's WAIV (Wolves Against Interpersonal Violence) team, the OVW Grant Strategic Plan Committee, WOU's Clery Compliance Team, the Bias Response Team, and the Parade Committee. These roles reinforce WOU's commitment to a safe, inclusive, and responsive campus environment for all community members.

University wide Staffing & Recruitment:

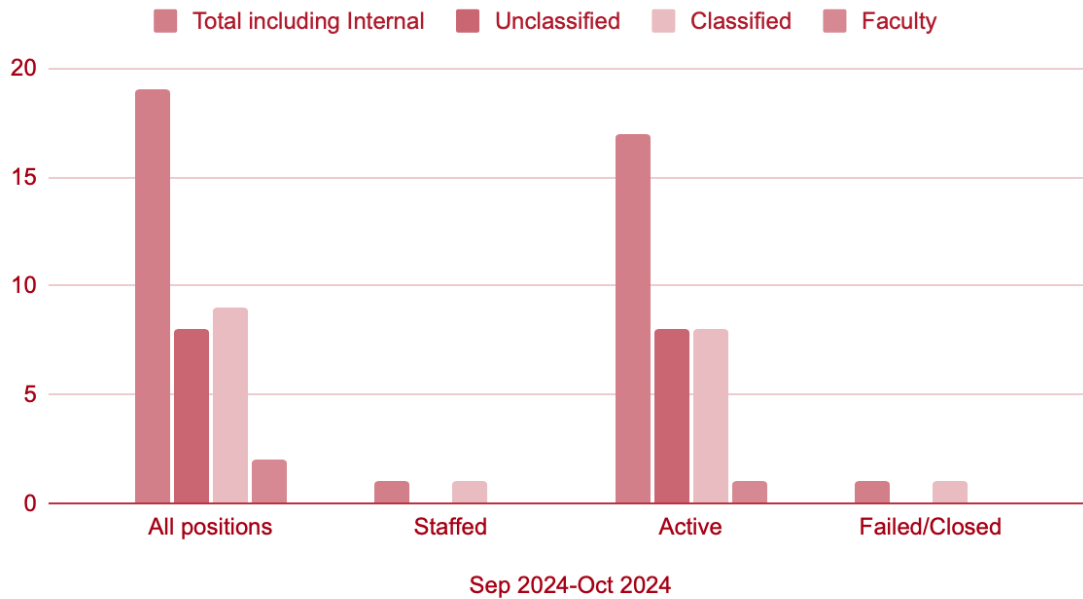
Total including Internal, Unclassified, Classified and Faculty



YTD January 2024-October 24, 2024



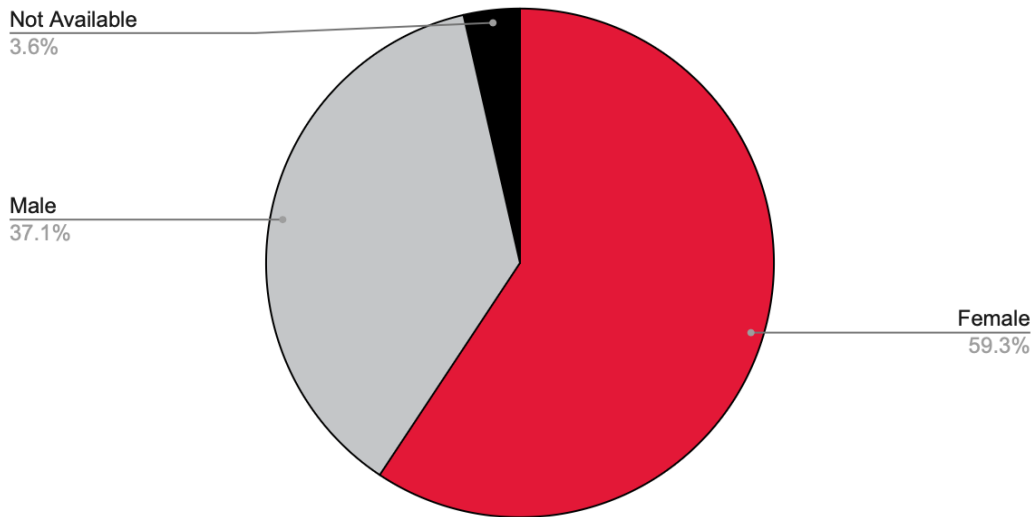
Total including Internal, Unclassified, Classified and Faculty



YTD January 2024-October 2024	Average # of days to fill for all searches	Unclassified # days	Classified # of days	Faculty
Average # Business Days from "open" to "complete"	41	40	34	--

WOU Employee Gender Totals

(as of 9/30/2024)





Classified (Sept 2023 v. Sept 2024)

- **Retention Rate** = 94.38%
- **Turnover Rate** = 5.63%

Unclassified (Sept 2023 v. Sept 2024)

- **Retention Rate** = 96.39%
- **Turnover Rate** = 3.61%

Classification and Compensation Project Update:

Our equity study has now thoroughly reviewed over 200 position descriptions, evaluating roles based on comparable characteristics such as knowledge, skills, effort, responsibility, and working conditions. This comprehensive analysis identified several positions requiring salary adjustments to meet Pay Equity standards. These adjustments are essential to maintaining our commitment to fair and equitable compensation, aligning with both Oregon's legal requirements and our institution's dedication to an inclusive workplace. Positions not requiring adjustments were found to be appropriately aligned with market benchmarks and influenced by longevity in the role.

Positions requiring adjustments:

- Assistant Director, Assignment & Operation
- Coordinator, Student Activities and Inclusion
- Interim Coordinator, Leadership & Operations
- Coordinator, Advising & Virtual Engagement
- Coordinator, Leadership Development
- Coordinator of New Student & Family Programs
- Director, Office of International Education and Development
- Director of Veterans Resource Center
- Director, Disability Access Services

Next Steps in Project:

- 1. Aligning Market Data with New Comparators:** With the equity study now completed and all position descriptions thoroughly evaluated, our immediate priority is to identify and align relevant market data with an updated set of comparator institutions. This process involves selecting institutions that reflect similarities in role structure, regional characteristics, and financial considerations, providing a robust basis for benchmarking our roles effectively. By leveraging these carefully chosen comparators, we ensure that our compensation data reflects current trends and standards, establishing a strong foundation for equitable and competitive salary ranges. This crucial step will advance our goals of pay equity, transparency, and alignment with broader market expectations.
- 2. Developing an Unclassified Salary Scale:** Once aligned market data is in place, our next step is to design a structured, unclassified salary scale that embodies WOU's core values of transparency, equity, and competitiveness. This scale will define clear grade levels and salary ranges, promoting consistency across roles while remaining adaptable to specific position requirements. By embedding DEI and pay equity principles within the scale's structure, we aim to create a more inclusive and supportive workplace, ultimately enhancing our recruitment and retention efforts.
- 3. Creating an Implementation and Communication Plan:** Upon finalizing the new salary scale, a comprehensive implementation plan will be developed to facilitate a smooth roll-out. This plan will encompass a clear communication strategy aimed at proactively informing stakeholders and addressing any questions or concerns from affected employees. It will also outline a detailed



timeline for implementation, including each step involved in the introduction of the new scale and any necessary adjustments. Transparent communication will be essential for building trust, ensuring that all employees feel informed, valued, and engaged throughout this transition.

These steps are designed to bring WOU closer to a fully integrated compensation structure that aligns with our strategic goals and strengthens our ability to attract, retain, and fairly compensate top talent. Through an unwavering commitment to equity, transparency, and market competitiveness, this initiative will not only enhance our workforce but also support the university's mission and long-term success.

Diversity, Equity and Inclusion Report November 4, 2024

Dominique Vargas, Executive Director of Diversity, Equity and Inclusion

Strategic Plan

During Summer 2024 the office of Diversity, Equity, and Inclusion staff begin work toward building a strategic plan for the office in alignment with the new university strategic plan.

Below are current and/or recent initiatives that align with the university strategic plan core values and institutional goals.

Office mission:

The Office of Diversity, Equity, and Inclusion (DEI) is dedicated to building an equitable and inclusive environment. Our mission is to design and implement initiatives that enhance diversity, equity, inclusion, and accessibility at Western Oregon University (WOU), making it a better place to learn, live, and work. In collaboration with university and community partners, we are committed to creating a sustainable, inclusive, and supportive environment that attracts and retains diverse students and employees, in which they can experience a deep sense of belonging and empowerment.

