

# WOU Request for Independent Governance

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Western Oregon University formally submits its request for an independent institutional governing board as authorized by SB270.

The attached presentation summarizes the detailed business plan included under separate cover.

Mark Weiss, March 1, 2014

Office of the President

345 Monmouth Ave. N. • Monmouth OR 97361 • 503.838.8888 • 503.838.8600 (fax) • wou.edu



# WOU Request for Independent Governance

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- Business plan review
  - Distinctiveness
  - 40/40/20
  - 10 year financial forecast
- Timeline
- Leadership
- Supporting WOU constituents



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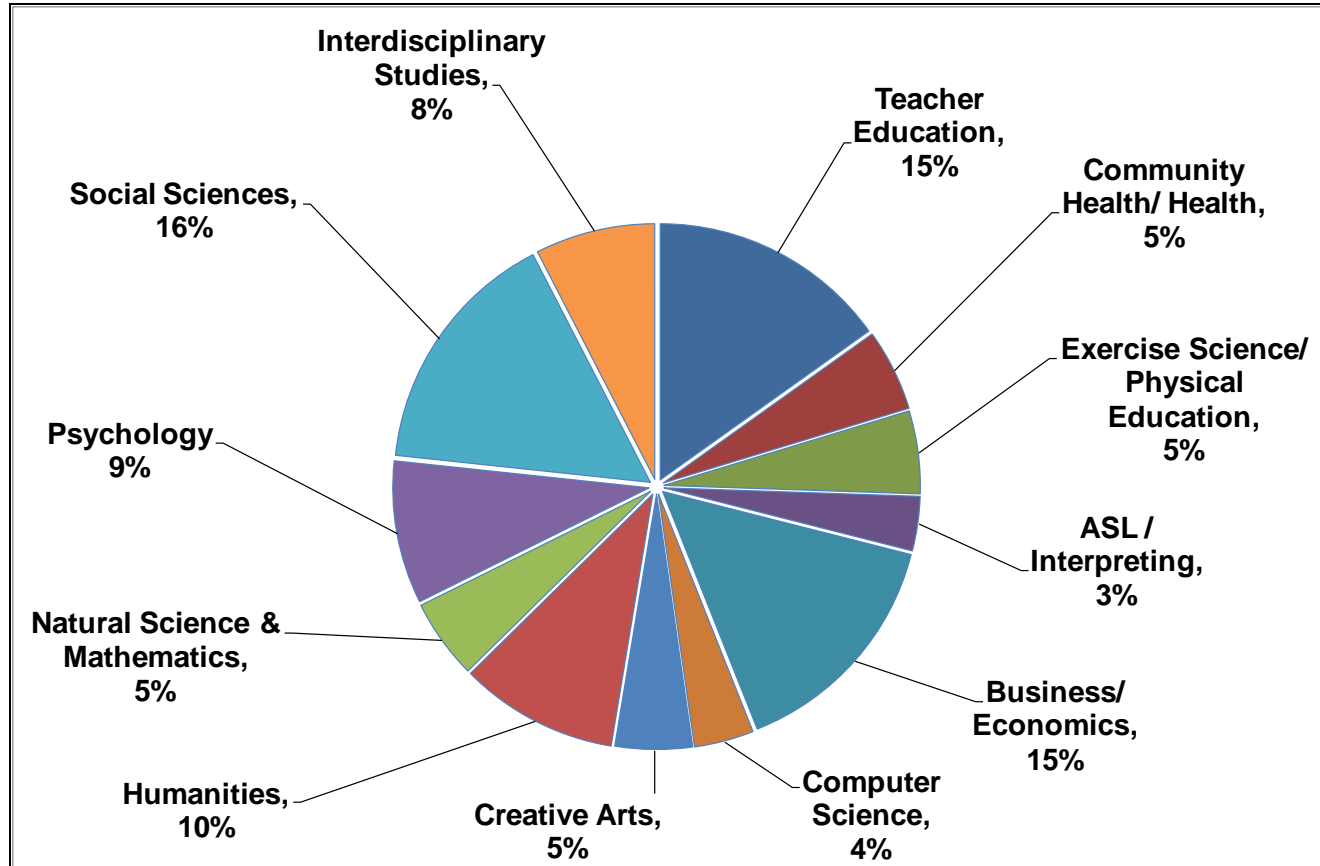
# Institutional distinctiveness

