



**Board of Trustees Meeting
November 18, 2020**

Appendix B

President's Cabinet Reports

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Board of Trustees Report – November 18, 2020

Dr. Gary Dukes, Vice President for Student Affairs

Fall 2020 Enrollment Update

Our 4th week census shows the University down 7.9% in FTE enrollment. COVID 19 has had an impact not only on new and transfer students, but also our continuing students. While our admitted freshmen numbers were flat prior to announcing on-line classes in the fall, headcounts of our new freshmen are down approximately 7%. Transfer students are down approximately 13%. Continuing students are also down approximately 7%. One population in particular, International students, is down 56% compared to last year and have been declining significantly over the last several years.

Reports we have from other colleges and universities in the area are similar. Chemeketa is down 9%. This is concerning for Fall '21 given that Chemeketa is our largest transfer student feeder. Chemeketa has also been experiencing a declining enrollment for several years which has an impact on WOU. Oregon State is reporting down 5% for campus-based students, but up in their e-campus. The University of Oregon is reporting being down 3%, and Portland State is reporting being down 7%.

One highlight in all of this is that we continue to increase our Latinx presence on campus. We went from 18.6% in 2019 to 19.6% this year. Overall the diversity percentage of our campus remained the same.

Fall 2021 Recruitment Update

Fall 2021 recruitment has started off very slowly. Applications and admitted student numbers are down from last year. We have implemented several strategies to increase applications and, in-turn, admitted students. A few strategies I would highlight include waiving the application fee until September 2021. We did not want the application fee to be a barrier for students. We have also allowed students to initially self-report their GPA on the admissions application. Previously we required a high school transcript as a part of the application process. We were finding that students were challenged to get a copy of their high school transcript given the on-line learning modality. Additionally, we have a weekly cross-divisional group meeting to identify strategies we can implement to increase our application pool. Admissions established approved protocols and started offering in-person tours on November 2.

Staffing Changes

Since the beginning of spring term, several areas within student affairs have had to reduce or modify staffing patterns. Housing and Dining had to reduce staff last spring when the University went to on-line learning and most students moved out of the residence halls. The SEIU Union and the University established an agreement which, while leaving these employees in leave without pay status, still provided benefits for them over the summer and into fall term. This fall has been a little better. We have a little over 700 students living on campus. This has allowed us to bring some staff back in both housing and dining, but services are still limited. Student employment, especially in the dining hall, is what has suffered the most.

The Werner University Center and Health and Wellness Center are both funded from the student Incidental Fee. When the decision was made to offer fall classes primarily on-line, this significantly reduced the amount which would be collected by the Incidental Fee which is only collected from students taking face-to-face courses. We initially made significant cuts in these areas in order to limit expenses. The Incidental Fee Committee worked with the University President in order to direct some funding to areas funded by the Incidental Fee. As a result, we have been able to hire back some staff in each of these areas and also provide appropriate services based on the number of students we have on and around campus and their needs.

The Student Health and Counseling Center has also been affected by the change in modality from in-person to on-line courses. The health fee is also only charged to students taking in-person classes. Fortunately, the Student Health and Counseling Center had a reserve account which we have used to maintain a minimal number of staff to see students for both medical and counseling needs.

Finally, as part of the University 10% reduction in salaries, student affairs saw additional reductions in all areas across the division.

COVID Related Updates

University Housing tested all students who moved onto campus in September. We had two students during this process who tested positive for COVID-19 and they were given the choice to return home or move into isolation housing. Both students chose to stay on-campus in isolation until it was safe for them to stay in their assigned room.

University Housing has also been working with Athletics to provide housing to athletes living off-campus who test positive so they can be away from other roommates, who tend to be other athletes.

We plan to test residential students as they return in both winter and spring terms.

The Student Health and Counseling Center continues to test symptomatic students for COVID 19. We are working with Athletics and the NCAA to offer testing with more immediate results.

All offices within student affairs are staffed from 9am – 12pm and 1pm -5pm, Monday through Thursday. Admissions is staffed 8am – 5 pm, Monday through Friday. Student Engagement, Student Health and Counseling Center and Campus Recreation have all established protocols for their operations.

Student Health Related to COVID

A question was asked as to how the mental health of our students has been during the COVID Pandemic. This is a difficult question to answer. First of all, the Student Health Fee is only charged to students taking face-to-face classes. Last spring, when we first moved classes to a remote modality, the Student Health and Counseling Center had a fairly normal usage rate by students for mental health counselors. Students were charged the Student Health Fee spring term since we moved to a remote modality after classes had been designated as in-person. Students also had two terms of experience

paying the Student Health Fee and having in-person access to the Student Health and Counseling Center.

Spring 2020 medical appointments were down considerably from Spring, 2019, but telemedicine appointments can be more challenging, and if students are home, it might make more sense to use local medical resources.

