



**Faculty Senate – October 10, 2017**

**President's Report**

**1. Year in review**

- The graduating class of 2017 totaled 1,668 individuals with just over 1,000 attending commencement.
- 86% received a bachelor's degree and 14% received a master's degree.
- 2017 graduates represented:
  - 33 of 36 counties in Oregon;
  - 24 states from Alaska to Florida, and the U.S. Territory of Puerto Rico;
  - 8 countries with our largest number of students from China and Saudi Arabia.
- Completed strategic plan, *Forward Together: 2017-23* and revised university mission statement
- Submitted year one report to NWCCU in March and an ad hoc report earlier this month. Thank you to Dr. Sue Monahan for her efforts.
- This year we will renovate the Natural Science Building—this project will begin in January 2018 with a completion date of December 2018. The Natural Science Building will remain in use throughout the project. The project will improve the building infrastructure, but more importantly, it will vastly improve the learning spaces for our current and future students. To accomplish these outcomes, we will need to secure an additional \$2.7 million.
- Western now has a new Student Health and Counseling Center. The new space is about 11,000 square feet which increases our capacity to provide the services our students need. The new center will be dedicated on Monday, October 2 at 3 pm and more details will follow.
- The old student health center will be remodeled, at a cost of less than \$240,000, to accommodate the academic advising staff and staff that support the Student Enrichment Program. This change will address issues that we face in the current space in APSC related to student privacy. The building will be known as the Advising Center and we expect the remodeling to be completed this fall.

**2. Enrollment**

- Enrollment projections for fall 2017 show that overall enrollment will be down about 3%. This is due to a smaller freshman class—with the greatest decrease among Oregon residents— a decrease of 100 compared to last year. However, Oregonians still comprise about 78% of our undergraduate enrollment.

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- On a positive note, undergraduate enrollment from other states increased by 5% over last year. As we look to the demographics of Oregon over the next six years, high school graduates will remain near 36,000. And, within that number, the fastest growing segment will be Hispanics. By 2027, 10 years from now, Hispanics will represent 25% of Oregon high school graduates.
- Hispanic students will exceed 15% of total enrollment this fall and represented nearly 20% of our incoming freshman class.
- Finally, transfers at Western have increased this year, and we continue to make progress on developing and promoting transfer pathways for students from Oregon's community colleges.

<b>Enrollment Report Fall 2107(October 2, 2017) vs. Fall 2016 (October 3, 2016)</b>						
	<b>Fall 2017</b>	<b>%</b>	<b>Fall 2016</b>	<b>%</b>	<b>Δ</b>	<b>%Δ</b>
Total Enrollment	5,256		5,345		-133	-1.7%
Total Credit Hours	66,622		67,648		-1,026	-1.5%
Total FTE *	4,507.6		4,579.1		-71.5	-1.6%
Male	1,919	36.5%	2,009	37.6%	-90	-4.5%
Female	3,290	62.6%	3,335	62.4%	-45	-1.3%
Other	47	0.9%	1	0.0%	46	4,600.0%
No Response	0	0.0%	0	0.0%	0	100.0%
Undergraduate Breakout						
Resident	3,540	67.4%	3,611	67.6%	-71	-2.0%
Non-Resident, Other State:						
- WICHE/WUE	784	14.9%	780	14.6%	4	0.5%
- Non-WICHE/WUE	72	1.4%	78	1.5%	-6	-7.7%
Non-Citizen Resident Alien	65	1.2%	72	1.3%	-7	-9.7%
Foreign/International	269	5.1%	238	4.5%	31	13.0%
Tuition Equity	30	0.6%	38	0.7%	-8	-21.1%
Unknown	0		1			
Total	4,760		4,818		-58	-1.2%