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- College of Liberal Arts and Sciences - 119 tenure line and 82 non-tenure track faculty
- College of Education - with 36 tenure line and 99 non-tenure track faculty
- Total 6,234 students (5,291 UG, 943 G) in Fall 2013
- 62 undergraduate programs
- 9 graduate programs
- 83% of degrees awarded in 2012-13 were bachelor's degrees
- **Pride in student advising makes a difference** - WOU has been recognized with more national awards (13) for advising excellence from the National Academic Advising Association than all other OUS universities combined



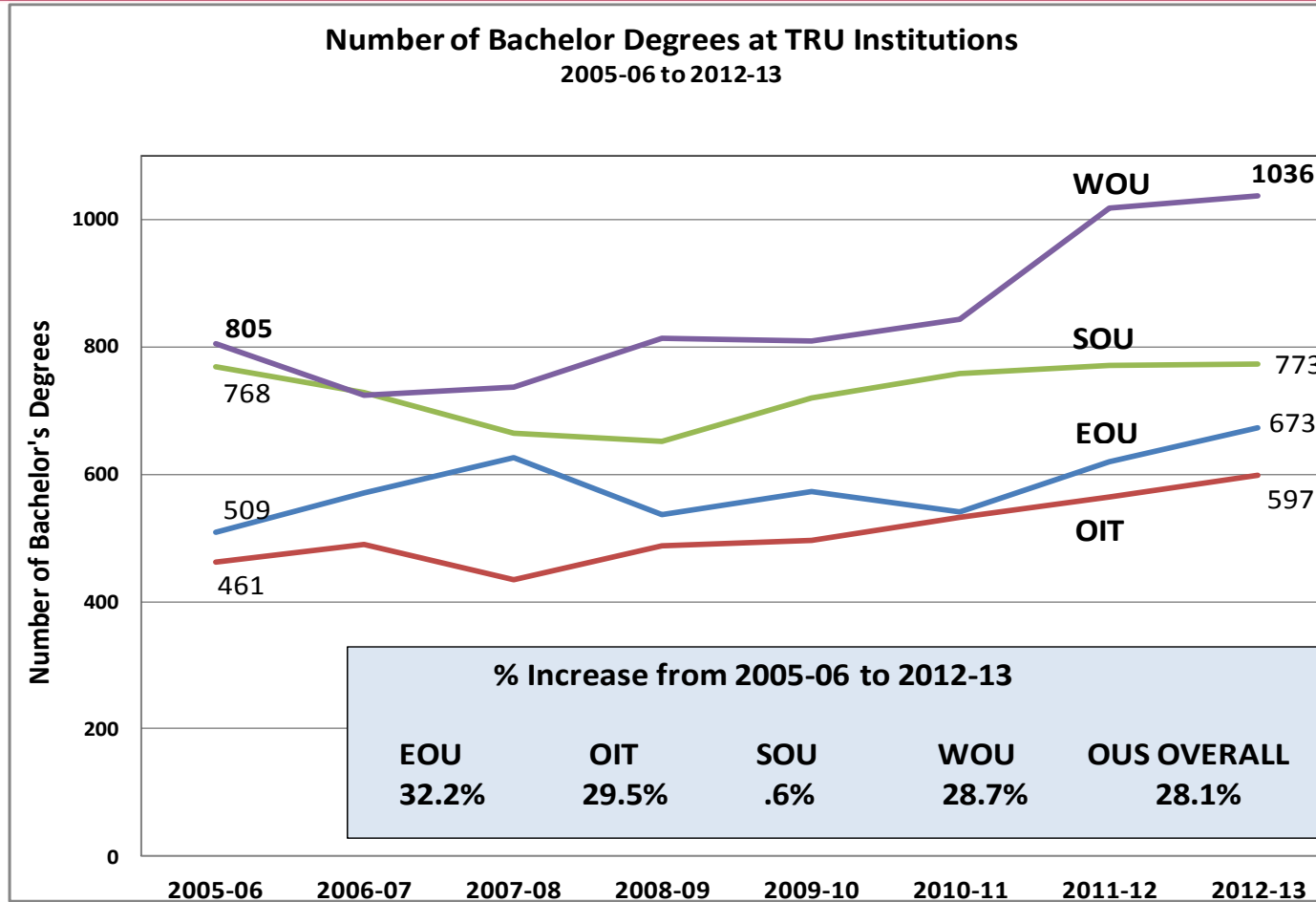
# Institutional distinctiveness



UG degrees,  
3 yr. average



# Institutional distinctiveness



# Institutional distinctiveness

<b>WOU received least funding per degree awarded in 12/13</b>	<b>WOU</b>	<b>SOU</b>	<b>EOU</b>	<b>OIT</b>
Undergraduate Degrees	1,036	773	673	597
Graduate Degrees	220	215	91	9
<b>Total Degrees<sup>1</sup> for 2012/13</b>	<b>1,256</b>	988	764	606
State Appropriations <sup>2</sup> -in thousands	\$14,132	\$13,436	\$13,851	\$16,613
<b>State Appropriations per Degree for 2012/13</b>	<b>\$11,252</b>	\$13,599	\$18,130	\$27,414

Sources: 1- OUS Degree History data file. 2- OUS 2013 Annual Financial Report, pgs 54-55.



# Institutional distinctiveness

## Percentage of Oregon residents

	WOU	EOU	OIT	SOU	OSU +CC	PSU	UO
Undergraduate	<b>80.0%</b>	72.1%	73.7%	71.7%	69.4%	82.6%	55.9%
Graduate	<b>91.6%</b>	85.9%	41.5%	80.6%	54.0%	71.7%	38.3%
Overall - all students	<b>81.7%</b>	73.4%	73.4%	72.6%	63.9%	80.6%	53.2%





# Institutional distinctiveness

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## Percentage of students from Oregon sources

	WOU	EOU	OIT	SOU	OSU	PSU	UO
% of <u>total</u> undergraduate enrollment coming from Oregon sources	<b>76%</b>	56%	54%	46%	66%	51%	51%

Analysis of data from 2012 OUS Fact Book, 'Undergraduate Enrollment by Educational Source', pg 28. Enrollment sources include total from Oregon high schools, Oregon community colleges, OUS institutions or Oregon colleges divided by total undergraduate enrollment. Calculation does not include students with unknown status, postbac, non-admits, or GED students.