Strategic Plan Core Values

Centering Students

(activities/accomplishments listed)

- Continued work on the equity assessment action plan
- Launch and completion of the university climate survey
- Cultural competency professional development sessions themed around supporting first generation students
 - Liz Coronado Castillo and student panel, September 20
- LGBTQ2SIA+ Student Success Grant in partnership with Central School District
 - Rhodes Perry professional development, September 10
- In development on an equity lens guide with the University Diversity and Inclusion Advisory Committee
- Freedom of Expression work
 - [Website](#) developed and work is ongoing
- Hispanic Heritage Month Event – Loteria in the Grove
- Partnership with Capaces and Teresa Alonso Leon – Civics Training for students

Embracing Diversity

(activities/accomplishments listed)

- Continued work on the equity assessment action plan
- Launch and completion of the university climate survey
- Cultural competency professional development sessions themed around supporting first generation students
 - Liz Coronado Castillo and student panel, September 20
- LGBTQ2SIA+ Student Success Grant in partnership with Central School District
 - Rhodes Perry professional development, September 10

- In development on an equity lens guide with the University Diversity and Inclusion Advisory Committee
- Freedom of Expression work
 - [Website](#) developed and work is ongoing
- Hispanic Heritage Month Event – Loteria in the Grove
- Partnership with Capaces and Teresa Alonso Leon – Civics Training for students
- Board of Trustees retreat and engagement in power, privilege, and positionality discussion
- Accessibility working group working on open access levels and accessibility policies

Fostering Accessibility

(activities/accomplishments listed)

- Continued work on the equity assessment action plan
- Launch and completion of the university climate survey
- In development on an equity lens guide with the University Diversity and Inclusion Advisory Committee
- Accessibility working group working on open access levels and accessibility policies

Valuing Community

(activities/accomplishments listed)

- Continued work on the equity assessment action plan
- Launch and completion of the university climate survey
- Cultural competency professional development sessions themed around supporting first generation students
 - Liz Coronado Castillo and student panel, September 20
- LGBTQ2SIA+ Student Success Grant in partnership with Central School District
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- In development on an equity lens guide with the University Diversity and Inclusion Advisory Committee
- Freedom of Expression work
 - [Website](#) developed and work is ongoing
- Poder's Hispanic Heritage Month Breakfast & Summit
 - Assistant Director of HSI Initiatives MC'd breakfast
 - Executive Director served on higher education panel for summit
- Hispanic Heritage Month Event – Loteria in the Grove
- Partnership with Capaces and Teresa Alonso Leon – Civics Training for students
- Board of Trustees retreat and engagement in power, privilege, and positionality discussion
- Accessibility working group working on open access levels and accessibility policies
- Executive Director serves as co-chair of the Hispanic Serving Institution Steering Committee with Executive Dean from Chemeketa Community College, working with the Higher Education Coordinating Commission to develop an HSI Consortium for Oregon

Strategic Plan Institutional Goals

Institutional Sustainability

(activities/accomplishments listed)

- Continued work on the equity assessment action plan
- Launch and completion of the university climate survey

- Cultural competency professional development sessions
- Partnerships with Central School District, Chemeketa Community College, Higher Education Coordinating Commission, etc.
- Accessibility working group working on open access levels and accessibility policies
- Executive Director serves as co-chair of the Hispanic Serving Institution Steering Committee with Executive Dean from Chemeketa Community College, working with the Higher Education Coordinating Commission to develop an HSI Consortium for Oregon

Student Success

(activities/accomplishments listed)

- Continued work on the equity assessment action plan
- Launch and completion of the university climate survey
- Cultural competency professional development sessions themed around supporting first generation students
- In development on an equity lens guide with the University Diversity and Inclusion Advisory Committee
- Freedom of Expression work
 - [Website](#) developed and work is ongoing

Transformational Diversity

(activities/accomplishments listed)

- Continued work on the equity assessment action plan
- Launch and completion of the university climate survey
- Cultural competency professional development sessions
- In development on an equity lens guide with the University Diversity and Inclusion Advisory Committee
- Accessibility working group working on open access levels and accessibility policies

Community Strength

(activities/accomplishments listed)

- Continued work on the equity assessment action plan
- Launch and completion of the university climate survey
- Cultural competency professional development sessions themed around supporting first generation students
 - Liz Coronado Castillo and student panel, September 20
- LGBTQ2SIA+ Student Success Grant in partnership with Central School District
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Updates

Equity Assessment

Western Oregon University continues to engage with Jordan Shelby West, PhD in our university-wide equity assessment. Dr. West completed development of Howl for Change, the university climate survey, which was launched on October 14 and closed at the end of the day November 1. The survey was for all current students and employees.

Howl For Change | Response Rates

	Total Headcount*	Final (Total n)	Final (Response Rate %)
Classified Staff	157	70	44.60%
Unclassified Staff	275	167	60.73%
Non-Tenure Track Faculty	85	34	40%
Tenure Track Faculty	133	72	54.14%
Undergraduate Students	3140	435	13.85%
Graduate Students	500	53	10.60%
Total Respondents	4565	831	18.20%

*Total Headcount numbers were provided by IR or HR prior to October 10, 2024

Two versions of the equity assessment action plan are included with this report:

- (1) 2023 – 2024 | Equity Assessment Action Plan | Completed Initiatives
 - Includes all completed initiatives as of November 1, 2024
- (2) 2024 – 2025 | Equity Assessment Action Plan
 - Includes all current/in progress initiatives, all new/updated initiatives, and with the release of the university strategic plan it includes updated alignment to strategic plan goals rather than last year’s alignment with values

Cultural Competence Based Professional Development

In alignment with House Bill 2864, the office of Diversity, Equity, and Inclusion is leading cultural competence professional development opportunities this academic year, centered in supporting first generation students. This theme was selected due to data received in the university equity assessment, and that at least 47% of Western Oregon University students identify as first generation.

Date	Description	Day of Attendees
September 20, 2024	Supporting First Generation Student with Liz Coronado Castillo	225

	WOU Student Panel	
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Opportunities will be developed for Winter and Spring term.

Additionally, the office is co-leading efforts for inaugural first generation student week (November 4-8, 2024), with support from sustainability funding to pilot this effort assessing interest and need for resource allocation.

Hispanic Serving Institution (HSI) Designation

According to the office of Institutional Research, as of Fall 2023, 24% of all Western Oregon University students identify as Hispanic/Latine, and 25.3% of full-time equivalent undergraduate students identify as Hispanic/Latine. To become a Hispanic Serving Institution 25% of Western’s undergraduate students much identify as Hispanic/Latino/a/e and we must maintain that minimum percentage.

The current enrollment report shows WOU retaining or exceeding these numbers for Fall 2024.

The HSI Summit Working Group has begun meeting. The next HSI Summit Week is set for April 14 – April 18, 2025. [Doctora Gina Ann Garcia](#) will be the keynote presenter for the Summit on April 18.

In addition to our internal HSI Advisory Committee continuing to move forward our intentional HSI efforts, the Assistant Director of HSI Initiatives is forming a group of community members to help engage in broadening the scope and perspective of this work. Each of these groups will have a clear charge and context for moving Western’s efforts forward.

The Assistant Director of HSI Initiatives is leading the effort to bring back the full-scale Cesar E. Chavez Leadership Conference. This conference will take place May 2, 2025. [Alejandra Campoverdi](#) is tentatively scheduled to be our keynote.

In September the Assistant Director of HSI Initiatives developed HSI specific loteria, and engaged students during Pack Welcome Week. Additionally, the office of Diversity, Equity, and Inclusion (DEI) partnered with Marketing and Communication for a social media campaign for National HSI Week. In October, the Assistant Director of HSI Initiatives with Capaces to host a student advocacy training for students. The office of DEI hosted HSI Loteria in the Grove in celebration of Hispanic Heritage Month.

SafeZone and the LGBTQ2SIA+ Student Success Grant

On September 10, 2024, the final LGBTQ2SIA+ Student Success Grant activity took place. The office of Diversity, Equity, and Inclusion (DEI) hosted Rhodes Perry at Central High School.

The Executive Assistant/Coordinator for the office of DEI has begun leading the SafeZone advisory board, including planning for the next GSA Day scheduled for March 7, 2025.

Freedom Center

Freedom Center will be funded through sustainability funding for 2024-2025. The office of Diversity, Equity, and Inclusion (DEI) and Student Affairs is supporting the development of a student group to

reimagine the Freedom Center as well as discuss culturally relevant spaces more holistically. A proposal for institutional fees will be developed and submitted to the institutional fees committee for consideration.

University Diversity and Inclusion Advisory Committee

We will be revising the University, Diversity, and Inclusion Advisory Committee meeting moving forward. Following data collection from the university climate survey, a new iteration of this group will meet to review the data and make recommendations for updates to the equity assessment action plan.

2023 - 2024 | Equity Assessment Action Plan | Completed Initiatives

Short-, mid-, and long-term initiatives working toward WOU’s Diversity Action Plan goals and in alignment with the new Strategic Plan

Short-term is defined as something that is reasonable to complete or have ready during the 2024-2025 academic year. Mid-term is defined as taking at least two to three years. Long-term is either an overarching goal, such as setting a university priority, or an initiative that would likely take more than three years to come to fruition.

Accessibility					
<ul style="list-style-type: none"> • Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students, Facilities & Physical Plant • Applicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, Leadership • Applicable Strategic Plan Values: Diversity & Respect, Community, Accessibility 					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	Completed Initiative Update
Short-Term					
Establish accessibility as the 2023-2024 cultural competence focus for the university	2023-2024	Accountability Leader(s): Executive Director of Diversity, Equity, and Inclusion Responsible Parties: Diversity, Equity and Inclusion office, University Diversity and Inclusion Advisory Committee, University partners	Funding through the allocation of current resources. The office of Diversity, Equity, and Inclusion partners with university departments and/or divisions to cover expenses associated with this initiative.	2023-2024 <ul style="list-style-type: none"> • At least one University professional development opportunity each term (fall, winter, spring) based on accessibility • Attendance tracked at each session - end of the year report including participation breakdown (e.g., classified, unclassified, faculty, etc.) • Feedback survey following each session - end of the year report of attendees’ self-assessments 	Complete <ul style="list-style-type: none"> • May 2024 - Best Practices for Disability Services at WOU with Office of Disability Services and Human Resources <i>142 employees engaged</i> • January 2024 - Dr. Denia Bradshaw and WOU Employee Panel <i>218 employees engaged</i> • September 2024 - Alex Locust and WOU Employee Panel <i>286 employees engaged</i>
Establish an open-ended contract for Spanish interpreting services	2023-2024	Accountability Leader(s): Executive Director of Diversity, Equity, and Inclusion Responsible Parties: Diversity Equity and Inclusion Office, Marketing and Communication, Human Resources, Student Affairs, Academic Affairs	If services are utilized funding may be requested if a department and/or division does not have resources to cover costs associated with effort. Senior Leadership will determine where the responsibility to cover the cost should come from as needed.	2023-2024 <ul style="list-style-type: none"> • Contract between Student Engagement and Professional Interpreters expanded to include all university departments • Implementation plan developed • Communicate service availability 	Complete <ul style="list-style-type: none"> • Contract and communication established. Messaging went out to the university community through Marketing and Communication. • As an informal “test” Title IX utilized translation services for required employee training, and interpreter services for in person night custodial staff training.
Mid-Term					
Equip all university event spaces with equipment for microphone usage	2023-2025	Accountability Leader(s): Director of University Computing Solutions and Assistant Vice President	Additional funding request anticipated following the assessment of need	2023-2024 <ul style="list-style-type: none"> • Assessment of need 2024-2025 <ul style="list-style-type: none"> • Supplies ordered and installed 	Complete <ul style="list-style-type: none"> • University Computing Solutions has verified necessary equipment is available where needed, and the helpdesk is the go-to location for technical support and requests