In Summer term, no Student Health Fee was charged since all classes were on-line. There were 62 students who paid the Student Health Fee. Generally speaking, when a student pays the Student Health Fee, they plan on using the services frequently. When the fee is optional, the costs far outweigh the revenue generated from the students who pay the fee.

For Fall term, approximately 250 students had a face-to-face or hybrid course and were charged the Student Health Fee. Another approximately 250 students opted in and paid the Student Health Fee. Both medical and counseling appointments will likely be down compared to last year by about 50% and 25% respectively. So even with fewer students on campus, mental health services are still very active. Because of the decrease in revenue, and likely use by students, staffing in the Student Health and Counseling Center was reduced.

It is difficult to answer whether students who need services from the Student Health and Counseling Center are not accessing them because they weren't charged the Student Health Fee up front, and now see it as an additional cost. Student of Concern reports regarding the mental health of students who are facing challenges in the COVID pandemic are only up about 1%. However, we are seeing more higher-level mental health issues such as suicide ideation and suicide attempt. The number of these cases is small from the start so just two extra cases is a lot. Between the number of mental health cases we are seeing in the Student Health and Counseling Center and Student of Concern reports, we believe the COVID pandemic is impacting our student's well-being.

The Student Health and Counseling Center is offering more group meetings for students and is looking at the participation in these to determine other options. Many departments in student affairs are also reaching out to students more frequently to check-in with students and see how they are doing. Last spring and this fall, the Division of Student Affairs also employed approximately 20 students to send weekly emails checking-in with students who did not otherwise have some type of connection to WOU such as the Student Enrichment Program, Multicultural Student Services and Programs, Veterans Center, Student Success or living on campus. We hope to have more data on this effort.

Grants

We recently were notified that we received three grants over the summer. The Student Enrichment Program, which is a U.S. Department of Education TRiO Student Support Services Grant was successfully renewed for five years totaling nearly \$2M. The grant serves 250 students, but the University funds a parallel program which serves an additional 250 students.

We also wrote for and received a new five-year, \$1.3M U.S. Department of Education TRiO Student Support Services Teacher Preparation grant. This grant works specifically with 140 low-income, first-generation students who are education majors. We are hoping to have the director of this program hired in December.

And finally, we wrote for and received an \$85,000 Oregon Department of Veteran's Affairs grant. We had this grant this past year and were successful in our reapplication process.

Board of Trustees Report – November 18, 2020
Ryan Hagemann, Vice President & General Counsel

The following are major activities from (a) the Board's Office, (b) the Office of the General Counsel (including legal services and risk management), (c) Human Resources, (d) Institutional Research, and (e) Public Affairs and Strategic Initiatives from June 2020-November 2020

Board's Office

- Successfully completed June 2020 regular board meeting, August 2020 special board meeting, and several standing committee meetings
- Successfully shepherded nomination and confirmation of five trustees (four new trustees and one reappointment)
- Conducted board orientation with new trustees
- Continued work on Board Statement on Diversity, Inclusion, Equity and Accessibility
- Participated in Public University Board Secretary Group

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

- Managed process and shepherded over 200 contracts and procurements
- Managed process and shepherded over 20 public records requests
- Provided substantial legal advice on COVID-related matters, including but not limited to revised executive orders and guidance from the state
- Provided substantial legal advice on budget-related employment actions necessary to resolve the University structural budget deficit
- Participated in several Joint Labor-Management Committee meetings for both WOUFT and SEIU
- Negotiated and completed WOUFT bargaining on a successor agreement
- Monitored the insurance renewals for FY2021
- Conducted numerous investigations for complaints, grievances, and bias incidents

- Negotiated IGA with Polk County for contact tracing cooperation
- Attended quarterly PURMIT meeting
- Attended Risk Council meetings
- Provided substantial day-to-day legal advice from various departments and units on campus
- Contributed to the Article 15 Task Force on program curtailment/reduction/elimination
- Negotiated extension of “Alternatives to Layoff” Letter of Agreement with SEIU
- Negotiated initial and extended modality Letter of Agreement with WOUFT
- Participated in Public University Legal COVID group meetings
- Participated in Public University General Counsel group meetings
- Participated in Public University Employment Lawyer group meetings
- Participated in Public University Transactions Lawyer group meetings
- Worked with the president and ASWOU on correct interpretation of ORS 352.105 governing incidental fees
- Worked of the USDOE Office of Civil Rights on ongoing Title IX monitoring obligations
- Participated in weekly Reopening Committee meetings
- Participated in several National Association for College and University Attorneys (NACUA) webinars on topics ranging from limitation of liability clauses in contracts, COVID, free speech, and Trump Administration executive orders

Human Resources

- Continued management of Work Share program with the Oregon Employment Department
- Continued management of Extended Benefits/LWOP program, furloughs, and layoff processes in accord with the SEIU CBA

- Worked through the implementation of Skillsoft compliance training for employees
- Worked through campus closure during Oregon wildfires and the air quality concerns
- Participated in Public University HR Directors group meetings
- Started preparations for successor SEIU bargaining

