



**Western Oregon University Board of Trustees:  
Academic & Student Affairs Committee  
Meeting No. 33 – January 16, 2023  
8:30 am-10:00am  
Via [Zoom](#) | By Phone: 1-253-215-8782  
Meeting ID: 820 8615 9376 Passcode: 284635**

**AGENDA**

- I. CALL-TO-MEETING AND ROLL CALL (8:30-8:33am)**
- II. COMMITTEE CHAIR’S WELCOME (8:33-8:36am)**
- III. CONSENT AGENDA (08:36-8:41am)**
  - 1) [Meeting Minutes: October 17, 2023](#)
- IV. REPORT & DISCUSSION ITEMS:**
  - 1) Showcase & Discussion: Grade Change Policy – Provost Coll) (8:41-09:00am)
  - 2) [2023-2024 Academic Year \(Goal Setting\)](#) (09:00 – 09:40am)
  - 3) Academic Affairs Update | [Provost Report](#) (09:40 - 09:50am)
  - 4) Student Affairs Update | [Vice President of Student Affairs](#) (09:50 - 10:00am)
- V. ADJOURNMENT**



**Western Oregon University Board of Trustees:  
Academic & Student Affairs Committee  
Meeting No. 32 – October 17, 2023  
1:00pm-2:00pm  
Minutes**

**I. CALL-TO-MEETING AND ROLL CALL**

Chair Mitchell calls the meeting of the Academic & Student Affairs Committee to order at 1pm on Tuesday October 17, 2023 . Chair Mitchell asked Secretary Sorce to call the roll.

**Committee members present:** David Foster, Betty Komp, Cristian Mendez-Garcia, Chair Leah Mitchell, Kari Nelsestuen. Quorum is Present.

**Others Present:** President Peters, Secretary Evan Sorce

**II. COMMITTEE CHAIR'S WELCOME**

Chair Mitchell welcomes everyone to the meeting and thanks them all for being there.

**III. CONSENT AGENDA**

[Meeting Minutes: May 31, 2023](#)

Trustee Nelsestuen moved the approval of the May 31, 2023 meeting minutes, and Trustee Mendez-Garcia seconded the motion. The following Trustees voted in support of the motion. David Foster, Betty Komp, Cristian Mendez-Garcia, Leah Mitchell, Kari Nelsestuen. The motion passed unanimously with no changes.

**IV. REPORTS & DISCUSSION ITEMS:**

- 1) **Showcase & Discussion:** [Enrollment Update – Vice President of Student Affairs Tina Fuchs](#)

Vice President for Student Affairs Tina Fuchs presented the Enrollment Update. The presentation is available in the docket for review. The presentation is focused on the Enrollment Strategies Teams and the strategies we use to recruit and retain students.

Trustee Foster asked VP Fuchs about the WICHE Passport, if participating helps WOU and if WOU are still an active Passport University. VP Fuchs said we are still a WICHE Passport University, but she would have to follow up about how many students have transferred to WOU from that program. Chair Mitchell asked to get more information about the Texas tuition rate. VP Fuchs responded by informing the Committee that the Texas rate is 150 percent of in state tuition. So, it's consistent with the WUE rate, and less than out of state tuition which is 200 percent of the in-state rate. Trustee Mendez-Garcia asked a

question about the \$150 enrollment deposit. Wanted to make sure that this was indeed a<sup>3</sup> deposit that came off of the first tuition bill. VP Fuchs confirmed it did. Trustee Foster mentioned that in the docket there was mention of the struggles of having adequate staffing levels at the Student Health and Counseling Center, how does that impact retention? VP Fuchs responded that it has a huge impact on retention. If a student can't get the right support, it has a massive impact. Years ago, the health Center implemented crisis appointments to get people in if they are in crisis, if they aren't it can be a 2-3 week wait. The challenge is the Student Health and Counseling Center is a fee-based service on campus so although IFC was able to increase the fee 5% last year, there is still a gap. The team over there are looking for grants to supplement student fee allocations.

2) [Student Affairs Update](#) | *Vice President Tina Fuchs*

VP Fuchs presented the Student Affairs Update. The report is available in the docket for review.