<p>and hybrid modality (could include portable equipment in centralized locations for checkout)</p>		<p>for Safety and Operations</p> <p>Responsible Parties: University Computing Solutions, Facility Services, WOU Reservations</p>		<p>Fall 2025</p> <ul style="list-style-type: none"> • Spaces ready for utilization 	
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Technology					
<ul style="list-style-type: none"> • Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students, Curriculum & Pedagogy, Business Practices, Facilities & Physical Plant • Applicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, Leadership • Applicable Strategic Plan Values: Diversity & Respect, Community, Accessibility 					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	Completed Initiative Update
Short-Term					
Include the Director of University Computing Solutions on the President's Cabinet	2023-2024	Accountability Leader and Responsible Party: President	No	Fall 2023 <ul style="list-style-type: none"> • Director of University Computing Solutions on the President's Cabinet 	Complete <ul style="list-style-type: none"> • Director of University Computing Solutions included in Cabinet membership starting in Fall 2023
Assess utilization of the library's equipment borrowing system <ul style="list-style-type: none"> • Increase advertisement for the equipment borrowing system regarding laptops and technology • Analyze usage and needs 	2023-2024	Accountability Leader(s): Provost Responsible Parties: Academic Affairs, Library, University Computing Solutions, Student Affairs, University Technology Advisory Committee	No funding required for the initial step of this initiative, however, long-term may need to make budgetary considerations	2023-2024 <ul style="list-style-type: none"> • Report of usage and assessment of need • Update communication regarding borrowing system Fall 2024 <ul style="list-style-type: none"> • Recommendations regarding increased needs or modifications 	Complete <ul style="list-style-type: none"> • 123 Chromebook Plus items added to Library's Equipment Lending program. Retained 22 recent-vintage Chromebook items, to total 145 • Principles established to ensure the borrowing queue prioritized financial need (indicated by Pell or Oregon Opportunity grants) over sequential requests • System built for students to claim priority status and for Office of Financial Aid to confirm • As of 10/22/2024 (week 4): <ul style="list-style-type: none"> ○ 51 Chromebooks are on loan ○ 28 students have Priority status • Advertising/outreach so far <ul style="list-style-type: none"> ○ Two messages to students@wou.edu (one wordy, one in gif format) ○ Gif on campus digital monitors ○ Social media (on library channels and shared) ○ email to staff in SEP, SAA, TPSSS, and MSSP ○ Gif included in LAS Dean's newsletter • Additional plans <ul style="list-style-type: none"> ○ Western Howl advert ○ Tabling and lending Chromebooks remote from library (residence halls?) ○ Large posters for library lobby ○ Tear-off flyers for campus bulletin boards ○ Extend loans for standard-status current borrowers beyond the original two weeks

Recruitment & Retention of Students					
<ul style="list-style-type: none"> • Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students, Curriculum & Pedagogy • Applicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, Leadership • Applicable Strategic Plan Values: Diversity & Respect, Community, Accessibility 					
Short-Term					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	Completed Initiative Update
Provide more opportunities for senior leadership to engage with students	2023-2024	Accountability Leader(s): Executive Assistant to the President Responsible Parties: Senior Leadership	President's office to support light refreshments	2023-2024 <ul style="list-style-type: none"> • Host one informal fireside chat per term (Fall, Winter, Spring) 	Complete <ul style="list-style-type: none"> • Three fireside chats were held (Fall, Winter, Spring). • A few examples of direct responses to student feedback: <ul style="list-style-type: none"> ○ Student-centered professional development opportunities re: Disability Services in the Workplace and LGBTQ2SIA+ in the Workplace ○ Rearrangement and removal of chairs in Bellamy Hall classrooms ○ Installation of five wellness and meditation spaces for the university community
WOU will join the group of 1000+ colleges/ universities using the Common Application <i>"Common App is a non-profit membership organization representing more than 1,000 diverse institutions of higher education. We connect applicants and those who support them to a wide array of public and private colleges and universities across all 50 U.S. states, and 20 countries."</i>	2023-2024	Accountability Leader(s): Vice President for Student Affairs Responsible Parties: Admissions, Student Affairs, University Computing Solutions	\$5,000 - \$10,000 (initial joining fee), \$2,500 (annual fee) – initial \$10,000 paid through sustainability funds Details on funding: Implementation fee – one-time cost based on platform (3 levels) <ul style="list-style-type: none"> • Essential Platform (\$5,000) • Standard Platform (\$7,000) • Custom Platform (\$10,000) Annual Membership Fee = \$2,500 Payment transaction fee, if applicable (only for members charging an application fee) - \$2.00 per online application fee payment processed Not charged when a fee waiver is used	December 2023 <ul style="list-style-type: none"> • Signed letter of intent Spring 2024 <ul style="list-style-type: none"> • Implementation begins; application available for use for Fall 2024 applications Fall 2024 <ul style="list-style-type: none"> • Common application online and ready for new students to apply 	Complete <ul style="list-style-type: none"> • Western Oregon University is using the Common Application for Fall 2025 recruitment as of September 1 • As of October 22, 2024 <ul style="list-style-type: none"> ○ 297 total applications submitted through the Common App. This is roughly half of submitted applications so far, which indicates students prefer submitting this way and/or it is more convenient/accessible. • Of those 297 applications: <ul style="list-style-type: none"> ○ 44% are first gen ○ 30% have household incomes below the national median ○ 52% are Oregon residents

<p>The investment will allow us to join all other Oregon Public Universities using this application. Further, the platform introduces another tool to improve enrollment and operational efficiency.</p>					
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Recruitment & Retention of Employees					
<ul style="list-style-type: none"> • Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students • Applicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, Leadership • Applicable Strategic Plan Values: Diversity & Respect, Community, Accessibility 					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	Completed Initiative Update
Short-Term					
Update the university harassment and discrimination policy	2023-2024	Accountability Leader(s): General Counsel and Secretary to the Board of Trustees Secretary & Special Assistant to the President Responsible Parties: Human Resources, General Counsel, Title IX, Board of Trustees Secretary	No	2023-2024 <ul style="list-style-type: none"> • Revise harassment and discrimination policy <ul style="list-style-type: none"> ○ Drafted and reviewed ○ Public Comment ○ Approval ○ Implementation plan 2024-2025 <ul style="list-style-type: none"> • Policy available and ready to use 	Complete <ul style="list-style-type: none"> • Updated policy went into effect in Mid-September of 2024.

2024 – 2025 | Equity Assessment Action Plan

Short-, mid-, and long-term initiatives working toward WOU’s Diversity Action Plan goals and in alignment with the new Strategic Plan

Short-term is defined as something that is reasonable to complete or have ready during the 2024-2025 academic year. Mid-term is defined as taking at least two to three years. Long-term is either an overarching goal, such as setting a university priority, or an initiative that would likely take more than three years to come to fruition.

Accessibility <ul style="list-style-type: none"> • Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students, Facilities & Physical Plant • Applicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, Leadership • Applicable Strategic Plan Goals: Institutional Sustainability, Student Success, Transformative Diversity, Community Strength 					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	November 2024 Update
Short-Term					
New/Updated Item Establish supporting first generation students as the 2024-2025 cultural competence focus for the university	2024-2025	Accountability Leader(s): Executive Director of Diversity, Equity, and Inclusion Responsible Parties: Diversity, Equity and Inclusion office, and university partners	Funding through the allocation of current resources. The office of Diversity, Equity, and Inclusion partners with university departments and/or divisions to cover expenses associated with this initiative.	2024-2025 <ul style="list-style-type: none"> • At least one University professional development opportunity each term (fall, winter, spring) based on supporting first generation students • Attendance tracked at each session - end of the year report including participation breakdown • Feedback survey following each session - end of the year report of attendees’ self-assessments 	In Progress <ul style="list-style-type: none"> • September 20, 2024 – Presentation about supporting first generation students with Liz Coronado Castillo, followed by a panel of first-generation college students facilitated by Liz <ul style="list-style-type: none"> ○ 69 in person attendees ○ 156 Zoom attendees • October 21, 2024 – Videos available in DEI Canvas course for employees with closed captioning and ASL interpreting through fall term • Inaugural First Gen Week activities (Nov 4-8) including a half-day Summit
Promote communication with and utilization of the Office of Disability Services for students <ul style="list-style-type: none"> • Office of Disability Services presentations to the WOU community • Update Western Oregon Web Accessibility Guidelines • Update Creating Accessible Content in Canvas • Develop list/guide of 	2023-2025	Accountability Leader(s): Vice President for Student Affairs and Director of Marketing and Communications Responsible Parties: Office of Disability Services, Academic Innovation, University Computing Solutions, Diversity, Equity and Inclusion Office, Student Affairs, Academic Affairs, Marketing and Communication	No	2023-2024 <ul style="list-style-type: none"> • Western Oregon Web Accessibility Guidelines updated • Creating Accessible Content in Canvas updated • Best Practices list/guide developed • Distribution of materials through university communication • Accessibility workshop(s) facilitated to educate regarding resources and best practices 2024-2025 <ul style="list-style-type: none"> • Accessible event guide/toolkit developed 	In Progress <ul style="list-style-type: none"> • WOU Web Accessibility Guidelines updated and completed • Checking with CTL if the content in Canvas is accessible and if guidelines for how to create accessible content in Canvas is available to find in Canvas • Web accessibility workshops will be conducted again once the new Web Designer is hired • Best practices guide for planning events and meetings is in draft form - being reviewed by the accessibility committee • Timeline updated