# Recognized as a Top closer of graduation rates for minority students

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Published on *Education Trust* (<http://www.edtrust.org>) Jan, 2010:  
**Some public colleges and universities are making gains, closing gaps in graduation rates for minority students**

“**Top Gainers [2]**” and “**Top Gap Closers [3]**” highlight public institutions nationwide that have made the biggest improvements in these areas.

“The Underrepresented Minority graduation rate at rural **Western Oregon University** jumped from 26.3 percent in 2002 to 42.3 percent in 2007. Now, the gap between minority graduation rates and non-minority graduation rates at this public liberal arts college is just 3.1 percentage points.”



# Institutional distinctiveness

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## Athletics

- Nearly 10% of WOU undergraduate students compete in NCAA Division II athletics / and nearly 10% of those students were inducted into '13/14 national athletic/academic honor society (maintaining a 3.4+ cum. gpa)
- Division II NCAA athletes at WOU choose WOU so they may competitively participate in their sport while achieving their educational goals
- WOU student athletes are students first; and graduate at a rate higher than the general student population
- WOU is the only NCAA Division II institution in Oregon; providing an environment where academics are primary



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# 6-Year Graduation for 2006 Freshmen Cohort

	White, Non-Hispanic	Hispanic	Achievement Gap
<b>WOU</b>	44.7%	52.9%	<b>-8.2%</b>
<b>EOU</b>	32.0%	35.7%	<b>-3.7%</b>
<b>SOU</b>	31.9%	28.6%	<b>3.3%</b>
<b>OIT</b>	47.4%	57.1%	<b>-9.7%</b>
Average other 3 TRUs	37.1%	40.5%	-3.4%
<b>OSU</b>	61.7%	52.0%	<b>9.7%</b>
<b>PSU</b>	40.0%	44.4%	<b>-4.4%</b>
<b>UO</b>	68.9%	53.4%	<b>15.5%</b>
Average Big 3	56.9%	49.9%	6.9%
Source: Table 6, OUS Institutional Research Services - March 14, 2013, Retention of First-Time Freshmen by Ethnic Group, 2006-07 IPEDS Fall Cohort. Excludes Students Transferring within OUS after Initial Enrollment .			