Institutional Research

- Continued Institutional Research website updates
- Added Degrees Awarded, Faculty Data, and WOU Profile data to the website
- Consolidated data for NWCCU accreditation requests
- Provided data for various Article 15 requests
- Ongoing work on timely submission of IPEDS reports
- Ongoing work for enrollment tables and Fall 2020 census work

Public Affairs and Strategic Initiatives

- Completed Student Success and Completion Model (SSCM) Workgroup efforts to update the funding model
- Continued work to coordinate the WOU efforts to continue to support a safe instructional environment for students and employees, including coordinating efforts with Polk County and other public universities
- Developed a College of Education video for legislators that highlights the Bilingual Teacher Scholars Program
- Served as an advisor to the ASWOU Incidental Fee Committee
- Worked with the inter-institutional Legislative Advisory Council (LAC) to develop the 2021 Legislative agenda
- Attended numerous legislative meetings in preparation for the 2021 Legislative session

- Attended and monitored numerous HECC meetings

General

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

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Dr. Ana Karaman, Vice President for Finance & Administration

The Finance & Administration division continues to make efforts in implementing its 2019-23 divisional strategic plan in support of the university strategic plan. All department heads have met and reviewed their progress towards the goals established by the divisional strategic plan and made necessary adjustments given COVID-19, workforce reduction, and primarily online modality of instruction. The Accounting and Business Office, Facilities Services, Campus Public Safety, and University Computing Solutions are developing new service plans to re-focus priorities and to re-allocate duties due to workforce reductions. The overall F&A division eliminated 24 positions across its departments through two rounds of workforce reduction, and participated in the Workshare plan and permanent FTE reductions to achieve a net salary savings of over 1.1 million dollars in FY21.

Over the last four months, the division made the following significant accomplishments:

- In coordination with the financial aid office, which disbursed CARE Act funds to student accounts and UCS, which programmed a new check process, ABS produced and mailed just under 800 refunds to our students totaling over \$1.47 million dollars in May.
- On September 29, 2020, President Fuller emailed students that the second round of applications for the CARES Act funding is now open. 623 students have responded (as of 10/12/20).
- The university realized almost two-hundred thousand dollars in savings by designing our own infrastructure for the preparation, presentation, and publication of the annual financial statements. A portion of those savings correspond to taking on the University Shared Services Enterprise's treasury management services.
- Click [here](#) to view the cash flow projection.
- The Welcome Center is \$8.2 Million-dollar project to renovate the Oregon Military Academy. The project manager for this project is Mike Elliott. The renovation includes a new lobby to honor Jack Morton, new elevator, new classrooms, computer labs, offices and meeting spaces. In addition, the courtyard has been redone and will be a place to host official events and public gatherings. The Welcome Center will be the new home for Financial Aid, Admissions, Alumni Relations, Mail and Print Services. The move in date is October 28th.
- The ITC is a \$10 Million-dollar project. The project manager for this project is Gabriela Eyster. This is the completion of the Phase 3 improvements that include major seismic upgrades, HVAC improvements, additional gallery spaces, roof repairs, bathroom renovations and a new sprinkler system. ITC is scheduled to reopen at the end of February 2021.
- Click [here](#) to view the construction update video for WOU Salem.
- University Computing Solutions has continued to increase the University's Cybersecurity capabilities. This includes:
 - Beginning of migration of servers to new DataCenter firewall with enhanced security

- Deployment of Umbrella Roaming Client for VPN users (more secure at home)
- Ongoing Information Security trainings
- redWOLF3 development (automated security monitor and response tool). This tool has blocked more than 25,000 attackers automatically in the last year. It has also given us more visibility into attacks and trends.
- When it was announced that Spring Term instruction would be delivered remotely, University Computing Solutions acquired, installed, configured, and deployed 8 new servers
 - Installed and configured 10 additional instances of Moodle
 - Installed and configured 400 additional VDI (virtual desktop) clients
 - Installed and configured streaming servers for virtual Town Halls
- Five additional virtual Moodle servers were added to the physical server, which provides the needed capacity to support the increased remote learning loads.
- University Computing Solutions integrated 3rd party applications with single sign on (SSO) and Banner (UCS). This includes:
 - Canvas was integrated both with SSO for easy user sign on and with Banner for course population
 - Moodle integration was modified to exclude courses that are being taught in Canvas
 - Parchment is a transcript request tool, was integrated into Banner self service
 - Jamix SSO integration for Dining, which provides kitchen management services
 - Slate SSO integration and UCS is currently implementing the Banner integration. This is an Admissions CRM which will include a new online application
 - Campus Logic SSO integration, Document Management integration, Banner integration, and PowerFaid's integration. This product manages financial aid document submissions
- WOU switched vendors for more reliable communication and updated mode of emergency notification. The new emergency notification system is integrated with our Alertus desktop application and the emClocks. Test notifications have all been delivered in less than 60 seconds.
- Public Safety provided set-up, traffic control, information, etc. for the COVID-19 testing/move-in over 4 days during New Student Week.