best practices and considerations for planning more accessible programs and events					
Require microphone usage at all major university meetings and programs; have programs and video communication set up for closed captioning and ASL interpretation	2023-2025	Accountability Leader(s): Vice President for Student Affairs and Director of University Computing Solutions Responsible Parties: WOU Reservations, University Computing Solutions, Facilities, Human Resources, Office of Disability Services, Marketing and Communication	Human Resources or the Office of Disability Services traditionally covers cost of closed captioning and ASL interpreters, if use exceeds budget could lead to a funding request	2023-2024 <ul style="list-style-type: none"> Determine parameters for what is a major university meeting and/or program Establish expectation 2024-2025 <ul style="list-style-type: none"> Communicate expectation and how to fulfill expectation to the university community 	In Progress <ul style="list-style-type: none"> University Computing Solutions has verified necessary equipment is available where needed, and the helpdesk is the go-to location for technical support and requests All video that is streamed or recorded is closed captioned. In-room live captioning is being explored. Timeline updated
Mid-Term					
Review and update policy and communication for all-person restrooms <ul style="list-style-type: none"> Include the establishment of a standardized protocol for university restroom and locker room/ changing room usage 	2023-2025	Accountability Leader(s): General Counsel and Secretary to the Board of Trustees Secretary & Special Assistant to the President Responsible Parties: Diversity, Equity and Inclusion, Board of Trustees Secretary, General Counsel, Human Resources	No	2023-2024 <ul style="list-style-type: none"> Committee formed for review and revision 2024-2025 <ul style="list-style-type: none"> Policy updated Implementation plan developed Policy communicated and implemented 	In Progress <ul style="list-style-type: none"> Timeline updated based on research and prioritization The Board of Trustees Secretary & Special Assistant to the President have conducted research from other public universities in Oregon Office of Diversity, Equity, and Inclusion in partnership with Abby's House in working on updating the all-person restroom map
Long-Term					
Accessibility is a funding priority for Western Oregon University	Ongoing	Accountability Leader(s): General Counsel and Secretary to the Board of Trustees Secretary & Special Assistant to the President Responsible Parties: Facility Services, Capital Planning and Construction, Office of Disability Services,	No funding required for the first step in this priority, however, long-term will need to make budgetary considerations to increase accessibility, to be determined and assessed annually.	2023-2024 <ul style="list-style-type: none"> Develop physical and digital accessibility policies <ul style="list-style-type: none"> Committee(s) formed to develop policies Policies drafted and reviewed Public Comment Approval Implementation plan 2024-2025 <ul style="list-style-type: none"> Physical and digital accessibility policies rolled out 	In Progress <ul style="list-style-type: none"> Working group including Human Resources, Disability Access Services, Student Affairs, and Diversity, Equity, and Inclusion formed. A first draft of the WOU Policy of Nondiscrimination on the Basis of Disability has been shared with the General Counsel and the Board of Trustees Secretary & Special Assistant to the President for initial review. Review is scheduled for November Working group met with the University Technology Advisory Committee in October to discuss the digital

		University Computing Solutions. Consider a joint initiative between University Technology Advisory Committee and University Diversity and Inclusion Advisory Committee.		2024-2025 <ul style="list-style-type: none">● Committee established to review the 2014 accessibility audit● Review audit● Determine next steps to begin to improve university accessibility, with initial recommendations to Cabinet by the end of Spring 2025	accessibility policy in October. UTAC agreed to start work on a digital accessibility policy beginning with research and webinars in October. <ul style="list-style-type: none">● Student Affairs is leading development of an accessible event guide/toolkit
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Technology					
<ul style="list-style-type: none"> • Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students, Curriculum & Pedagogy, Business Practices, Facilities & Physical Plant • Applicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, Leadership • Applicable Strategic Plan Goals: Institutional Sustainability, Student Success, Transformative Diversity, Community Strength 					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	November 2024 Update
Short-Term					
Set up guidelines for website architecture <ul style="list-style-type: none"> • Review and clean up the university website • Improve accessibility of website • Improve the responsiveness of website for mobile devices (e.g., phones and iPads) • Review usage of Spanish on website pages and make sure critical information (recruitment, admissions, financial aid, etc.) available in both English and Spanish 	2023-2025	Accountability Leader(s): Director of Marketing and Communications and Director of University Computing Solutions Responsible Parties: University Computing Solutions, Marketing and Communication, University Partners, and individuals in university community who have website editing permissions	No	2023-2024 <ul style="list-style-type: none"> • Review and update of the university website begins • Establish guidelines for the university community regarding web accessibility, responsiveness, and language Fall 2024/Winter 2025 <ul style="list-style-type: none"> • Recruit and hire web designer Spring 2025 <ul style="list-style-type: none"> • Guidelines established and shared with the university community to assist website editors in their updates • Additional training for website editors available 	In Progress <ul style="list-style-type: none"> • AccessiBe on the website for defining user specific accessibility profiles • Spanish and English translations are available via Google translate • Conversion from data center to AWS cloud is complete; A development website is now available for testing new functionality • The main websites are mobile/tablet responsive. • Web Designer turnover has delayed website cleanup and annual content manager training • Timeline updated
Mid-Term					
Implement the institutional policy on names	2023-2025	Accountability Leader(s): Secretary to the Board of Trustees Secretary & Special Assistant to the President and Executive Director of Diversity, Equity, and Inclusion Responsible Parties: Registrar, University Computing Solutions, Business Services, Financial	Not anticipated at this time	2023-2024 <ul style="list-style-type: none"> • Implementation plan drafted 2024-2025 <ul style="list-style-type: none"> • Implementation plan begins 2025-2026 <ul style="list-style-type: none"> • Fully implemented 	In Progress <ul style="list-style-type: none"> • While several process maps have been collected, some of the units who have been charged with this process haven't provided theirs yet. This delays our progress on brainstorming compliance methods and identifying strengths and weaknesses of the available methods for implementation • The Secretary to the Board of Trustees Secretary & Special Assistant to the President will meet with the new University Computing Solutions and Integrations Manager to discuss the initiative

		Aid, Admissions, Human Resources			
Centralize data analysis and reporting	2023-2025	Accountability Leader(s): Provost and Director of University Computing Solutions Responsible Parties: University Technology Advisory Committee, University Computing Solutions, Institutional Research	No funding required for the initial step of this initiative, however, long-term may need to make budgetary considerations	Winter/Spring 2024 <ul style="list-style-type: none"> University Technology Advisory Committee reviews initiative request Discussion and review of current data analysis and reporting processes Fall 2024 <ul style="list-style-type: none"> Plan for centralization of data 	In Progress <ul style="list-style-type: none"> New Institutional Research (IR) Analyst started in summer 2024 New IR Director started in fall 2024 Data analysis and reporting is being centralized under the new IR Director Reports that were created and run by UCS employees are being transitioned to IR 20% of one UCS employee is allocated to IR as a resource
Ensure all university forms are electronic	2023-2026	Accountability Leader(s): Director of Marketing and Communications and Director of University Computing Solutions Responsible Parties: University Computing Solutions, Marketing and Communication, All University Offices/Departments/Units /etc.	No funding required for the initial step of this initiative, however, long-term may need to make budgetary considerations	2023-2024 <ul style="list-style-type: none"> Determine course of action 2024-2025 <ul style="list-style-type: none"> Develop implementation plan for converting forms to electronic versions 2025-2026 <ul style="list-style-type: none"> Plan implemented Fall 2026 <ul style="list-style-type: none"> All university forms are electronically available for intended users 	In Progress <ul style="list-style-type: none"> The Higher Education Coordinating Commission (HECC) Banner Optimization Sustainability Funds were approved and are available Banner Optimization project kicked-off with Registrar, HR, Finance, Financial Aid, etc. Contracts initiated for Banner process analysis, project management, and task management application.
Establish credit/debit card access for all university services	2023-2026	Accountability Leader(s): Director of University Computing Solutions and Controller Responsible Parties: Vice President for Finance and Administration, University Computing Solutions, Business Services	No funding required for the initial step of this initiative, however, funding requests anticipated	2023-2024 <ul style="list-style-type: none"> Determine course of action 2024-2025 <ul style="list-style-type: none"> Research needs and requirements for all university services to be available to be paid for by credit card 2025-2026 <ul style="list-style-type: none"> Develop necessary policies; if applicable Develop plan for credit card access and implementation Fall 2026 <ul style="list-style-type: none"> All university services are able to be purchased utilizing a credit card 	In Progress <ul style="list-style-type: none"> Piloting handheld device that can scan credit card at the Health and Wellness Center - they have approval from state treasurer, are installed and are being used Writing APIs between device and WOU (Banner)
Long-Term					
Technology Infrastructure is brought to industry standards and best practices	Ongoing	Accountability Leader(s): Director of University Computing Solutions	Additional funding request anticipated as work through needs assessment to bring the university to industry standards and best practices		In Progress <ul style="list-style-type: none"> Modernization, Innovation, and Efficiency projects are viewable online: Project progress The Higher Education Coordinating Commission Banner Optimization Sustainability Funds are available. Contracts initiated for Business Process Analysis toward utilizing all of Banner's features without the need for modifications. The long-range plan is to then