# Collaborations/initiatives supporting 40/40/20

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## New programs:


- WOU's new Elementary Math Specialist program received Oregon Teacher Standards and Practices Commission (TSPC) approval, first in Oregon
- Visual Communication Design
- Early Childhood Studies
- Autism Spectrum Disorders certificate
- First Applied Baccalaureate degrees (Gerontology and Psychology) in OUS following passage of House Bill 3093
- 50% expansion of OHSU nursing degree at WOU by 50%+



# Collaborations/initiatives supporting 40/40/20

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## Outreach:

- Hosting annual Cesar E. Chavez Leadership Conference, this year some 1,700 Latino high school students from Oregon; WOU will award 10-\$1,000 and 20-\$2,000 special scholarships to attendees 
- Establishing WOU/high school dual-credit programs in high schools
- Encouraging female high school students to pursue careers in mathematics (Sonia Kovalevsky day activities)
- Partnering with Chemeketa Community College through dual enrollment, collaborative academic advising, or cooperative financial aid for degree-seeking students enrolled concurrently at both institutions
- Partnering with South Metro-Salem STEM Collaborative



# Collaborations/initiatives supporting 40/40/20

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## Institutional accomplishments:

- \$1.9 M U.S. Dept. of Education SPELL grant (Sustainable Practices for English Language Learners) for teacher development in ESOL with focus on science, technology, engineering, and mathematics
- \$172 K Project LUISA Title II-A grant to prepare teachers to work with English Language Learners (ELL) in primary and secondary schools
- **National Center on Deaf-Blindness:** In October 2013, the U.S. Department of Education's Office of Special Education Programs (OSEP) **awarded a five-year, \$10,500,000 grant** to operate the Center





# Collaborations/initiatives supporting 40/40/20

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## Institutional accomplishments, continued:

- WOU receives in excess of \$2.3 million from Ron '68 and Norma DeVolder and the Lynn Roberts Ramsdell Irrevocable Trust, the largest gift in WOU's history for science lab building and scholarships – Ribbon cutting Fall 2013
- WOU receives \$1.4 million gift to create the Richard Woodcock Education Center to train Oregon's next generation of teachers – March 2014 (3<sup>rd</sup> largest gift)
- Awarded the 2010 Christa McAuliffe National Award from the American Association of State Colleges & Universities (AASCU) for Excellence in Teacher Education
- Since 1999, over 3,100 WOU graduates were hired as educators in Oregon public schools. Ten years later (as of the 2009-2010 school year), 77% of those educators were still teaching in 168 different school districts or 85% of the districts in Oregon



# Collaborations/initiatives supporting 40/40/20

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- Houses the only Oregon program in American Sign Language and ASL/English Interpreting, a collaborative integration of both hearing and deaf faculty
- Rehabilitation Counseling Deafness program is one of only five Deaf/Hard of Hearing programs in the U.S.
- WOU was named a “**Military Friendly School**” by Victory Media for being a supportive environment – a staffed veteran’s resource center will open Spring 2014
- WOU hosts Oregon at-risk students to talk about the college search process and increase their likelihood to attend college



# Collaborations/initiatives supporting 40/40/20

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- ***Student Enrichment Program (SEP)*** - improves retention, persistence and graduation rates for individuals who are 1<sup>st</sup> generation, low-income, or have a disability. The program is an intensive mix of educational assessments, academic advising/mentoring and collaborative action plans as well as referrals to other academic support services. It serves 400 admitted, undergraduate students through a federal grant/institutional split-funding model (US Dept. of Education TRIO grant pays for 250 students and WOU adds resources for additional 150 students). **First-year retention for new SEP freshmen consistently surpasses** retention for non-SEP freshmen students. WOU's program among largest in OUS.