3) [Academic Affairs Update](#) | *Provost Jose Coll*

Provost Coll presented the Academic Affairs Update. The report is available in the docket for the review. Provost Coll talked about past accomplishments from Academic Affairs and then talked about the direction he hopes Academic Affairs moves towards. Dr. Foster had a question around where Provost Coll is getting the data around grades specifically F's and W's, if it was from a specific term or a specific division. Provost Coll said that he used institutional research to gather the data and the data used was from last year and all of students across the university. There was then a robust conversation about the possibility of getting rid of F's and using an alternative method such as no credit. Trustee Nelsestuen asked Provost Coll a couple of questions around his transition. What has he learned what has surprised him.

## V. ADJOURNMENT

Trustee Mitchell adjourns the at 2:05pm

## WOU ASAC Work Plan 2023-2024

Responsibility	Charter	Tactics from 2022-2023 workplan	2023-2024 Priorities	Actions/Next Steps
Academic Curriculum	Review of and recommendation to the WOU Board of Trustees actions on the introduction of new degree, certificate or minor programs and assurance of maintenance of appropriate standards for academic accreditation.	<ul style="list-style-type: none"> <li>■ Ethnic Studies</li> <li>■ Master of Science in Human Performance and Wellness</li> <li>■ Occupational Therapy Doctorate</li> <li>■ Growing other programs (e.g., Master of Science in Justice Studies, Ethnic Studies, Master of Science in Human Performance and Wellness, Data Analytics, Organizational Leadership, Special Education)</li> </ul>	Develop Academic Affairs Strategic Plan Develop WOU Academic Master Plan Establish Curriculum Proposal, Approval, and Review Policy and Procedure Establish Articulation Agreements feeder community colleges	
Educational Policy	Responsible for advising, reviewing, and recommending actions proposed by the University to the WOU Board of Trustees on university-level admissions requirements.		Implement New Academic Grade Regulation	
Academic Organization	Responsible for review of and recommendation to the WOU Board of Trustees actions proposed by the University on academic operational organization in support of students and faculty.	<ul style="list-style-type: none"> <li>■ Stop out grant and campaign</li> <li>■ Motimatic social media campaign</li> <li>■ Lead advisor program</li> <li>■ Increased focus on career readiness</li> <li>■ More academic and embedded support</li> <li>■ Title III application and work</li>   <li>■ Transfer student supports</li> <li>■ Bolstering academic support services (e.g., tutoring centers and embedded tutoring of gateway and high D, F and W courses; hiring live-in peer advisors in Housing to assist with academic success)</li> <li>■ Enrollment Strategies Team (multi-disciplinary team that meets once/month, with work groups that meet in the off weeks to address four areas: admit-to-enroll; student success and retention; recruitment, outreach, marketing; and student experience</li> <li>■ Understand the student experience through formal assessment (NSSE) and informal focus groups and exit surveys</li> </ul>	Strategic Enrollment Management Plan (SEMP) <ul style="list-style-type: none"> <li>■ SEMP outcomes alignment and assessment</li> </ul> Implementation of Title III grant <ul style="list-style-type: none"> <li>■ hire grant coordinator</li> </ul>	

Student Co-Curricular Strategies	Responsible for reviewing and making recommendations to the WOU Board of Trustees regarding the program and service offerings that affect the overall quality, satisfaction and outcomes of the student experience. ASAC may choose to make a recommendation to the WOU Board of Trustees when the committee identifies an impactful action or decision.	<p>Increasing enrollment in existing programs</p> <ul style="list-style-type: none"> <li>■ Master of Science in Justice Studies</li> <li>■ Data Analytics</li> <li>■ Special Education</li> <li>■ Organizational Leadership</li> </ul> <p>■ Destination Western (retention and self efficacy increases)</p> <p>■ Additional resources to support the work of MSSP (caseloads are beyond capacity to support the number of students being served)</p>	<p>Increasing enrollment in existing programs</p> <ul style="list-style-type: none"> <li>■ Master in Counseling</li> <li>■ Admit Occupational Therapy Doctorate</li> <li>■ Organizational Leadership</li> </ul> <p>New Student and Family Programs commitment (from grant funded to E&amp;G funded)</p> <ul style="list-style-type: none"> <li>■ Destination Western continuation</li> <li>■ Enhance Winter/Spring orientation programs</li> <li>■ Transfer PACK Connect program</li> </ul> <p>■ Additional resources to support the work of MSSP (caseloads are beyond capacity to support the number of students being served)</p>	
Student Health and Safety	Responsible for reviewing and recommending actions to the WOU Board of Trustees on policies and programs related to student health and safety.	<ul style="list-style-type: none"> <li>■ Increased mental health support (e.g., more resources for Student Health and Counseling Center)</li> </ul>	<ul style="list-style-type: none"> <li>■ Increased mental health support (e.g., more resources for Student Health and Counseling Center)</li> <li>■ University support (funding) for Confidential Advocate (Abby's House)</li> </ul>	
Policies Governing Student Conduct and Student Organizations	Responsible for reviewing and recommending actions to the WOU Board of Trustees on policies related to student conduct and student organizations.		Final edit and review of Code of Student Responsibility	<p>CSR finalized and published</p> <ul style="list-style-type: none"> <li>■ finalized version to key stakeholders, university community</li> <li>■ email to students, university community</li> <li>■ posted on university website, hardcopies distributed widely</li> <li>■ educational programming and outreach to students</li> </ul>