					<p>be ready to move to Banner SaaS within 5 years. The SaaS product includes the latest AI and Analytics features</p> <ul style="list-style-type: none">● Computer hardware purchased to modernize storage and virtualization; implementation delayed due to staff turnover.
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Recruitment & Retention of Students					
<ul style="list-style-type: none"> • Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students, Curriculum & Pedagogy • Applicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, Leadership • Applicable Strategic Plan Goals: Institutional Sustainability, Student Success, Transformative Diversity, Community Strength 					
Short-Term					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	November 2024 Update
<p>*New/Updated Item*</p> <p>Provide more opportunities for senior leadership to engage with students</p>	2024-2025	<p>Accountability Leader(s): Executive Assistant to the President</p> <p>Responsible Parties: Senior Leadership</p>	President’s office to support light refreshments	<p>2024-2025</p> <ul style="list-style-type: none"> • Host one informal fireside chat per term (Fall, Winter, Spring) 	<p>In Progress</p> <ul style="list-style-type: none"> • October 17 – First fireside chat held with Tina Fuchs, Evan Sorce, and Dominique Vargas <ul style="list-style-type: none"> ○ 8 students engaged in conversation and feedback ○ ~10 stopped by
Update 2/3 tuition hold to a set dollar amount	2023-2025	<p>Accountability Leader(s): Vice President for Student Affairs and Provost</p> <p>Responsible Parties: Senior Leadership, Registrar, University Computing Solutions, Student Success and Advising, Additional University Partners</p>	No	<p>Winter/Spring 2024</p> <ul style="list-style-type: none"> • Determine financial hold threshold for the balance students can carry and still register <p>Fall 2024</p> <ul style="list-style-type: none"> • Chose to hold current threshold for further exploration <p>Spring 2025</p> <ul style="list-style-type: none"> • Decision made about changing or keeping current threshold balance policy 	<p>In Progress</p> <ul style="list-style-type: none"> • The Enrollment Management Advisory Committee (EMAC) has made this a priority topic for 2024-25, by using data, to determine the best threshold policy for WOU students. After a brief study during Spring 2024, it was determined we did not have enough (or sufficient) data to choose an actual threshold amount (ie. dollar amount). • EMAC will study this topic thoroughly across the Fall 2024 academic year, starting with a meeting on November 7th, 2024. • Timeline updated
Establish student resource modules (e.g., student orientation, online course tutorial, registration) for students on Canvas	2023-2025	<p>Accountability Leader(s): Vice President for Student Affairs and Provost</p> <p>Responsible Parties: Student Affairs, Academic Affairs, Academic Innovation, University Computing Solutions</p>	No	<p>2023-2025</p> <ul style="list-style-type: none"> • Modules developed and ready for use <p>Fall 2025</p> <ul style="list-style-type: none"> • Implementation 	<p>In Progress</p> <ul style="list-style-type: none"> • Vice President of Student Affairs meeting with library to determine if WOU’s Student Supports Network meets this initiative//objectives • Foundations of Online Teaching are being developed by the Center for Teaching & Learning. • Timeline Updated
Create a virtual option for student orientation for remote/online students, commuter students, and transfer students	2023-2025	<p>Accountability Leader(s): Vice President for Student Affairs and Provost</p> <p>Responsible Parties: Student Affairs, New Student & Family Programs, Academic Affairs, Academic Innovation, University Computing Solutions</p>	No	<p>2023-2024</p> <ul style="list-style-type: none"> • Review what was facilitated during the pandemic • Determine use and need for virtual options to be updated • If need established: <ul style="list-style-type: none"> ○ Update materials ○ Develop implementation plan <p>Spring 2025</p> <ul style="list-style-type: none"> • Ready for use 	<p>In Progress</p> <ul style="list-style-type: none"> • First option for virtual orientation is expected to be winter quarter 2025 • Timeline updated
Mid-Term					
Review, evaluate, and revise advising	2023-2025	Accountability Leader(s): Provost	No funding required for the initial step of this initiative, however, funding requests anticipated	<p>2023-2024</p> <ul style="list-style-type: none"> • Review completed and report generated 	<p>In Progress</p> <ul style="list-style-type: none"> • Review completed • Report generated

<p>systems and structures</p> <ul style="list-style-type: none"> Review of advising model including assessment of LEAD Advising pilot so far Assess effectiveness and places we are creating inadvertent inequities 		<p>Responsible Parties: Student Success and Advising, Academic Affairs Consulting with Student Affairs, Admissions, Financial Aid, Registrar</p>		<p>Fall 2024</p> <ul style="list-style-type: none"> Recommendations brought forward to Academic Affairs Council for further consideration 	<ul style="list-style-type: none"> Recommendation to develop a supplemental advising model, which would require additional FTE Timeline and next steps to be discussed
<p>Review and revise the Code of Student Responsibility and disciplinary procedures to shift to a restorative justice framework</p>	<p>2023-2025</p>	<p>Accountability Leader(s): Vice President for Student Affairs</p> <p>Responsible Parties: Student Conduct, Student Affairs, Housing</p>	<p>2023-2024 – no funding requests anticipated 2024-2025 – additional funding request anticipated to build capacity and skills to utilize a restorative justice framework <i>Beyond 2025, unknown until plan developed</i></p>	<p>2023-2024</p> <ul style="list-style-type: none"> Finish current review and publication of the Code of Student Responsibility Update Student Conduct website Plan developed for capacity building and implementation of restorative justice framework <p>2024-2025</p> <ul style="list-style-type: none"> Capacity building and training for utilization of restorative justice framework <p>Fall 2025</p> <ul style="list-style-type: none"> Implementation/utilization 	<p>In Progress</p> <ul style="list-style-type: none"> Dean of Students and Student Conduct are exploring restorative justice models Scheduled meeting with a restorative justice professional to determine best steps forward (Nov 12) - how to transition from traditional conduct model to restorative justice model
<p>Establish clear support systems for first-generation students</p>	<p>2023-2026</p>	<p>Accountability Leader(s): Vice President for Student Affairs and Provost</p> <p>Responsible Parties: Student Success and Advising, Diversity, Equity and Inclusion, Student Affairs, Marketing and Communication, and University Partners</p>	<p>2023-2024 – no funding requests anticipated, funds reallocated from existing Student Success and Advising for position 2024-2026 – additional funding request may occur as further developed</p>	<p>Fall 2023</p> <ul style="list-style-type: none"> Reallocate resources to recruit and hire a First-Generation Advisor/Coordinator <p>Fall 2024</p> <ul style="list-style-type: none"> First-Generation Advisor/Coordinator begins working at WOU <p>2024-2025</p> <ul style="list-style-type: none"> Establish supporting first-generation college students as the 2024-2025 cultural competence focus for the university <p>November 2024</p> <ul style="list-style-type: none"> First-generation student day, celebration expanded beyond TRiO Programs <p>Winter 2025</p> <ul style="list-style-type: none"> First-generation student center opened 	<p>In Progress</p> <ul style="list-style-type: none"> Student Success and Advising hired a First-Generation Advisor/Coordinator Student Success and Advising, Student Affairs, and the Office of Diversity, Equity, and Inclusion are working together to plan First Generation Week, November 4-8. Supported in its inaugural year through sustainability funds to assess interest and resource need/reallocation Supporting first-generation students in the cultural competence professional development theme, and the first event was held September 20, with more than 200 employees engaged Established Beta Mu Chapter of Alpha Alpha Alpha, the National First Gen Honors Society Launched pilot for First Gen Faculty Mentor Study Halls in Fall 2024, to scale up in new First Gen Center in new Student Success Building Leveraged Wolfie AI Chatbot to target first gen support with resource awareness messaging Completed requirements to begin working toward First Gen Forward status through NASPA
<p>Long-Term</p>					