For the remainder of the academic year, the division's primary focus is going to be on the following tasks:

- Develop budget for FY 2022.
- Finalize audit of financial statements.
- Finalize reimbursement from FEMA and CARES Act.
- Complete construction of the Welcome Center, ITC, and Salem Renovation.
- Continue working on an entity-wide risk assessment and finalize the FY 2021 Audit Plan.

Board of Trustees Report – November 18, 2020
Randi Lydum, Interim Director of Athletics

Great Northwest Athletic Conference (GNAC) and NCAA Updates:

Due to COVID-19, all athletic competition in the GNAC has been postponed until January 2021. Under the current plan, men's and women's basketball, volleyball and soccer will play a conference only schedule in the winter and spring. Baseball, softball and men's and women's track & field will complete a regular schedule, including an NCAA championship opportunity. Our football team will not compete in games but is using this year to prepare for the 2021 season after being off for several months. The Oregon Health Authority currently has not approved high contact sports competition, such as football and basketball at the NCAA DII/III level.

The NCAA has provided safety recommendations for the conduct of athletic programs on member institution campuses. WOU is adhering to these guidelines which include baseline PCR testing, strict protocol for people exhibiting possible COVID or flu-like symptoms, surveillance testing, small group workouts, required face coverings indoors and outdoors when physical distance cannot be maintained, extensive sanitization of equipment and facilities, and daily self-health checks. In addition, the NCAA has implemented return to competition guidelines which all programs must follow in order to travel or compete against outside competition.

The NCAA has approved numerous blanket waivers for member institutions and student-athletes. NCAA waivers allow student-athletes to avoid being penalized by losing a season of competition due to the cancellation of a sport season, allowing seniors to have an extension of eligibility if so desired, and providing institutions leniency for not meeting sport sponsorship requirements due to competition cancellations.

Although students are primarily completing coursework remotely this year, almost all of our student-athletes have moved to the community or are living on campus in the residence halls. We currently have 341 student-athletes participating in strength & conditioning, skill instruction and practice. We have worked hard to provide a training environment that protects the health of our students which allows them to remain physically active and develop relationships with teammates so when the time comes to compete, we will be ready.

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Erin McDonough, Executive Director of Advancement & WOU Foundation

Strategic Communications & Marketing

Campus crisis support

- Serve as university's public information officer (PIO) – primary: Lisa Catto, support: Marion Barnes
- Active member of the university emergency response team
- Major role in all communications related to coronavirus pandemic – including website updates, social media response, email communication, media inquiries, etc.

Graphic design

- Updated recruitment publications for Admissions, utilizing a Google font that is free, comes with a large number of options in styles (light, bold, semi-bold, extra bold, italics, etc.), which will help maintain consistency in our recruitment pieces, both online and in print.
- Created new Prezi presentations for Admissions: one large version that includes links to departments, majors, etc. across campus; and a smaller version that follows the Fair Brochure layout, which is a simpler way for counselors to guide students through WOU.
- Redesigned diplomas and certificates
- Created 50+ pieces of COVID-related signage for use across campus
- Designed vinyl signage for Welcome Center lobby

Social media (since July 1)

- Instagram follower growth: 201
- Facebook follower growth: 147
- Twitter follower growth: 40
- YouTube subscriber growth: 39
- Most engaging Facebook and Twitter post: announcing change to mostly remote classes for fall
- Most engaging Instagram post: a photo of the Wolves logo mural on Church St. as a "happy first day of fall term" post

Marketing

- Plan for 2020-21 completed and implementation begun
- Radio ad running in partnership with Service Learning and Career Development and KRKT
- Facebook/Instagram ads to boost applications
- 1,000 Welcome Kits packed and distributed to resident students, student-athletes and students with in-person classes through faculty.

Media relations

- 11 press releases and media alerts since July

Development

Gifts through Nov. 5, 2020

- Overall committed: \$451,148 (includes pledges)
- Overall received: \$448,232

Gifts of note

- Two new endowments created:
 - Mike Lynch Pay It Forward
 - Budding Neighbor scholarship (created by young alum, class of 2015)
- Rippey Family Foundation \$100,000 investment in scholarships for any WOU student
- Multiple grants for work related to COVID-19 community health initiatives

Annual giving initiatives

- Three direct mailings have gone out, including launching Fund for Wolves Athletics and introducing Randi Lydum, interim athletic director, to alumni and athletic donors
- Campus report sent to all employees
- Student callers have adapted to social distancing and safety measures while successfully calling on behalf of WOU Foundation
- Filmed content for Giving Day 2021

Advancement Operations

- Gift processing is now paperless (except for acknowledgement letters) saving time, money and space and making the job accessible for remote work
- Campaign reporting set up at the gift entry level so reports are always current