# Collaborations/initiatives supporting 40/40/20

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- 1<sup>st</sup> generation students have represented **as many as 53%** of the incoming first-time freshmen cohorts at WOU
- WOU serves economically-disadvantaged students
  - Oregon residents accounted for **86.3% of all students** at WOU who filed the FAFSA
  - **62.1% of those Oregon resident-students** at WOU qualified for the PELL grant
- WOU's robust technology infrastructure has ample capacity to serve additional students. WOU has been very proactive in leveraging Web 2.0 and open source technologies (e.g., Google Apps and the Moodle learning management system)



# Collaborations/initiatives supporting 40/40/20

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## New facilities to accommodate growth

- **DeVolder Family Science Center** opened Fall 2013 and houses the Chemistry Department and anatomy-physiology laboratories.
- **Oregon Military Academy (OMA)** currently occupies a 65,000 square foot, two-story facility. WOU currently uses its classroom space (which can accommodate 8,850 students per month). The OMA will soon vacate the building and it is WOU's intent to fully repurpose the building.
- New **College of Education building** funded by state bonds with full donor commitment received for matching funds, will be operational 2016. Designated by Governor as a signature wood products initiative under Governor's executive order.



# Collaborations/initiatives supporting 40/40/20

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## New facilities to accommodate growth

- **Ackerman Hall:** state-of-the-art live/learn facility has ‘smart-console’ classroom space, residential rooms to accommodate 325 students, and meeting space, meets the Leadership in Energy and Environmental Design (LEED) Platinum certification, the highest available, and was the first large-scale, new construction residence hall with that level of certification in the country.
- **New Health and Wellness Center:** 36,000 square feet of ‘smart’ classroom space, and 54,000 square feet in an indoor recreational/fitness facility.



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# 10 year financial forecast

## Fund Balance

	Actual					Forecast	Projected									
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	

<b><i>Fund Balance as % of revenue</i></b>	<b>13</b>	<b>17</b>	<b>21</b>	<b>19</b>	<b>17</b>	<b>18</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>
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## Significant Assumptions

<b><i>Appropriation, including SELP (\$ in Millions)</i></b>	<b><u>19.1</u></b>	<b><u>18.8</u></b>	<b><u>18.1</u></b>	<b><u>13.8</u></b>	<b><u>14.1</u></b>	<b><u>15.0</u></b>	<b><u>16.4</u></b>	<b><u>16.9</u></b>	<b><u>17.4</u></b>	<b><u>17.9</u></b>	<b><u>18.4</u></b>	<b><u>19.0</u></b>	<b><u>19.5</u></b>	<b><u>20.1</u></b>	<b><u>20.7</u></b>
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# 10 year financial forecast

## Significant Assumptions

	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b><i>Undergraduate enrollment - OR</i></b>	<b>1.0%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>
<b><i>Non-resident</i></b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>1.5%</b>

### ***Increase faculty FTE by yr:***

<b><i>Tenure Track</i></b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b><i>Non Tenure Track</i></b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

<b><i>Undergraduate tuition increases - OR</i></b>	<b>0.1%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>
<b><i>Non-resident</i></b>	<b>2%</b>	<b>2%</b>	<b>2%</b>	<b>2%</b>	<b>2%</b>	<b>2%</b>	<b>2%</b>	<b>2%</b>	<b>2%</b>



# 10 year financial forecast

## Significant Assumptions

	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b>Average salary increases</b>	<b>3.2%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>
<b>Benefits -PERS</b>	<b>21.2%</b>	<b>23.2%</b>	<b>23.2%</b>	<b>23.2%</b>	<b>23.2%</b>	<b>23.2%</b>	<b>23.2%</b>	<b>23.2%</b>	<b>23.2%</b>
<b>Health insurance cost increase for WOU</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>
<b>S&amp;S inflation</b>	<b>2%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>



# 10 year financial forecast

## Significant Assumptions

	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b><u>Included in each year:</u></b>									
<b><i>Shared service cost</i></b>	\$450K	\$450K	\$450K	\$450K	\$450K	\$450K	\$450K	\$450K	\$450K
<b><i>Governance cost</i></b>	\$450K	\$450K	\$450K	\$450K	\$450K	\$450K	\$450K	\$450K	\$450K