Admissions	Responsible for advising, reviewing, and recommending actions proposed by the University to the WOU Board of Trustees on university-level admissions requirements.	<ul style="list-style-type: none"> <li>■ OTD once underway (public univ cost; Student Success and Completion Model (SSCM) funding from the state for Oregonians)</li> <li>■ Growing other programs (e.g., Master of Science in Justice Studies, Ethnic Studies, Master of Science in Human Performance and Wellness, Data Analytics, Organizational Leadership, Special Education)</li> <li>■ Educational Advisory Board (EAB) investments in Graduate and Adult Degree Completer recruitme</li> <li>■ EAB investment in undergraduate recruitment</li> <li>■ Development of a comprehensive Recruitment Plan for undergraduate admission - build on the success of a positive recruitment year</li> <li>■ Ruffalo Noel and Levitz (RNL) financial aid optimization</li> <li>■ Achieving Hispanic Serving Institution (HSI) status <ul style="list-style-type: none"> <li>● Title V</li> <li>● WOU Conexiones</li> <li>● Reverse achievement gaps</li> </ul> </li> </ul>	<p>Enrollment deposit policy and implementation plan</p> <p>Special Admission policy review</p> <p>EAB investment in undergraduate recruitment</p> <p>Comprehensive recruitment plan</p> <ul style="list-style-type: none"> <li>■ WUE states recruitment strategies</li> <li>■ Texas recruitment strategy</li> <li>■ Transfer student recruitment initiatives (partnerships with regional CCs)</li> </ul>	<p>EAB investment in undergraduate recruitment</p> <ul style="list-style-type: none"> <li>■ mid contract evaluation of effectiveness of EAB strategies</li> </ul>
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**Academic and Student Affairs Committee (ASAC) Report - Winter 2024**  
**Jose E. Coll, Provost & Vice President of Academic Affairs**

**Academic Grading Regulation Change**

Working closely with the Registrar's Office, Institutional Research, Director of Student Success, Deans, and in consultation with Faculty Senate the Provost Office has proceeded with the recommended changes to our academic grade regulation. Effective Fall 2024, the institutional academic grading regulation will reflect a grade range of A through D; the letter grades of D- and F will be replaced with No Credit (NC) for undergraduate students. The grade of NC will be used in instances where the student does not meet the course learning objectives. Students who do not meet a satisfactory grade will be required to repeat the course.

**Academic Affairs Strategic Plan and Academic Master Plan**

As the Western Oregon University deploys a new strategic plan, Academic Affairs will proceed during this academic year to develop a plan that aligns to WOU's institutional goals. More importantly the office of the Provost will develop an Academic Master Plan. The WOU **Academic Master Plan** will be a comprehensive campus academic plan that guides program, faculty and resource development. The plan list will include existing degree programs, projected (planned) programs and program-review schedules for authorized degree programs. The AMP will be a living document that will align institutional resources with existing and proposed programs to ensure sustainability. This plan will be led by the Associate Provost.