<p>Evaluate the MyWOU app and recommend the best path forward for an app that supports students throughout their time at WOU, including Admissions through Graduation</p> <ul style="list-style-type: none"> Themes of access and community throughout the student experience 	<p>2023-2024/Update after Fall 2024</p>	<p>Accountability Leader(s): Vice President for Student Affairs and Director of University Computing Solutions</p> <p>Responsible Parties: University Technology Advisory Committee, University Computing Solutions, Student Affairs, Strategic Enrollment Working Group, Academic Affairs, Associated Students of Western Oregon University</p>	<p>No request during research phase, however, if continuation of app usage or expansion of app usage is recommendation, additional funding request anticipated</p>	<p>Fall 2024</p> <ul style="list-style-type: none"> Recommendation for pursuing a mobile application utilization for WOU <p><i>Recommendation based in data from university community, considering:</i></p> <ul style="list-style-type: none"> Peer institutions utilization of apps What is the potential functionality of an app? What do we need in an app? What do we want in an app? Is an app a vehicle to create community, support student needs, aid in access to and flow of information, etc.? <p><i>Recommended ways to collect student perspective:</i></p> <ul style="list-style-type: none"> Tabling in the WUC Quick survey Listening type sessions for open discussion from students 	<p><i>In Progress</i></p> <ul style="list-style-type: none"> Mobile app wants and needs gathered during three student events and compiled into a requirements list. Wolf Web replacement development is underway to access Banner 9 Self Service Additional requirements development will be tracked as part of the Banner Optimization project
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Recruitment & Retention of Employees					
<ul style="list-style-type: none"> • Applicable Diversity Action Plan Goals: Climate, Recruitment & Retention of Employees, Recruitment & Retention of Students • Applicable Equity Assessment Themes: Diversity & Inclusion, Communication & Technology, Accountability, Physical Environment & Safety, Community, Leadership • Applicable Strategic Plan Goals: Institutional Sustainability, Student Success, Transformative Diversity, Community Strength 					
Initiative	Timeline/Due Date	Responsible	Is Funding Needed	Outcomes/Deliverables	November 2024 Update
Short-Term					
Reimagine onboarding as a six-month to one year process, to include <ul style="list-style-type: none"> • Development of best practices and guidelines to assist with onboarding • Updated checklists for supervisor and employee 	2023-2024	Accountability Leader(s): Executive Director of Human Resources Responsible Parties: Human Resources and University Partners	No	2023-2024 <ul style="list-style-type: none"> • Human Resources led working group formed to discussion and reimagine onboarding process for all WOU employees Fall 2024 <ul style="list-style-type: none"> • Best practices and guidelines available ahead of Fall 2024 • Checklists including compliance training links available 	In Progress <ul style="list-style-type: none"> • Scheduled a meeting with the committee for next steps
Evaluate new employee orientation and restructure as needed	2023-2024	Accountability Leader(s): Executive Director of Human Resources Responsible Parties: Human Resources and University Partners	No	2023-2024 <ul style="list-style-type: none"> • Review and assessment of what is going well and where are areas for improvement Fall 2024 <ul style="list-style-type: none"> • Updated NEO training 	In Progress Evaluated and restructured new employee orientation (NEO) program based on identified needs and feedback. <ul style="list-style-type: none"> • Model Enhancement: We updated the orientation model to provide a streamlined and more effective onboarding experience. • Compliance Training Integration: Built-in compliance training modules are now part of the NEO curriculum to ensure all employees are well-versed in essential policies from the start. • Faculty Involvement: Faculty members are now included in NEO sessions at least once per quarter, ensuring comprehensive onboarding for all new hires. • Fall Transition: This updated orientation model and process have transitioned for implementation this fall. • NEO Handbook: A dedicated handbook has been created to support NEO, providing a central resource for new employees to reference. • Sustainable Maintenance Plan: We have established a maintenance process and are preparing for a roll-off from the initial action plan, allowing ongoing refinement of the NEO program.
Streamline search committee process, to include <ul style="list-style-type: none"> • Consistent basic standards for search committees 	2023-2024	Accountability Leader(s): Executive Director of Human Resources and Executive Director of Diversity, Equity, and Inclusion Responsible Parties:	No	2023-2024 <ul style="list-style-type: none"> • Review and update search committee member training • Review search advocacy resources Fall 2024 <ul style="list-style-type: none"> • Develop WOU search advocacy training • Updated search committee member training available • WOU search advocacy training available 	In Progress <ul style="list-style-type: none"> • New search advocates receiving training from Oregon State University program to increase pool of advocates • WOU’s search advocacy resource group is developing WOU based asynchronous training • Committee will be meeting to finalize the search process.

<ul style="list-style-type: none"> ● Revise search committee training ● Guiding documents (rubrics, question repository, schedules, etc.) 		<p>Human Resources, Diversity, Equity and Inclusion, Search Advocacy Learning Community</p>		<ul style="list-style-type: none"> ● Best practices/basic standards available ● Shared templates of guiding documents available (rubrics, question repository, schedules, etc.) 	<ul style="list-style-type: none"> ● We are piloting a program that establishes a recruitment process that is inclusive, transparent and well-defined, ensuring strong support and alignment for all stakeholders, with structured meetings with search chairs, centralized resources and re-establishment and enhancement of the Authorization to Fill and Review and Approval Process. <p><i>Additional information provided in Human Resources Report to the Board of Trustees for November</i></p>
<p>Improve professional development opportunities for all employees</p> <ul style="list-style-type: none"> ● Clarify expectations around compliance training (e.g., Title IX, FERPA, HB 2864, etc.) ● Roll out compliance trainings with clear communication about expectations and ramifications ● Develop policy for hours used to participate in professional development (e.g., all staff have four hours of time they are expected to participate in professional development each academic year) ● Review support of faculty professional development and consider how can model similar for staff 	<p>2023-2024</p>	<p>Accountability Leader(s): Executive Director of Human Resources and Executive Director of Diversity, Equity, and Inclusion</p> <p>Responsible Parties: Human Resources, Diversity, Equity and Inclusion, University Computing Solutions, General Counsel, Board of Trustees Secretary, Academic Affairs</p>	<p>No funding required for the initial step of this initiative, however, funding requests anticipated</p>	<p>2023-2024</p> <ul style="list-style-type: none"> ● Group of representative folks establishes expectations <p>Fall 2024</p> <ul style="list-style-type: none"> ● Centralized home for asynchronous compliance training made consistently available at the start of the fall term each year and as new employees are hired ● Policy regarding professional development established ● Financial support and system developed to support staff professional development 	<p>In Progress</p> <ul style="list-style-type: none"> ● Required Title IX, IT training conducted during NEO ● Additional training will be on Canvas

Mid-Term					
<p>Transition the Center for Academic Innovation to the Center for Teaching and Learning, expand the existing initiatives and resources</p> <ul style="list-style-type: none"> Objective 1: Quality rubrics are used to inform the design of high quality and inclusive online and hybrid courses Objective 2: Academic Affairs has an infrastructure to ensure courses are high quality and inclusive Objective 3: Faculty are equipped with learning opportunities and tools to engage in the work of diversifying and decolonizing curriculum 	<p>2023-2025</p>	<p>Accountability Leader(s): Provost</p> <p>Responsible Parties: Academic Innovation, Academic Affairs, University Partners</p>	<p>Yes, \$194,500 to be paid through sustainability funds. Additional financial needs to be determined</p>	<p>2023-2024</p> <ul style="list-style-type: none"> Academic Innovation transitioned to the Center for Teaching and Learning <p>2024-2025</p> <ul style="list-style-type: none"> Objectives met 	<p>In Progress</p> <ul style="list-style-type: none"> Objective 1 (Completed): The Center for Teaching and Learning worked with a faculty steering committee to develop a quality rubric that was pilot tested by a group of faculty in August 2024. The rubric has been incorporated into the CTL’s new Foundations of Online Teaching course. Objective 2 (Completed): The Center for Teaching and Learning worked with the Online Learning Consortium in academic year 2023-2024 to develop a dashboard to guide the continued development of structures, programs and services to ensure courses are high quality and inclusive. Objective 3 (In progress): Jaclyn Caires-Hurley, a faculty member in COE, developed an equity coaching program with a focus on diversifying and decolonizing the curriculum. It was delivered to a group of faculty for the first time in Spring 2024. It will be offered again in Spring 2025.
<p>Evaluate and update performance management tools that include training, workshops, and resources</p> <ul style="list-style-type: none"> Include DEI/Cultural competence in performance evaluations with a self-reflection component 	<p>2023-2025</p>	<p>Accountability Leader(s): Executive Director of Human Resources</p> <p>Responsible Parties: Human Resources, Diversity, Equity and Inclusion, Shared Governance</p>	<p>No</p>	<p>2023-2025</p> <ul style="list-style-type: none"> Tools updated Implementation plan developed Resources available <p>Fall 2025</p> <ul style="list-style-type: none"> Implementation begins 	<p>In Progress</p> <ul style="list-style-type: none"> Updated timeline to be established for this initiative. The next steps are as follows: <ul style="list-style-type: none"> Evaluation and Update of Performance Management Tools: Begin assessing current performance management tools and identify areas for improvement, including the addition of training, workshops, and resources to support effective performance evaluations. Integration of DEI/Cultural Competence: Incorporate DEI and cultural competence metrics into performance evaluations, adding a self-reflection component to encourage personal growth and awareness.

<ul style="list-style-type: none"> • Work with shared governance to determine tiers and self-reflection recommendations 					<ul style="list-style-type: none"> ○ Collaboration with Shared Governance: Engage with shared governance bodies to establish performance evaluation tiers and provide recommendations for self-reflection elements that align with our institutional values and goals.
<p>Develop and implement supervisor specific professional development program for supervisors, which is then followed up with a consistently available learning community</p>	<p>2024-2025</p>	<p>Accountability Leader(s): Executive Director of Human Resources</p> <p>Responsible Parties: Human Resources, University Diversity and Inclusion Advisory Committee, Feedback from Shared Governance on topic areas/themes</p>	<p>No</p>	<p>Spring 2025</p> <ul style="list-style-type: none"> • Professional development available to professional employees 	<p>Not started</p> <ul style="list-style-type: none"> • Moving forward, our adjusted plan includes the following steps: <ul style="list-style-type: none"> ○ Program Development: Design a tailored professional development program focused on the specific skills and competencies needed by supervisors to lead effectively, emphasizing best practices, leadership skills, and ongoing growth ○ Implementation: Roll out the program in a structured format to ensure all supervisors have the opportunity to participate and benefit from the training ○ Learning Community: Establish a continuous learning community where supervisors can engage, share experiences, and discuss challenges and solutions, providing an accessible platform for ongoing development and peer support
<p>Develop/redevelop and pilot mentorship programs (with consistency in mind, with specific and measurable outcomes)</p>	<p>2023-2026</p>	<p>Accountability Leader(s): Provost and Executive Director of Human Resources</p> <p>Responsible Parties: Academic Affairs, Deans, Academic Innovation (New Faculty Orientation), University Diversity and Inclusion Advisory Committee (Jaclyn Caires-Hurley volunteered to help with effort)</p>	<p>Not in first year, will evaluate financial need when determining scalability and building pilot</p>	<p>2023-2024</p> <ul style="list-style-type: none"> • Determine what programs currently exist • Determine what data is available to assess effectiveness and what/if any gaps exist in current programs <p>2024-2025</p> <ul style="list-style-type: none"> • Assess current programs and scalability • Determine pilot group(s) for additional programs (consider interdisciplinary mentor/mentee relationships) <p>2025-2026</p> <ul style="list-style-type: none"> • Continue current programs • Pilot new programs 	<p>In Progress</p> <ul style="list-style-type: none"> • Winter Term - A Faculty Provost Fellow has been identified to work on this specific project. • Report of best models and best practices will be introduced to the Provost Office at the end of the academic year. • Dependent on resources, Academic Affairs, may implement a mentorship program for faculty in Fall 2025.
Long-Term					
<p>Engage in a Classification and Compensation Project</p>	<p>2023-2025/Ongoing</p>	<p>Accountability Leader(s): Executive Director of Human Resources</p> <p>Responsible Parties: Human Resources and University Partners</p>	<p>Yes, consultant (\$123,000), to be paid through sustainability funds. Additional funding request anticipated; to be determined following studies and recommendations</p>	<p>2023-2025</p> <ul style="list-style-type: none"> • Conduct a salary study • Conduct a classification study • Conduct a pay equity study • Report findings and recommendations 	<p>In Progress</p> <ul style="list-style-type: none"> • Initial phase of assessment completed; identified approximately nine positions requiring adjustments to align with Oregon Pay Equity standards for comparable work. This preliminary analysis, based on factors such as seniority, education, training, and experience, serves as the foundation for our larger Classification and