WOU Foundation

- Historic Gentle House lease-to-own agreement finalized with university
- Held first virtual President's Club event, with more than 90 attendees from 6 states and 2 countries
- Took responsibility for annual Holiday Tree Lighting, to provide support and transition to virtual event during pandemic
- Launched on-line art sale of Fred Maurice's collection
- Revamped estate planning [website](#) is now live
- Virtual Smith Fine Arts Auction held on Sunday, Nov. 15
- Adjusted job responsibilities to account for lost positions

Alumni Relations

- The alumni board started the process to move to an advisory board and away from a formal board with the goal to broaden volunteer networks and offer opportunities for those at a distance and without the capacity for a long-term commitment.
- Monthly After-Hours events gained traction and continued in a virtual format. People from all over the United States have joined the events and become re-engaged.
- On Oct. 16 hosted a virtual Happy Hour with coaches and alumni athletes to introduce Randi Lydum, interim athletic director.
- Implemented a campus department alumni list request form, which created the ability to expand partnerships and new avenues for engagement.
- Monthly e-newsletter – PawPrints – goes out on the 1st Tuesday of every month



Board of Trustees Report – November 18, 2020

Dr. Rob Winningham, Provost and Vice President for Academic Affairs

1. Fall reopening amid the pandemic. We are offering approximately 97% of our courses online for Fall 2020, with some music and dance courses being offered in a physically distanced manner. Many of these courses have taken advantage of outside space (e.g., in the stadium and a large tent we put up). A decision was made to have the same approach for Winter 2021, in which academic program leaders can request an in-person or hybrid course. We will assess the need and safety considerations when those requests come in. We are also offering some in-person practicums and internships, when the experience is required in order to meet program outcomes and cannot be delayed; safety measures are also in place for those experiences.

Dr. Megan Patton-Lopez and Dr. Emily Vala-Haynes, professors in Community Health, continue to lead our student contract tracing team in partnership with Oregon Health Authority and Polk County Health helping keep our community safe. This is cutting-edge, hands-on, high-leverage learning and is a model for how our academic programs at Western can engage in real-world challenges and issues.

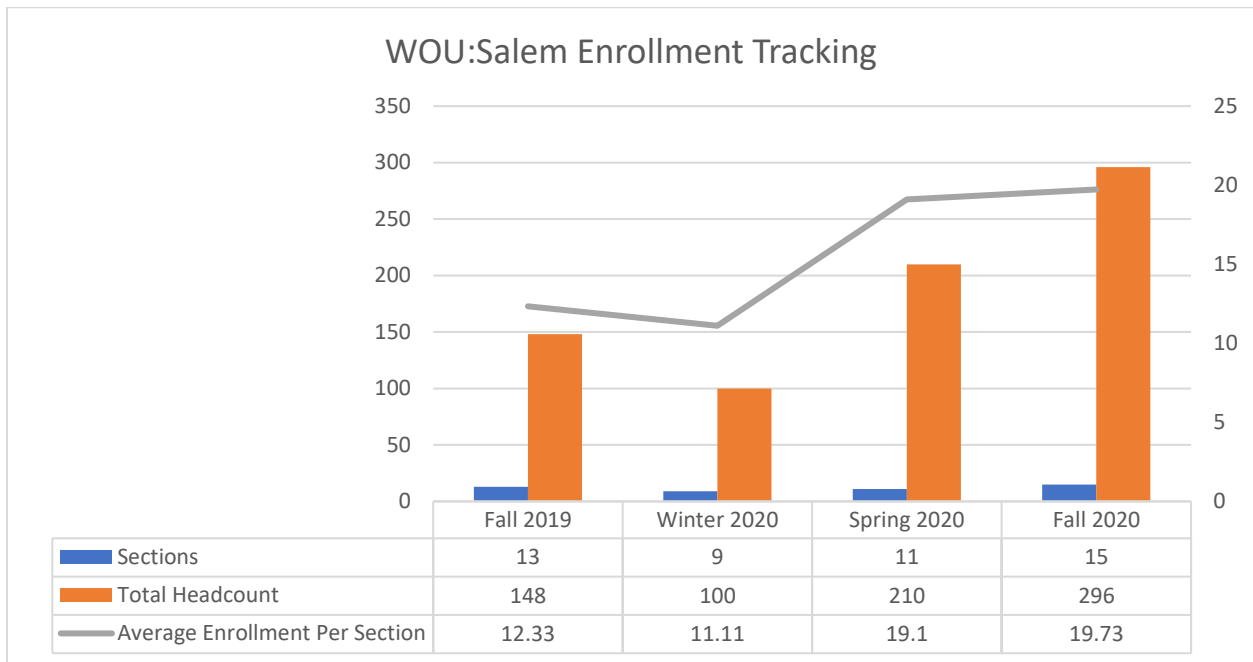
2. Academic Innovation supports students and faculty with online, hybrid and technology enhanced courses. This summer they facilitated a professional development program called Catalyst, a two-week program, providing a pedagogical foundation for online teaching, peer mentoring, and instructional design support to over 40 faculty members. We are running this program again this fall to support faculty in continuing to maximize the quality of their online and hybrid courses.