	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b><i>Tuition remissions</i></b>															
<b><i>(\$ in millions)</i></b>	<b><u>2.2</u></b>	<b><u>3.0</u></b>	<b><u>3.2</u></b>	<b><u>2.8</u></b>	<b><u>3.0</u></b>	<b><u>3.2</u></b>	<b><u>3.2</u></b>	<b><u>3.5</u></b>	<b><u>3.6</u></b>	<b><u>3.8</u></b>	<b><u>4.0</u></b>	<b><u>4.3</u></b>	<b><u>4.5</u></b>	<b><u>4.6</u></b>	<b><u>4.8</u></b>



# 10 year financial forecast

Projected cash available for general fund, excluding auxiliaries

	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
<b>Number of days operating costs in cash</b>	<u>91</u>	<u>98</u>	<u>96</u>	<u>91</u>	<u>89</u>	<u>87</u>	<u>89</u>	<u>91</u>	<u>94</u>	<u>97</u>	<u>101</u>
<b>% of total expenditures</b>	<u>25%</u>	<u>27%</u>	<u>26%</u>	<u>25%</u>	<u>24%</u>	<u>24%</u>	<u>24%</u>	<u>25%</u>	<u>26%</u>	<u>27%</u>	<u>28%</u>



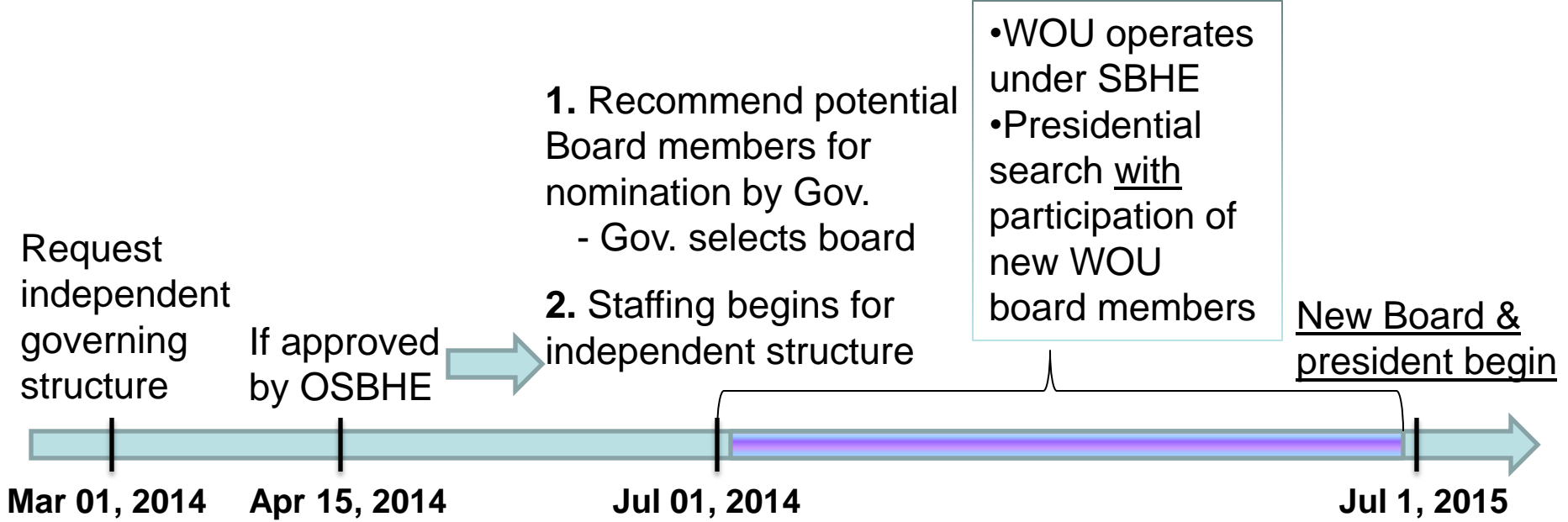
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# Proposed Timeline