					<p>Compensation Project (2023-2025). Key next steps include:</p> <ul style="list-style-type: none"> ○ Comprehensive Salary Study: Conduct a thorough salary study to assess the competitiveness and fairness of our pay structure across similar institutions and industry benchmarks. ○ Classification Study: Undertake a classification study to ensure that our job classifications accurately reflect roles and responsibilities, with clear distinctions that support fair compensation practices. ○ Pay Equity Study: Extend our equity assessment to conduct an in-depth pay equity study, identifying and addressing any discrepancies that may exist across the organization. ○ Report and Recommendations: Compile findings from each study phase and provide actionable recommendations to guide future decisions on compensation, classification, and equity alignment <p><i>This structured approach will ensure that our compensation practices are fair, equitable, and competitive, supporting a workplace culture that values and rewards employees appropriately.</i></p>
<p>Conduct assessment of promotion and tenure process with an equity lens</p>	<p>2023-2025/Update Fall 2025</p>	<p>Accountability Leader(s): Provost</p> <p>Responsible Parties: Academic Affairs and University Partners</p>	<p>No</p>	<p>2023-2025</p> <ul style="list-style-type: none"> ● Review of process <p>Fall 2025</p> <ul style="list-style-type: none"> ● Provide specific recommendations for the Provost and Union based on the results of the assessment. 	<p>In Progress</p> <ul style="list-style-type: none"> ● Current promotion and tenure process is outlined in the CBA between the university and WOUFT ● Current process was not changed during bargaining. ● Will bring the issue and topic in future Joint Labor Management Committee (JLMC) meetings and explore if there is an interest by WOUFT to change our existing PRC procedures ● Timeline to be updated ● Possible changes could occur by Fall 2025
<p>Development and promotion of junior faculty retention programs</p> <ul style="list-style-type: none"> ● Consistency within divisions/ departments ● Further clarity of expectations that are easy to find ● Partnerships/mentorships with/for senior faculty support 	<p>2023-2025/Update Fall 2025</p>	<p>Accountability Leader(s): Provost</p> <p>Responsible Parties: Academic Affairs and University Partners</p>	<p>No funding required for the initial step of this initiative, however, long-term may need to make budgetary considerations</p>	<p>2023-2025</p> <ul style="list-style-type: none"> ● Determine what is available and review current programs ● Unit reviews of historical tenure trends (e.g., successful tenured lines, time to apply and receive Full Professor rank) <p>Fall 2025</p> <ul style="list-style-type: none"> ● Consistent procedural guidelines and expectations shared with all units ● Centralized and consistent training and mentoring system for PRC's and tenure track faculty 	<p>In Progress</p> <ul style="list-style-type: none"> ● Timeline to be updated ● Will be discussed in JLMC FY 25-26

WOU Foundation & Development

Mission

The Western Oregon University Foundation exists to strengthen relationships and provide resources in order to serve and support the mission and vision of Western Oregon University.

Vision

Ensuring every student has the opportunity to have access to a quality educational experience that increases their ability to succeed in our ever-changing global economy and society.

Values

- **Donor-centric:** build meaningful relationships with donors and maintain trust by following donor intent
- **Community minded:** fundraising is not just transactional, but is a collective effort to build relationships between campus and community partners to fulfill our mission of supporting the university and its students
- **Collaborative:** relationships with donors and volunteers are not “owned” by one individual, but are managed and may involve a variety of campus partners that focus on the donor’s/volunteer’s areas of interest
- **Team-oriented:** place focus on goals and outcomes versus individual achievements
- **Express gratitude:** builds trust between donors/volunteers and the university, deepens relationships, and acknowledges their impact of giving back

Advancement Efforts within the Western Oregon University’s Strategic Plan Core Values:

Centering Students: The Advancement team enjoys our interactions with students. Examples of regular engagement with students include the Annual Giving Director teaching a Lit 101 course; the Alumni Engagement Manager participating in the Communications class that plans the Forever Wolves Grad Party; and the Finance Manager meeting with students about club fundraising activities.

Also, with each fundraising appeal and special event, growing support for students is the focus of our efforts. For example, at the upcoming President’s Club and Wolves Rising Campaign Launch Dinner, there will be students volunteering or attending as guests. They will be visible to and interact with the other guests so that attendees can see and meet who they are supporting.

Embracing Diversity: The Advancement division is seeking to diversify its governance and advisory boards, and volunteer committees as new members are considered.

We are actively pursuing an increase in the number of diverse applicants and nominees for the Distinguished Alumni Awards and encouraging the selection committee to consider multiple facets when making their decisions about honorees.

In support of the University’s emerging HSI designation, we are in the beginning stages of forming a Latino Alumni Affinity Group. This affinity group will support alumni and current students.

Fostering Accessibility: \$10 million of the \$20 million campaign goal is to increase scholarships. For the past five years the Foundation has awarded \$1 million or more in scholarships and student aid. With the largest focus of the campaign being on growing scholarships and student aid funds, we will continue to be able to provide significant funding to students that help them with achieving their educational goals.

In addition, as we raise more funds, the Foundation has been able to increase its small competitive grants that are awarded to nearly every division across campus, supporting faculty and students alike.

Valuing Community: The Foundation is sponsoring more community events and activities that acknowledge our partnerships and help with visibility and presence in our local community and beyond.

We are also seeking to renew, grow and expand our sponsorships with local businesses to gain support for Western and provide them with visibility to our campus, alumni and friend communities.

WOU Foundation, Comprehensive Campaign and Fundraising Progress:

The WOU Foundation board welcomed five new members: Brenda Rocio Martinez (ASWOU/student representative), Judy Vanderburg '91, '99 (retired; Smith Fine Arts Series representative), Jordan Carpenter (Oregon State Credit Union, Monmouth branch manager), and Miranda Garrison '09 (Rookies & Arenas Sports bars; owner), and Yirla Rubi Gonzalez Nolan (Oregon Conferences for Women, Founder). Cori Frauendiener '67 was recognized as an emeritus trustee, after serving on the WOU Foundation board for the last 18 years.

The Campaign for Western Oregon University pillars are Scholarships, Wolves Athletics and Student Success. The goal and timeline are \$20 million by June 30, 2028.

\$20M Campaign for Western Oregon University

	<p>Scholarships – \$10M Goal</p> <ul style="list-style-type: none">• Endowed Scholarships• Annual Scholarships
	<p>Wolves Athletics – \$5M Goal</p> <ul style="list-style-type: none">• Endowed Scholarships for Student-Athletes• Athletics Facilities – Phase 1: Turf Field• Wolves Club• General Athletics Support
	<p>Student Success – \$5M Goal</p> <ul style="list-style-type: none">• Student Success Center – \$1M matching funds• Removing Barriers to Student Success• Student Enrichment• Faculty Support & Dean’s Funds• Unrestricted Endowment• General University Support – all other funds

The 2023-2024 fiscal year ended with nearly \$5.2 million raised, compared to almost \$2.9 million the prior year.

As of October 31, we have raised \$1,594,448 for the 2024-2025 fiscal year! This brings the current Campaign total to \$16,556,641 which is nearly 83% towards our goal of \$20 million! We will be having a public launch of the campaign on December 14 during a joint President's Club and Campaign Launch dinner.

The Campaign Steering Committee held its first meeting on October 17.

Fundraising Activity & Highlights

Major Giving and Planned Giving activity since the last report:

- \$1,471,165 estate gift for endowed scholarships in biology (\$50,000 received, balance pending)
 - \$1,000,000 future estate commitment to add to an existing endowment for education majors
 - \$115,000 gift to fund an endowment and current use scholarship for Interdisciplinary Studies majors
 - \$75,000 (3-year pledge) from Unitus Community Credit Union for their bilingual teachers' scholarship
 - \$60,000 (4-year pledge) from an alumna for the Student Success Center
 - \$50,000 from the James and Shirly Rippey Foundation for scholarships
 - \$43,479 grant from the Ford Family Foundation for early childhood education
 - \$25,342 gift to endow a new scholarship for pre-nursing students
 - \$25,000 gift to add to a term-endowment scholarship for future teachers
 - \$21,000 gift for the Student Success Scholarship
 - \$20,000 grant from Nike Community Impact Fund for Campus Recreation
 - \$20,000 gift to grow an existing scholarship endowment for future teachers
 - \$19,743 realized estate gift for the Fund for WOU
 - \$18,977 realized estate gift for the Fund for WOU
 - \$10,000 donation from Nvidia Foundation to the Student Success Scholarship as an employee match
 - \$10,000 gift to add to endowment for computer science scholarship
 - \$10,000 gift to add to endowment for education scholarship
- Several other gifts or future estate commitments in the works. These include new scholarships or program support in partnership with Xicha Brewing, Parallel 45 Brewing, and Heritage Grove Credit Union, and support for the Student Success Center from local businesses and individuals that will result in named spaces within the building.