Academic Innovation successfully hired an Instructional Designer in June 2020. The unit now consists of a Director, 1.0 Instructional Designer, 1.25 FTE Learning Management System Support Specialists, and two graduate assistants. Since our last report in May, Academic Innovation has implemented an improved toolset for support, including a ticketing system and knowledge base. Academic Innovation has also been providing training to support the transition to Canvas as well as other [programs and workshops](#).

Canvas Implementation and Assessment

There are approximately 330 courses in the Canvas learning management system this fall term (we are transitioning away from Moodle). A user survey will go out in mid-November to students and faculty, with a second, shorter survey going out only to faculty following the end of fall term, to capture experiences with grading and final assessments in Canvas.

3. WOU:Salem. Enrollment and course offerings continue to grow, despite COVID. WOU:Salem courses, having already been in hybrid format, transitioned smoothly to the fully online format (both synchronous and asynchronous). Average enrollments per section have maintained steady levels, while sections have increased.



4. Vick Building. Construction on the Vick Building was delayed slightly, due to COVID and prioritizing completion of the Welcome Center. Due to courses being offered primarily online, this has not been detrimental to WOU:Salem operations. A progress update video can be found on the WOU:Salem homepage: <https://wou.edu/salem/>. In addition to construction, which is now expected to be completed at the end of December, we are working through building security and procuring furniture for offices and common spaces.

5. Library. Hamersly Library celebrated its 20th Anniversary with a special event. Dean Chelle Batchelor and invited guests Wayne Hamersly, Scott Hamersly, Gary Jensen, and Antonia Scholerman commemorated the opening of the Library in a [30 minute virtual celebration](#) that was followed by a Zoom meet-up for attendees. Guests were also invited to “walk through” a virtual exhibit, [“From the Ground Up,”](#) detailing the library’s 20 year history. During the virtual event, Dean Batchelor announced the formation of a Hamersly Library and WOU Academic Innovation Advancement Advisory Council for which the inaugural chair will be former Dean Gary Jensen.

Reopening Library During Covid-19

Following guidelines from HECC, OHA, and the State Library, WOU Library reopened to WOU students, staff and faculty for fall term. Special [hours and procedures](#) were put in

place to ensure the safety of library users and staff. The 24-hour computer lab was also reopened to students, with physical distancing measures in place.

Wifi Hotspot Program

The Library Hotspot Program that was initiated to support online learning during COVID-19 continues this year, but at a reduced scale. Hotspots are now only available to students with demonstrated financial needs, using Pell Grant and Tuition Equity eligibility as criteria.

6. WOU OER Stipend Program is run by the library and provides stipends for faculty to adopt (\$1000), adapt (\$2,000), or create (\$4,000) OER materials for their course(s). The primary goal of the program is to significantly reduce course materials and textbook costs for students, yet provide access to high-quality, pedagogically creative, open educational content for teaching, learning, and research.

The WOU OER Stipend Program launched in January 2020, and twelve proposals were accepted for a total of ~\$32,000. Awardees completed a 14-part OER tutorial and attended two OER-related professional development activities. In spite of the urgency around the pandemic, almost all faculty met the scheduled benchmarks and all will spend the 2020-2021 academic year teaching the courses and refining their work. The chart below details the projected student savings for the 2020-2021 academic year; additional student savings will accrue in future years.

Course	Number of (Projected) Students ¹ 2020-2021				(Projected) Savings ² 2020-2021	
	Fall	Winter	Spring	Summer	Total Savings	Savings/Student
BI 211, 315, 437	80				\$14,720.00	\$184.00
BI 101, 102	700				\$63,088.00	\$90.13
IS 340	50				\$5,788.00	\$115.76
ICS 112, 113, 114	25	25	25			
PSYCH 311	35				\$2,971.00	\$84.89
CH 450	25				\$3,419.00	\$136.76
MATH 110	210					
CJ 352	20	20	20	20	\$15,540.00	\$194.25
CJ 252	20	20	20	20	\$16,319.60	\$204.00
PSY 439	30		30		\$4,477.50	\$74.63
LING 310		40	40			
COM 325	25	25	25			
Total	1550				\$126,323.10	\$81.50

¹Several projects consisted of multiple faculty members and/or multiple courses, making it difficult to provide student numbers for individual quarters.

²Several projects weren't using a textbook for the 2019-2020 school year, so, technically, the proposal had no projected savings. The development of OER materials, however, allowed one of three things:

- A faculty member could hand off a course to multiple other faculty who had never taught the course and students wouldn't be required to purchase textbooks;
- Other faculty, who *were* using commercial textbooks could switch to open materials; or
- Students would have access to print materials in courses that previously had none.

Proposals were accepted for the second round of funding for the WOU OER Stipend Program and closed Nov. 1, 2020. The budget for the second cohort is \$15,000.