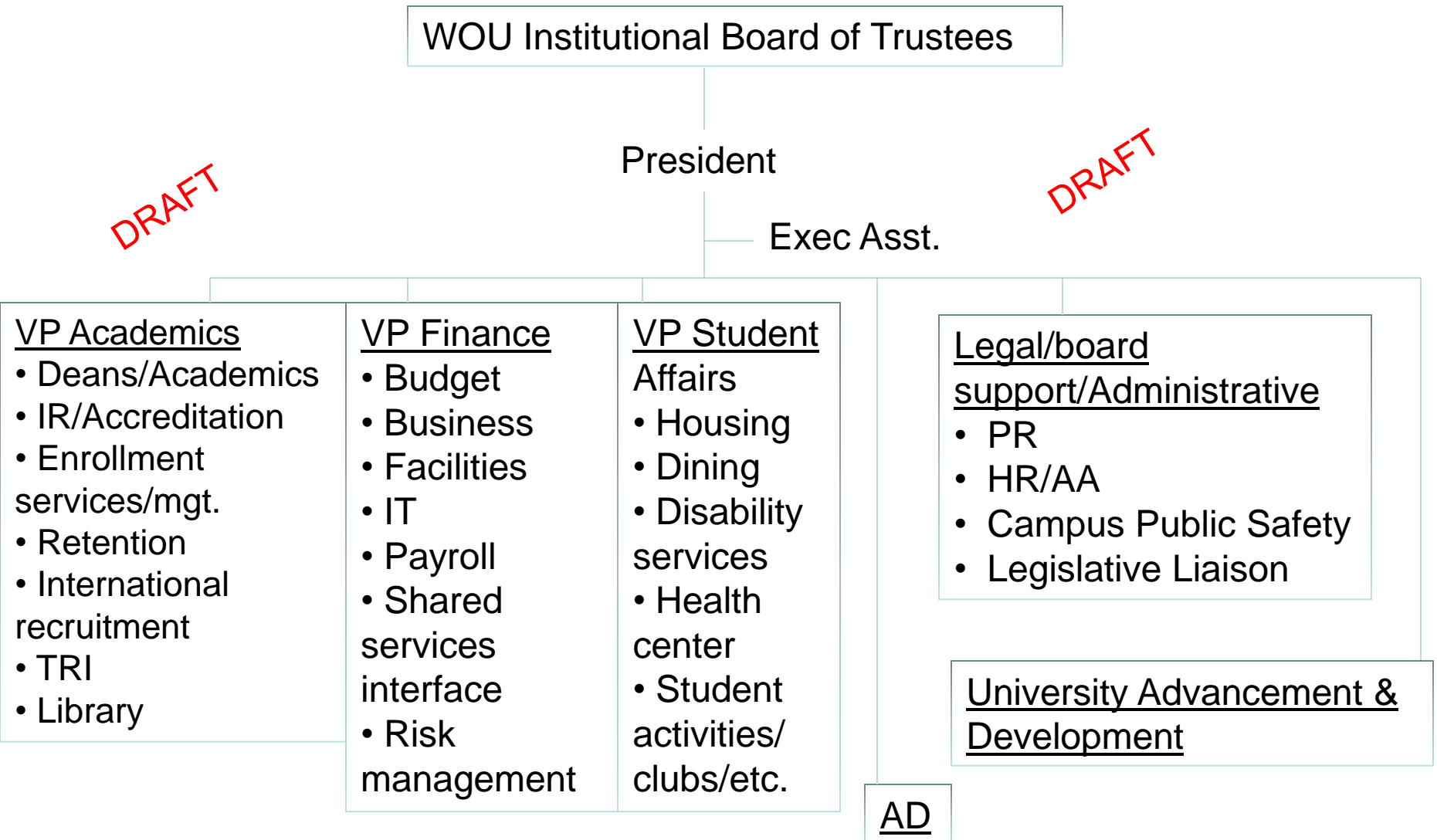
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# Organizational Leadership (major categories)





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# List of WOU constituents

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Partial list of constituents in support of independent governance:

- WOU Faculty Senate and other academic units
- Associated Students of WOU (ASWOU)
- WOU Foundation Board of Trustees
- WOU Administrative Support Council (ASC)
- City of Monmouth Mayor

(included in complete document)

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Note: no letters of support received for any other options.