**Sponsored Research and Graduate Studies**

Dr. **Breeann Flesch** has been appointed as the interim dean of sponsored research and graduate studies. A national search will be launched in the Fall 2024 for a permanent dean. We are delighted to announce our commitment post-covid to revitalize our institutional commitment to undergraduate research. In collaboration with the Office of Sponsored Research the Provost Office will be encouraging and promoting this year's [Academic Excellence Showcase \(AES\)](#) where our students have an opportunity to showcase their scholarship and research. This year's will be held May 30th and we encourage faculty, staff, students, and our WOU community to actively participate and support our young scholars.

### Winter Graduate Enrollment:

The changes between quarters have been monitored and predicted based on Fall 2023 cohort completion and graduation. We have also seen a slight decrease in returning students due to financial hardship.

Fall 2023	Winter 2024	
4th Week	01.05.24	Program
53	58	MSE
76	76	MAT
114	107	Special Ed
11	12	Ed. Tech
45	33	RC
14	16	CJ
10	10	Justice Studies
33	23	MAIS*
1	1	Music
41	40	Org Leadership
62	50	End/Auth/CTL*
	2	Specializations
38	31	Certificate
498	459	<b>Total</b>

### Undergraduate Retention

Fall 2023 undergraduate cohort is currently at 87% persistence. Our Office for Student Success has been actively engaged to increase our term to term retention rate which decreased by 4% in comparison to last year. It is too early to determine which factor(s) contributed to the change. Our Office for Students Success and Office for Institutional Research are collaborating to identify factors that have contributed to the decline and assist in developing interventions to increase retention. Preliminary observations and potential contributing factor: Nearly a 1/3 of students admitted in Fall 2023 were conditional admits with nearly 1/3 completing fall term with below 2.0 GPA and with lower credit completion. We will need to examine existing and needed resources to meet the needs of students with conditional admissions in order to best serve their needs and ensure academic success.



## **Academic and Student Affairs Committee (ASAC) Report - Winter 2024**

### **Tina M. Fuchs, Vice President for Student Affairs**

The Division of Student Affairs continues to work on our efforts around recruitment, enrollment, and retention efforts. This report highlights the work within the division and in our collaborative efforts with other areas on campus. The following are highlights from a few of the areas relative to ongoing initiatives and activities in support of student success and retention.

#### Admissions

Admissions has employed a number of strategies to build on last year's application success. Two of the strategies worth noting in this report include out-of-state recruitment and communication outreach and Slate CRM improvements.

The focus on out-of-state recruitment and communication includes utilizing our EAB (Education Advisory Board) partnership to build on our recruitment of out-of-state students (expand primary markets, as well as engage in secondary and tertiary markets). Furthermore, the Admissions office is utilizing a free resource from the [College Board called "Connections"](#) for an email campaign to out-of-state students. These efforts are intended to engage all WUE affiliated states, which is not something we have actively pursued in the past.

Another strategy Admissions is working on is better utilization of Slate CRM (Constituent Relationship Management) solution. The Parish Group, a higher education marketing and enrollment management firm, is assessing our use of Slate CRM (reviewing existing reports, data queries, etc), providing training on how to maximize Slate, and serves as a best practices thought partner.

#### **Fall 2024 Application Data**

First time Freshmen applications are up for Fall 2024 from this time last year by 5.6%. Transfer applications are down 23.1%. Overall, applications are up 3.4% over this time last year. When talking with EAB about our application trends, they reported many other institutions are experiencing a downturn in transfer student applications. We will continue our efforts to connect with partner community colleges and promote our pathways to WOU on their campuses.

#### Financial Aid

There is not enough data yet to report on the FAFSA submissions for Fall 2024 given that the 2024-25 FAFSA "soft-launched" on December 30 after a three month long delay. The FAFSA process underwent a significant overhaul of the processes and systems used to award federal student aid, including the form. An update to FAFSA applications received will be available in the report to the Board of Trustees in February.

Most Financial Aid awards for 2023-24 were resolved by the end of Fall term. Scholarships for this academic year are still being awarded. Financial Aid is resolving issues as quickly as possible; difficulty in filling positions to have the staff available to work on financial aid award packages is the number one concern related to the delays.

### New Student & Family Programs (NSFP)

The payoff of a strong bridge program and strong orientation program is the impact on retention of students. Early data from Winter term enrollment reports shows that the Destination Western Fall 2023 cohort is being retained at 91.5% from Fall to Winter.