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	Fall 2017	%	Fall 2016	%	Δ	%Δ
Graduate Breakout						
Resident	397	7.6%	439	8.2%	-42	-9.6%
Non-Resident, Other State:						
- WICHE/WUE	1	0.0%	3	0.1%	-2	-66.7%
- Non-WICHE/WUE	49	0.9%	39	0.7%	10	25.6%
Non-Citizen Resident Alien	7	0.1%	11	0.2%	-4	-36.4%
Foreign/International	42	0.8%	35	0.7%	7	20.0%
Unknown	0		0			
Total	496		527		-31	-5.9%
All Students						
Non Resident Alien	347	6.4%	311	5.7%	36	11.6%
Hispanic	776	14.8%	702	13.1%	74	10.5%
American Indian/Alaskan Native	85	1.6%	88	1.6%	-3	-3.4%
Asian	227	4.3%	223	4.2%	4	1.8%
Black/African American	179	3.4%	194	3.6%	-15	-7.7%
Pacific Islander	139	2.6%	145	2.7%	-6	-4.1%
White	3,285	62.5%	3,480	65.1%	-195	-5.6%
Two or More Races	20	0.4%	8	0.1%	12	150.0%
Unknown/Did Not Respond	198	3.8%	194	3.6%	4	2.1%
Freshmen	1,199	22.8%	1,315	24.6%	-116	-8.8%
Sophomores	896	17.0%	917	17.2%	-21	-2.3%
Juniors	1,201	22.9%	1,110	20.8%	91	8.2%
Seniors	1,387	26.4%	1,392	26.0%	-5	-0.4%
Post Bacc / Non-Graduate	65	1.2%	61	1.1%	4	6.6%
Graduate Masters	443	8.4%	495	9.3%	-52	-10.5%
Post Baccalaureate	0	0.0%	0	0.0%	0	
Non-Admit Undergraduate	12	0.2%	23	0.4%	-11	-47.8%
Non-Admit Graduate	53	1.0%	32	0.6%	21	65.6%
New Students	1,169		1,250		-81	
-New Freshmen	707	13.5%	805	15.1%	-98	-12.2%
-Sophomores	107	2.0%	83	1.6%	24	28.9%
-Juniors	149	2.8%	154	2.9%	-5	-3.2%
-Seniors	206	3.9%	208	3.9%	-2	-1.0%

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	Fall 2017	%	Fall 2016	%	Δ	%Δ
Transfer Students *	568		515		53	10.3%
-Freshmen	129	2.5%	92	1.7%	37	40.2%
-Sophomores	155	2.9%	155	2.9%	0	0.0%
-Juniors	252	4.8%	238	4.5%	14	5.9%
-Seniors	32	0.6%	30	0.6%	2	6.7%
* Transfer Student Level is based on the number of credits in Banner on the day this report data was captured. It can take several months for credits from another institution to appear on a student's record, at which time their level will be changed accordingly.						
Continuing Students	2,946		2,969		-23	-0.8%
-Freshmen	363	6.9%	418	7.8%	-55	-13.2%
-Sophomores	634	12.1%	679	12.7%	-45	-6.6%
-Juniors	800	15.2%	718	13.4%	82	11.4%
-Seniors	1,149	21.9%	1,154	21.6%	-5	-0.4%

### 3. Legislative Session and Budget update

#### Capital budget

Western received \$7.7 million toward a total cost of \$8.3 million for renovation of the OMA building. This fall, we will hire a consultant who will meet with campus representatives to discuss the best use of the space. The building affords the campus a unique opportunity to develop space that will assist our efforts to provide conferences focused on such things as first-generation enrollments and graduate certificate programs. The lower floor is likely to house admissions and financial aid, as well as classroom space to enable families to apply for financial aid in a one-stop shop environment. The second floor is envisioned as a combination of living and learning space to host groups and/or individuals on campus.

Western also received \$5.5 million of a total project cost of \$6 million to remodel the lower 2 floors of the Instructional Technology Center (ITC). The ITC project will include safety and seismic upgrades as well as improved classrooms and facilities. The project will upgrade the HVAC as well as the mechanical, electrical, and plumbing systems. ITC is home to our programs in computer science, visual communication design and the Academic Innovation Center. This project is slated to start in the latter part of the 2017-19 biennium.

#### Operating budget

The final operating budget for higher education was \$736.9 million, an increase of about \$70 million over the Governor's recommended budget. The Public University State Funding is allocated to each university via a funding formula. The formula includes a portion of

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funding based on activity—that is weighted student credits hours and outcomes—primarily degrees granted to Oregon undergraduates.

Starting in July 2018, 60% of the funding will be determined by outcomes. By contrast, 80% of 2016's budget was determined by student credit hours. This gradual move toward greater emphasis on degree production is intentional and stresses the importance of student success as measured by degree completion. The funding model plays to Western's historic advantage in promoting a campus where student success is a core value.

### **Budget process 2017-18**

In a few weeks, we will have final enrollment numbers and this will enable Western to determine the extent to which we will have a structural deficit. With current enrollment figures the deficit is likely to be under \$2 million annually.

As we finished 2016-17, budget unit heads submitted budget reduction scenarios that were vetted by the Cabinet and forwarded to the University Budget Committee (UBC) for review and consideration. The alternatives totaled nearly \$3.5 million.

The UBC considered the proposals in light of the strategic plan with a goal of ensuring continued progress toward degree completion for our students and a focus on the other aspects of the plan. Following its deliberations and review, the UBC identified eighteen proposals that totaled about \$3.2 million. These proposals remain under consideration as we enter 2017-18.

As we start AY2017-18, we will use a portion of our reserves in the current year to balance the budget, but Western will need to make decisions that lead to a balanced budget for 2018-19.