7. College of Education

- Dr. Maria Dantas-Whitney and Dean Mark Girod submitted a grant to expand the Bilingual Teacher Scholars program to include 17 rural school districts, three Education Service Districts, two Oregon Tribes, and five community colleges. The grant is called Rural Partners Pathways Program (RP3) and is a “grow your own/stay at home” educator program focused on adding culturally and linguistically diverse educators in rural communities.
- The College of Education Chairs and Directors group is developing plans to further local implementation of the Justice, Equity, Diversity, and Inclusion goals in alignment with the UDIAC action plan previously shared with the WOU Board of Trustees. Integration of these efforts into COE academic programs, policies, actions, and environment remain the highest priority.
- The College of Education student-led video production team, Q-Loop Studios, has re-organized, named a new student Director, has convened a new faculty Steering Committee and are now actively working in support of faculty designing authentic products used in classes and in partnership with off-campus collaborators.

8. Graduate Programs. Comparing graduate student enrollment from Fall 2019 to Fall 2020, we seen considerable growth in over half of our graduate programs. The largest increases include:

- 66.7% increase in the M.S. in Rehabilitation Counseling program
- 66.7% increase in the M.A. in Organizational Leadership program
- 34.7% increase in M.S. in Education
- 34.5% increase in M.A. in Teaching program
- 30.8% increase in the M.A. in Interpreting Studies program

We've formed a new advisory group: The Graduate Tuition and Fee Working Group. This group consists of graduate students, faculty, and staff. Starting in November, the group will examine

the graduate tuition and fee structure at WOU in comparison to other public universities in the region. This group will provide key input to inform tuition and fee recommendations coming from the Dean of Graduate Studies and Research.

9. Student Success and Advising (SSA) has focused on developing and providing a broader and more accessible range of supports to help students succeed by adding degree completion outreach, international student support, launching an enhanced Wolf Connection System tool with increasing numbers of users across campus, creating strategies for online/remote learning to support students in the transition during COVID-19, successfully shifting to remote appointments for advising and tutoring, and delivering a virtual Transfer and Student Orientation and Registration (T/SOAR) experience for our incoming students.

SSA coordinated and facilitated virtual SOAR events and advising support throughout the summer to get over 1000 new transfer and freshmen students registered for Fall 2020. This included:

- Created online Transfer and Freshmen Orientation Modules
- Assisted in implementation of a new platform, Wisr, to deliver virtual advising and orientation.
- Coordinated three SOAR dates with all departments on campus to provide virtual advising to over 450 students.
- Provided one-on-one advising and additional registration support dates provided throughout the remainder of the summer.

SSA created on-demand tools, workshops, and resources to assist students in being successful in online courses and shared on our website to be accessible to students: <https://wou.edu/advising/online-strategies/>.

Kelly Rush was appointed as our Assistant Director, after a resignation from the previous assistant director. As part of Kelly's role, she has assisted in providing broader Wolf Connection System (WCS) trainings and outreach to increase the use of the tool across campus to support students such as:

- Added training and tutorial resources added to our website: <https://wou.edu/advising/wolf-connection-system-2/>
- Offered live training offered as part of Faculty Kick Off Week
- Communicated with faculty and deans to encourage more professors to refer students to SSA through WCS for additional support in online/remote courses. At the end of week 4, we had seen a 78% increase in referrals compared to the same time of the term in Spring 2020, which has the potential to increase student retention with earlier interventions.
- Added additional departments using WCS for advising and/or data tools: Business & Economics, Computer Science, Health & Exercise Science, Behavioral Sciences, Business Office

For our Tutoring Center, we have established student learning outcomes and are now conducting assessment each term for students that utilized tutoring services. As a result of our peer-tutoring services:

- 81% of respondents say they have gained meaningful peer connections
- 94% say they better understand their coursework

- 81% say their study skills and academic habits have improved
- 87.5% say they feel more supported and involved in their academic success
- 87.5% say they are in a better position to accomplish their personal and academic goals

Students also indicated they wished more students knew about and used tutoring. To further promote our tutoring services, we are sending out tutoring appointment campaigns for courses with high D/F/W rates, to students in the murky middle for study skills tutoring, and in partnership with Athletics, to student-athletes in need of additional support. We have also partnered with Housing to provide tutoring in the residence halls (prior to COVID-19).

We have also continued our degree completion outreach work. Since April 2020, we have contacted an additional 107 students (236 total) with a plan to complete their degree, 29 additional students have graduated (72 total), and 28 more students are pending graduation this term or have a plan in place to graduate within the next few terms. This leads to a total of 100 students that have graduated or are close to graduating since we began doing degree completion outreach in January 2020.

10. Sponsored Projects Office In 2020, the Sponsored Projects Office helped submit 55 external funding proposals. The proposals were led by 41 different faculty and staff members from across campus and totaled \$19,817,837 in requested funding. WOU proposals had a high success rate of 54.5% and we were awarded \$12,787,316 in external funding, most of which came from federal and state agencies.

