



July 25, 2022

Jay D. Kenton
Interim President
Western Oregon University
345 Monmouth Avenue North
Monmouth, OR 97361

Dear President Kenton:

Attached please find the Spring 2022 Policies, Regulations, and Financial Review (PRFR) Evaluation Committee's review of Western Oregon University. The attached review documents areas where the institution was found to be in compliance with the NWCCU Standards for Accreditation and where additional opportunities for improvement exist. Please note that the Year Seven Evaluation of Institutional Effectiveness (EIE) Evaluation Team will receive a copy of this report, as will the NWCCU Board of Commissioners at your Evaluation of Institutional Effectiveness (EIE) evaluation by the Commission in roughly one year's time.

NWCCU asks that you address any areas of needed improvement that the PRFR Evaluation Committee has noted in this review in your Evaluation of Institutional Effectiveness (EIE) self-evaluation. Please feel free to reach out to your NWCCU Staff Liaison if you have further questions.

Standards Substantially in Compliance but in Need of Improvement

- Finding 1: Spring 2022 Policies, Regulations, and Financial Review - The following standards are areas where improvement is needed (2020 Standard(s) 2.E.1;2.E.2)

Standards in Need of Onsite Evaluation

- Finding 2: Spring 2022 Policies, Regulations, and Financial Review - The following standards are areas where the Committee recommends an additional onsite evaluator be added to the institution's Year 7 visit team. (2020 Standard(s) 2.E.1;2.E.2)

Future Evaluations

- Year 7 - Evaluation of Institutional Effectiveness Spring 2023
 - Recommendation 7: Spring 2016 Mission Fulfillment and Sustainability
 - Finding 1: Spring 2022 Policies, Regulations, and Financial Review
 - Finding 2: Spring 2022 Policies, Regulations, and Financial Review

Thank you for your commitment to the process of peer evaluation and continuous quality improvement. If you have questions about any of the information in this letter, please contact your staff liaison, Dr. Gita Bangera, at gbangera@nwccu.org.

Sincerely,

Mac Powell
Senior Vice President

cc: Dr. Sue Monahan, Associate Provost for Program Development



Peer Evaluation for Western Oregon University

Standard 2: Governance, Resources, and Capacity

The institution articulates its commitment to a structure of governance that is inclusive in its planning and decision-making. Through its planning, operational activities, and allocation of resources, the institution demonstrates a commitment to student learning and achievement in an environment respectful of meaningful discourse.

Standard 2.A.1

The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.

Team Verification: Compliant

Evidence:

Institutional governance policies and procedures, System governance policies and procedures, Board's calendar for reviewing institutional and board policies and procedures, Bylaws and Articles of Incorporation referencing governance structure

Missing Evidence:

Multiple board governing policies and procedures (if applicable)

Rationale:

Western Oregon University (WOU) is one of seven public universities in Oregon. Since 2015, there has been a 15-member Board of Trustees and the Higher Education Coordinating Committee (HECC) continues to play a role in the administration of higher education. The Board of Trustees has four standing committees and bylaws, statements and resolutions are available online. Meeting schedules and minutes for the Board of Trustees meetings are publicly available.

Standard 2.A.2

The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.

Team Verification: Compliant

Evidence:

Leadership organizational chart, Curriculum vitae of executive leadership

Missing Evidence:

Rationale:

The organization chart for WOU is available online, clearly outlining the role of the Trustees, Interim President, and those in vice presidential or executive director roles who report to the President. They provided the cv documents for these positions in Exhibit A. Student Affairs has an interim VP, the new executive director for Diversity, Equity and Inclusion has not yet started, and the VP for University Relations and Advancement is vacant.

Standard 2.A.3

The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.

Team Verification: Compliant

Evidence:

Curriculum vitae of President/CEO

Missing Evidence:

Rationale:

The c.v. for the Interim President is shown in Exhibit B but is not up-to-date.



Standard 2.A.4

The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.

Team Verification: Compliant

Evidence:

Institutional governance policies & procedures (see 2.A.1)

Missing Evidence:

Rationale:

WOU has a Faculty Senate, a Staff Senate, and the Associated Students of WOU that review matters and make recommendations as appropriate. The panel was impressed that these groups meet regularly and communicate well with each other. In response to the Year Seven Evaluation, WOU instituted a Policy Council in 2016, which became a permanent University Council the following year to increase and formalize strategic planning activity. Several advisory committees have been established which have a role in their work for continuous improvement.

Standard 2.B.1

Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.