This means that we will use the current year to engage in the planning and decision making process that ensures a balanced budget by July 1, 2018, and to implement budget saving actions as early as possible.

### **Public University State Funding (PUSF) in FY2017-18**

Each year, HECC reevaluates the performance based funding for universities in light of actual outcomes and activity levels—Student Success and Completion Model (SSCM) true-up process.

For FY2017-18, Western's operating budget was reduced by **(\$209,758)**. The reasons for the reduction include the following: 1) reduced SCH vs. expected value, and 2) reduced outcomes, primarily number of degrees awarded compared to expected level.

As I stated in my State of the University address, the outcomes portion of the operating budget will now account for 80% of the allocation in FY2018-19 and beyond. This speaks to the clear need for Western to meet its enrollment targets and to see our enrolled student earn degrees.

#### 4. Strategic Planning Implementation

A group of 30 colleagues from throughout campus met on September 7<sup>th</sup> to develop next steps in implementation of the strategic plan. The participants worked in teams on the five initiatives: student success, academic excellence, community engagement, accountability, and sustainability & stewardship. The group used the strategic plan to develop three primary and three secondary goals for each area. This work continues as we start the year. The group also met on October 6 to finalize the goals for each area. Once these goals are finalized, they will be shared with campus.

Implementation of the strategic plan will also lead us to create a **University Council**. The Council will consist of a broad cross-section of the university. The University Council will be responsible for determining the degree to which the university is meeting its mission and is engaged in comprehensive, ongoing, systematic assessment of its work that leads to mission fulfillment and continuous improvement. The council will also be crucial in our on-going effort to meet Northwest accreditation standards as we move through the next seven-year cycle.

Western will revise its **campus master plan** in 2017-18. We are in the final phases of hiring an external consultant to engage in the process by which we reevaluate the space and facility needs of the campus. Our last master plan used enrollment forecasts that have not been realized and we will need to calibrate our space and facility needs with our new realities related to enrollment. The plan will also need to be responsive to the changing needs of our learning environment for all students.

A final aspect of implementation relates to the development of an **enrollment management plan** that will lead to sustainable enrollments. The most important aspect of the enrollment management plan will be the identification of new markets, new and modified degree programs and new (or enhanced) degree pathways.



## **University Council**

The University Council consists of all members of President's Cabinet, leaders of the governance groups (faculty, staff and students), and additional representatives from throughout the university including representation from Western's two unions. The University Council is responsible for determining the degree to which the university is meeting its mission and is engaged in comprehensive, ongoing, systematic assessment of its work that leads to mission fulfillment and continuous improvement.

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<b>UNIVERSITY COUNCIL 2017-18</b>	
<b>Name</b>	<b>Position</b>
Rex Fuller	President
Stephen Scheck	Provost
Gary Dukes	VP, Student Affairs
Erin McDonough	Executive Director, Marketing and Strategic Communication & Executive Director, Foundation and Advancement (interim)
Eric Yahnke	VP, Finance and Administration
Ryan Hagemann	VP, General Counsel and Administration
Curtis Campbell	Executive Director, Athletics
Judy Vanderburg	Director, Human Resources
Kathy Cassity	Dean, CLAS
Mark Girod	Dean, COE
Allen McKiel	Dean, LIB
Tina Fuchs	Dean of Students
David McDonald	Associate Vice President for Public Affairs & Strategic Initiatives
Linda Stonecipher	Director, Graduate Programs
Susanne Monahan	Associate Provost, Academic Effectiveness
Bill Kernan	Director, University Computing Services
Michael Smith	Director, Facilities Services
Laurie Burton	Co-chair, Strategic Planning Committee
Adele Schepige	President (or designee), Faculty Senate
Jesse Poole	President (or designee), Staff Senate
Jessica Freeman	President (or designee), ASWOU
Scott Beaver	President (or designee), WOUFT
Richard Kavanagh	President (or designee), SEIU
Abdus Shahid	Director, Institutional Research
<b>Ex-Officio</b>	
Reina Morgan	President Staff
LouAnn Vickers	President Staff

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## Initial Tasks

- Implementation timeline with short and long-term goals
  - What are we already doing?
  - Identify short term goals:
    - What can we do now; what resources and people are needed?
  - Identify long term goals
    - How can we achieve these?
- Design annual review and report process for Strategic Priorities
  - Assign “owners” to five Institutional Priorities
  - Non-academic units - implementation action plans
  - Academic units – Need alignment of faculty/department/division action plans, annual reports, assessment collection and program review criteria
- Communicate Implementation process with campus

## Initial Plans

- Enrollment Management Plan
- Academic Master Plan
- Facilities Master Plan