The Sponsored Projects Office produced a Fall 2020 newsletter which contains a review of proposal activity and highlights grants from across campus:

<https://wou.edu/research/files/2020/10/Fall-2020-Newsletter-1.pdf>

The 2020-2021 year is off to a strong start: 23 external funding proposals have been submitted totaling \$4,766,973 in requested funds. We're seeing a promising upward trend compared to last year at this time, as our submission rate has increased by 35.3%.

11. The Research Institute (TRI). The Center on Early Learning and Youth Development within The Research Institute is in the process of rolling out a brand-new child care data system called "Find Child Care Oregon." The system will be used to track child care providers and support communities across Oregon by providing child care referrals to families. The system is set to go live on November 15th.

12. Child Development Center (CDC) obtained an Emergency Child Care License through the Oregon Department of Education, which enabled them to open 3 preschool

classrooms this fall. They are currently serving 23 children and nearly half of the preschoolers are children of current WOU students. The CDC received a Preschool Promise grant from the Oregon Department of Education. This \$224,000 grant is funding 18 preschool students for 7 hours a day, 5 days a week. The CDC also received a Polk County Emergency Child Care grant that is supporting important upgrades to their outdoor and indoor learning spacing, including new fencing, technology replacement, playground equipment, classroom materials and supplies, gardening supplies, and portable awnings.

13. 2020 Academic Excellence Showcase

Due to COVID-19, our annual Academic Excellence Showcase was moved on-line and hosted on Digital Commons. We had 80 completed AES submissions of student work. There were over 1,000 downloads of AES submissions from May 28 and June 10. About 75% of AES submissions will stay in Digital Commons permanently, resulting in three times as many AES presentations than were submitted to Digital Commons in 2019. While we obviously lost the opportunity to expose the campus community to our students' work, the virtual AES was more visible to the global community. We should continue to feature a virtual component, or at the very least support the use of Digital Commons for AES presentations, even if we return to an in-person event in 2021.

Dr. Greg Zobel (PURE Director), Dr. Sue Kunda, Dr. Stewart Baker, and Dr. Xiaopeng Gong, were primarily responsible for successfully creating our virtual AES.

14. Publication of *PURE Insights*

The 8th volume of *PURE Insights* was published in December, 2019. The journal had a dozen submissions from students, and included two articles published in Spanish. *PURE Insights* articles have been downloaded over 24,000 times in the past year. The successful publication of *PURE Insights* was overseen by Dr. Paula Baldwin, as Managing Editor.

15. Assessment and Academic Excellence

Prior to 2019-20, WOU had been assessing our Undergraduate Learning Outcomes (ULOs) on a three-year cycle using Professional Learning Communities (PLCs) dedicated to specific ULOs (e.g., a Quantitative Literacy PLC, a Written Communication PLC, etc.). When Associate Provost Baltzley began in July, 2019, however, we had already planned to have a General Education PLC to focus on the General Education Learning Outcomes (GELOs) and had not made plans for any ULO PLCs.

Coincidentally, in August, 2019, NWCCU released their new accreditation standards which required that “the institution...assesses, across all associate and bachelor level programs or within a General Education curriculum, institutional learning outcomes...” Because the General Education Committee had already thoughtfully aligned the GELOs

with the ULOs, we were in a good position to assess our ULOs within the General Education Curriculum, but the students who were in programs with alternative general education curricula (e.g., Honors students, Applied Baccalaureate students, and Bachelor of Music students) would not be captured in our assessment process.

To remedy our assessment gaps, faculty modified the Applied Baccalaureate Core Curriculum and the Bachelor of Music Core Curriculum so that they both align with our General Education curriculum. We will now be able to assess students in the General Education Program, Applied Baccalaureate programs, and the Bachelor of Music program using the process that Dr. Erin Baumgartner and General Education PLC already established.

16. Parchment provides a centralized credential platform online for students and graduates. Transcripts, diplomas, and certificates are issued in print and electronic formats. All of the students' credentials are accessible online via the platform. Electronic diplomas and transcripts are quickly becoming the industry standard and the expectation of our students, as evidenced by the fact that since the launch of this service 85% of transcript orders alone have been for digital transcripts. Digital diplomas, certificates, and transcripts can be obtained instantaneously compared to days or weeks. This change was particularly timely in allowing us to serve, and indeed to improve our service, to students during the pandemic.

- Parchment Award (print & electronic diplomas & certificates):
 - To date, we have issued 180 diplomas and 13 certificates for our Summer'20 graduates. Note, Summer term typically has a smaller number of graduates.
 - 159 electronic diplomas have been claimed
 - 55 electronic diplomas have been shared on Social Media
 - 9 electronic certificates have been claimed and 4 have been shared
- Parchment Send (electronic & print transcripts):
 - Quietly launched the service on September 24th
 - 464 requests have been processed. Note, this is not our busiest time of year for transcripts.
 - 93 orders from September 24th thru September 30th
 - 361 in October
 - 12 in November as of the 2nd at 11 am