Team Verification: Compliant

Evidence:

Academic freedom policies and procedures

Missing Evidence:

Rationale:

Academic freedom is addressed directly by Oregon statute, the Board of Trustees resolutions and statements, and the university's policies and faculty handbook. The Faculty Handbook explicitly addresses academic freedom, but we do not see evidence of this protection being extended to staff, students, or administrators.

Standard 2.B.2

Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.

Team Verification: Compliant

Rationale:

WOU is committed to free expression, civil and constructive dialogue, and collaboration for knowledge advancement.

Standard 2.C.1

The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.

Team Verification: Compliant

Evidence:

Transfer of credit policies procedures

Missing Evidence:

Rationale:

WOU uses the Transfer Evaluation System and works to maximize course alignment among universities. They publish a variety of tables and guides. They work specifically with the community colleges in Oregon through the Transfer Pathways program. At the panel's request, the institution provided additional information including evidence of the rise in 2-year completion rates for transfer students. To the institution's credit, upon reviewing the evidence requested, the institution acknowledged that a revision of the claim was needed. Based on the evidence provided, the institution has seen a rebound in 4- and 6-year graduation rates for transfer students who are full-time or not Pell-eligible. Transfer students have also decreased excess credits at graduation, which can lead to cost savings for the students and faster time to degree.

Standard 2.C.2

The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.



Team Verification: Compliant

Evidence:

Documentation of students' rights and responsibilities policies and procedures, which include: Academic honesty, Appeals, grievances, Accommodations for persons with disabilities

Missing Evidence:

Rationale:

WOU has a Code of Student Responsibility (<https://wou.edu/studentconduct/files/2017/10/CSR-09.01.17.pdf>) that is revised every five years and defines standards for all students, including expectations for academic honesty and integrity. The procedures for the review of cases and the appeal process are clearly outlined. Disability Services at WOU provides reasonable accommodations in accordance with state and federal laws. A variety of services are described online and at https://www2.wou.edu/nora/policy.entry.view_policy/?ppolicyid=1007.

Standard 2.C.3

The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.

Team Verification: Compliant

Evidence:

Policies and procedures for recruiting, admitting, and placing students, Policies/procedures related to continuation and termination from educational programs including appeal process and readmission policies/procedures

Missing Evidence:

Rationale:

WOU provides clear information on undergraduate and graduate admissions. Placements are made for math, biology, writing, and for ASL and modern languages. The Student Success and Advising Center supports the tracking of academic standing and works with students who fall behind. There are policies in place for reinstatement with a focus on success.

Standard 2.C.4

The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.

Team Verification: Compliant

Evidence:

Policies/procedures regarding secure retention of student records, i.e., back-up, confidentiality, release, protection from cybersecurity issues or other emergencies

Missing Evidence:

Rationale:

WOU has a Student Records Policy that is clearly described and disseminated. Confidentiality is maintained and FERPA training is required for those accessing student records. Data is backed up on several platforms. Cybersecurity and emergencies are not addressed here, although cybersecurity is generally mentioned in 2.I.1.

Standard 2.D.1

The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.

Team Verification: Compliant

Evidence:

Policies/procedures/ for reviewing published materials (print or websites) that assures institutional integrity

Missing Evidence:

Rationale:

WOU has a communications and marketing policy, and they update many publications on an annual basis. They make a special effort to communicate the requirements for degrees for all students, including transfers.



Standard 2.D.2

The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.

Team Verification: Compliant

Evidence:

Policies/procedures for reviewing internal and external complaints and grievances

Missing Evidence:

Rationale:

WOU follows state statutes and regulations for ethics and communicates expectations with the community. WOU has reporting procedures for financial irregularities and other fraud. Faculty follow the AAUP Statement on Professional Ethics. The procedures for grievances and appeals are clearly outlined. Although the report describes statements, policies, procedures, and resources that should result in compliance, it does not address how they ensure the desired results. This response would be stronger if they included details on who reviews the application of the policies and procedures and what evidence and criteria they use.

Standard 2.D.3

The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.

Team Verification: Compliant

Evidence:

Policies/procedures prohibiting conflict of interests among employees and board members

Missing Evidence:

Rationale:

All employees are subject to the state code of conduct and receive annual communications on the expectations and responsibilities they have. The Board has a statement on ethics and conflict of interest that covers their activities.