The NSFP team just completed Winter Welcome Events (Orientation) for students entering WOU as first time students for Winter 2024. The data on newly enrolled students:

- 92 students are matriculating this term.
  - 35 out of the 92 (38%) registered students came to a winter welcome event
  - 50 out of the 92 (54%) registered students came to a winter welcome event OR filled out the "can't attend orientation" form
  - 68 out of the 92 (74%) registered students had a "Connection" with the NSFP office. A "connection" can mean a number of things including: responding to an outreach via text, phone or email; submitting a "can't attend" form; registering for an event; or attending the event.

### University Housing

University Housing welcomed 30 new residents for winter term, joining over 900 students who are continuing in Housing this term (this represents an overall increase in housing of 10% over last year).

### Abby's House, Center for Equity & Gender Justice

Abby's House is actively pursuing grant opportunities to supplement existing funding and to improve and increase existing services focused on interpersonal violence, survivors, and basic needs resources.

### Multicultural Student Services and Programs (MSSP)

MSSP received PC Career Development Funding (\$2000) from TheDream.US that will allow us to provide an event that targets DACA & Undocumented students to teach them about career opportunities available to them. The MSSP team is in the early stages of planning the event and it is slated to take place in Spring term 2024.

WOU will once again be hosting the Cesar E Chavez Leadership Conference (CECLC) on April 12. MSSP serves as the lead office in the planning, organizing and implementing this program.

### Student Conduct

The team in the office of Student Conduct is in the homestretch of finalizing Code of Student Responsibility updates. To keep students informed of the conduct code and resources available, the Student Conduct team has been providing educational programming and outreach to WOU students since the beginning of the academic year.

### Student Engagement

Student Engagement stands at the very heart of student life on campus. Overseeing ASWOU, Student Media, Student Activities Board, the Werner University Center, and clubs and organizations, the opportunities for student involvement at a variety of levels is abundant. A couple of examples include:

Discover Leadership, a program focused on leadership skill development and experiences, is a very popular program, has enrolled a full class of 20 participants.

Student Media includes the WOU student newspaper, the Western Howl; KWOU, WOU's student run podcast and radio station; and the Northwest Passage, a campus literary and art publication. The Western Howl has been in production since 1923 and Student Media is discussing the idea of a special article/edition to commemorate the 100 year anniversary of this publication. At KWOU, the [Pawdcast studio](#) is up and running and is a way to share WOU community authentic thoughts and ideas.

### Student Health and Counseling Center (SHCC)

The Student Health and Counseling Center continues to be a highly utilized resource on campus. The average counselor appointment wait time is longer due to increased demand and decreased staffing.

<i>SHCC Appointment Data</i>			
<i>Appointments</i>	<i>22/23</i>	<i>23/24</i>	<i>Difference</i>
<b>Psychiatric provider</b>	138	154	12% increase
<b>Medical</b>	552	712	29% increase
<b>Counseling - all</b>	754	756	1% increase**
<b>Crisis</b>	56	66	18% increase
<b>Intakes</b>	179	207	16% increase

*\*\*An assumption can be made that the number of counseling appointments and the correlated percentage of increase would be at a higher level if the SHCC was adequately staffed.*

### Vice President for Student Affairs office

The Vice President for Student Affairs office is made up of a team of people who oversee all areas within the Division. Programs, services, resources, and support are the mainstays of the office.

Most noteworthy is the ongoing challenge of recruiting and retaining the talent in our division. Nearly every area within the division has been impacted by staff departures and limited applicant pools in search processes. Open positions have remained vacant for extended periods of time. This has resulted in the burden on directors and remaining staff members to

cover the tasks left by the vacancy. The University is looking at ways to mitigate these challenging times of recruitment and retention.

The Student Affairs team is coordinating the MLK, Jr. events during the month of January to honor the life and legacy of Dr. Martin Luther King, Jr. A service project with the City of Monmouth is scheduled for Monday, January 15; the viewing of the film, Selma, is scheduled for Thursday, January 18; and a fundraiser on behalf of the Black Student Union (donations to the BSU foundation account) is taking place through the end of January. If anyone is interested in making a donation, please consider doing so by going to the following link: [Black Student Union Fundraiser](#).