Grants summary:

The work with our grant consultant is ongoing. They have been diligently connecting us with new potential funders and working with various departments across campus. A summary of their work for the 2024 calendar year as of November 1 is below. Recently funded grants are listed in the above Major & Planned Giving section.

- Grant applications awarded: 5
- Grant applications submitted and pending: 11
- Grant applications currently in progress: 3
- Grant applications on our radar: 9
- Grant applications declined: 7
- Total Sum Currently Pending: \$808,800.00
- Total Sum Awarded 2024: \$137,500.00

Annual Giving:

Wolves Club

Wolves Club was a great success. All but three (3) tailgating spaces in the football parking lot were sold. We added 16 new members, and 2 existing members expanded their number of tailgating spaces. 13 members did not renew, mostly because they were parents whose students had graduated.

Wolves Club revenue is up this year to \$31,090 versus \$18,400.00 last year. While there is not a great increase in membership, many existing members (and some new ones) came in at higher giving levels.

GiveWolves

[Givewolves.wou.edu](https://givewolves.wou.edu) (crowdfunding site) is up and running to fundraise for Wolves Athletics and Club Sports. The site has already received over \$22,000 in gifts in the last couple of months. We are actively working with Women's Basketball, Cheer, Softball, and Women's Soccer. Baseball will launch after Veteran's Day. Lacrosse is the only club sport currently fundraising on givewolves. We are also using givewolves for the QR code on direct mail appeals for football and for general athletics. In addition, we have signage up at Football, New PE, baseball, and softball with QR codes that fundraise for general athletics through the general athletics givewolves page.

Giving Day plans are underway. Giving Day is March 4, 2025, and there are a few Giving Day service projects in the works, including working with Heron Pointe, the City of Monmouth, and hosting a blood drive on campus.

Wolves on the Green Golf Tournament

- 34.5 teams versus 27 the year before
- 18 sponsors this year, compared to 10 last year (a hole sign at every hole!)
- Gross revenue reached approximately \$30,000 versus roughly \$15,000-\$16,000 last year.

Direct mail appeals for general athletics and football are in the mail now. A SFAS appeal will also be sent in November. A general Fund for WOU appeal will go out later this month.

Signage - new signs have been installed at the football, baseball, and softball fields and in New PE.

Advancement Services and Stewardship

Annual Report

- Released 2024 Annual Report: <https://wou.edu/2024/09/03/western-oregon-university-foundation-releases-annual-report-2/>

Audit

- 2023-24 Audit complete. No management letter submitted from auditors.

990

- Preliminary 2023-24 990 materials submitted to audit firm in preparation for IRS filing.

Competitive Grants

- Received 38 applications for 2024-2025 projects and programs. 24-25 Foundation Competitive Grants awarded 22 grants totaling \$19,913 and opened a new student travel funding of \$5,087 in additional grant opportunity to support student travel to conferences and to help pay for student certification or testing fees related to academic or job requirements, and/or application fees for enrichment programs. So far \$2,050 of this additional funding opportunity has been awarded. Total for the year awarded will be \$25,000, including additional student travel/certification grant funding.

Smith Fine Arts Series (SFAS)

The Smith Fine Arts Series opened their 47th season with a concert by Lucia Micarelli and Leo Amuedo. The next show will feature Mexican folk musicians Grupo Bella on December 7 at 7:30 PM in Rice Auditorium.

Jessica Steed has joined the Foundation team as the new director of the SFAS. She has been a Monmouth resident and community volunteer for 17 years. She has joined us, most recently, from Talmadge Middle School and hopes to use her connections with Central School District to reinvigorate the educational outreach events associated with the Smith Fine Arts Series. She is excited to work with the SFAS to strengthen its place in the local arts community.

Judy Vanderberg has agreed to serve as chair of the new Smith Fine Arts Series board. The new board will be smaller than the previous board and will meet quarterly. Her years of experience with the SFAS will be valuable as we move forward.

Because of changes in board and administrative structure, the Smith Fine Arts Series has decided not to hold its annual auction. Several local businesses have agreed to sponsor with in-kind and cash donations for the 24/25 SFAS season and we are seeking new grant funding opportunities to take the place of revenue from the auction. We currently have 7 series sponsors for this year totaling \$9,950.

Last year, we sold 112 season subscriptions. This year, we sold 124.

Alumni and Community Engagement

Affinity Groups:

The Alumni Board is in the beginning stages of creating a Latino Alumni Affinity Group to have formed by the end of the 2025 fiscal year. Cristian Mendez-Garcia '08, Assistant Director of Hispanic Serving Institution Initiatives has agreed to be the chair of the committee. We are working with alumni and Ana Hernandez-Hunter '97 in Multicultural Student Services and Programs on campus to form a committee to develop the goals, ideas, resources, identifying potential members and how this group will partner with the institute and community.

Educators/Teachers Affinity group is also in the beginning stages. Working with the College of Ed and new board member Olivea Flores to get this initiative moving forward.

Alumni Board Recruitment:

The board members and Director of Alumni Engagement are working diligently on recruiting new board members to diversify our board. We had two alumni join the board this summer, with three more potential members joining by January of 2025.

Alumni that joined the board:

- Julia Parks '05 – co-owner of Rookies/Arena
- Olivia Flores '18 – Western Oregon University College of Ed - Clinical Placement Coordinator

Football Hall of Fame:

The Western Oregon University Football Hall of Fame event on September 28 was a memorable occasion, drawing over 250 football alumni, family, and friends. The highlight of the day was the induction of the 1997 football team, which was honored for their outstanding achievements. The ceremony took place at the WOU football stadium just before the game, setting a festive atmosphere for the induction.

Guests were able to enjoy the ceremony and then watch the game from a designated tent area, where they could socialize and continue celebrating the day's events. It was a great mix of honoring the past, enjoying the present, and building community among alumni and supporters of WOU football.

Homecoming 2024:

Homecoming 2024 at Western Oregon University (WOU) was a success, bringing together alumni, current students, faculty, and staff for an unforgettable weekend of events, celebrations, and community-building. Throughout the weekend, alumni expressed how much they appreciated the opportunity to reconnect with friends, faculty, and the WOU campus. Many alumni mentioned that it was a highlight of their year, and the variety of events made it possible for attendees to engage in ways that suited their interests.

Athletic Hall of Fame and Alumni Awards Ceremony:

The Western Oregon University Athletic Hall of Fame and Alumni Awards Ceremony was a memorable evening of celebration and recognition, honoring the outstanding achievements of former athletes and alumni who have made a lasting impact on the university and their communities. Held on October 25th the event featured the induction of new Hall of Fame members, as well as the presentation of Alumni Awards to individuals who have excelled both in their professions and in service to others.

This year's alumni award recipients are Joanne Fuhrman, Christy Perry, William Wiltse and Brigadier General Jenifer Parady.

<https://wou.edu/2024/10/23/western-oregon-university-announces-the-2024-alumni-award-recipients/>

Events since last report:

- June 1 – Wolves Athletic Auction
- June 8 – Smith Fine Arts Series featuring Makaha Sons
- June 14 – Forever Wolves Grad Party
- July 4 – Monmouth Independence 4th of July Parade

- August 11 - Reginal Alumni Event – Syndicate Wine in Beaverton @ 3:00pm
- August 17 – Fiesta Mexicana Parade in Woodburn
- September 12 – TRU Round-up alumni social in Pendleton
- September 27 – Parallel 45 Beer launch
- September 28 – Football Hall of Fame
- September - Track & Field / Cross Country Reunion
- October 11 – Smith Fine Arts Series featuring Lucia Micarelli & Leo Amuedo
- October – 25 & 26 – Homecoming Weekend
 - October 25
 - Wolves on the Green Golf Tournament
 - Alumni Awards and Hall of Fame Induction Dinner
 - October 26
 - Alumni Saturday Market
 - Tailgate/Football Game
 - Student leadership Reunion (ASWOU, Peer Mentors, SAB, Resident Hall Assistants, student organizations etc)
 - Earth Science Reunion
 - Library Student workers and staff reunion
 - Football Alumni Game
 - Volleyball Alumni Game
- October 29 - Seattle Regional event

Upcoming events:

- December 6 – Foundation Holiday Open House & Tree Lighting
- December 7 – Smith Fine Arts Series featuring Grupo Bella
- Add in remaining SFAS programs....
- December 14 – President’s Club Dinner and Campaign Launch
- January 18 – Smith Fine Arts Series featuring Emily Branch (dance)
- Jan/Feb – Men’s/Women’s Basketball Alumni Games
- March 7 – Alumni Regional Event - Eugene
- March 15 – Smith Fine Arts Series featuring Marty Isenberg’s Wes Anderson Playlist
- March 22, 2025 – Softball Alumni Game
- April 2025 – Alumni Regional Event - Bend
- April 11-12, 2025 – Track & Field/Cross Country John Knight Alumni Meet
- April 12 – Smith Fine Arts Series featuring BEO String Quartet
- May 17, 2025 – WOU Block Party & Wolves Football Spring Game (date subject to change)
- May 31 – Wolves Athletics Auction
- June 7 – Smith Fine Arts Series featuring The Revelers
- June 13, 2025 – Forever Wolves Grad Party
- June 14, 2025 – WOU Commencement