Standard 2.E.1

The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission

Team Verification: Needs improvement, Additional Onsite Evaluation Required within the EIE year seven visit

Evidence:

Policies/procedures that articulate the oversight and management of financial resources, Latest external financial audit including management letter, Cash flow balance sheets, Audited financial statements, Tuition and fees, educational, and auxiliary revenue for undergraduate and graduate enrollments, Significant contracts/grants, Endowment and giving reports, Investment revenue

Missing Evidence:

Rationale:

Since 2015, auditing has been done by external independent auditors who present findings to the Finance and Administration Committee and to the Board. The financial reports are available after searching at the website, but the link in the narrative returns an error. The link to audited financial statements is also stale. Exhibit C provides a complete financial report.

Enrollment has declined for ten straight years, including a decrease of 16% in the past 5 years. Although there is a number of shrinking high school graduates, this is significant. The increase in state tax fund support and their work in investing in initiatives to increase enrollment are commendable, but the report would be stronger with more concrete data on the financial impact of emerging strategies.

The panel was concerned about key financial ratios. Their viability ratio is 0.27. A ratio of 1.0 or greater indicates that an institution has a sufficient expendable net position to satisfy debt requirements. Their Net Revenue Ratio is at -0.58% (indicates WOU had a net operating deficit in FY21). This ratio is improving (was -16.08% in FY20) but should be 0.0% or greater. Further, their ending balance in cash and cash equivalents decreased by 33% from FY20.

The panel notes that WOU has had growth in research and public service revenues through these difficult times.



Standard 2.E.2

Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.

Team Verification: Needs improvement, Additional Onsite Evaluation Required within the EIE year seven visit

Evidence:

Policies / procedures for planning and monitoring of operating and capital budgets, reserves, investments, fundraising, cash management, debt management, transfers and borrowing between funds

Missing Evidence:

Rationale:

WOU has a budget advisory committee as well as the legally mandated tuition and fees advisory committee to provide recommendations to the administration and the Board of Trustees.

After a decline in total net position from FY19 to FY20, WOU realized an increased net position for FY21. Net tuition and student fees increased in FY21 but the increase was primarily due to online course fees. There is evidence of increased state appropriations and HEERF funds. Of concern is that operating expenses decreased in Instruction (13.5%) and Academic Support (13.6%). Auxiliary expenses were also lower but primarily due to the pandemic. Personnel expenses declined 11% as a result of leaves without pay, furloughs, and personnel reduction.

The report should outline steps for addressing the planned recovery for the next 3-5 years that will ensure short-term financial health and long-term financial stability and sustainability.

Standard 2.E.3

Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.

Team Verification: Compliant

Evidence:

Description of internal financial controls, Board approved financial policies, state financial policies, or system financial policies

Missing Evidence:

Rationale:

WOU operates financially in accordance with state regulations, GAAP, and other federal standards. Quarterly financial statements are made available to the public.

Standard 2.F.1

Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.

Team Verification: Compliant

Evidence:

Human resource policies / procedures, Policies/procedures related to teaching, scholarship, service, and artistic creation, Policies/procedures for apprising employees of working conditions, rights and responsibilities, evaluation, retention, promotion, and termination

Missing Evidence:

Rationale:

Policies related to teaching load and scholarship and service are addressed in the collective bargaining agreement between WOU and the WOU Federation of Teachers. All human resources policies, including those regarding working conditions, evaluation, and retention/promotion/termination are available online.

Standard 2.F.2

The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.



Team Verification: Compliant

Evidence:
Employee professional development policies/procedures

Missing Evidence:

Rationale:

WOU's Human Resources provides a variety of training and development opportunities for faculty, staff, and administrators. Additionally, the Center for Academic Innovation provides offerings in pedagogy for faculty. WOU has supported faculty travel through funding for professional travel and course releases.

Standard 2.F.3

Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.

Team Verification: Compliant

Evidence:
Documentation about engagement and responsibilities specified for faculty and staff, as appropriate, Personnel hiring policy/procedures

Missing Evidence:
Academic organizational chart, Administrator/staff /faculty evaluation policies/procedures

Rationale:

Handbooks or bargaining agreement documents are provided for faculty and staff. Personnel hiring procedures were covered explicitly in 2.F.1. The link to the academic organizational chart did not work.

Standard 2.F.4

Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.

Team Verification: Compliant

Evidence:
Administrator/staff/faculty evaluation policies/procedures

Missing Evidence:

Rationale:

All staff employees, including administrators, undergo an annual performance review process. Tenured and tenure-track faculty are evaluated and tenured/promoted per their bargaining agreement. Non-tenure track faculty are reviewed annually by the division chair. The panel notes that the report would be stronger if it included a description of how supervisors are trained to use the rubrics and how evaluations are reviewed (e.g., disaggregated by populations) to ensure the rubrics discussed are applied equitably, fairly, and consistently across supervisors and without regard to the employee's identities.

Standard 2.G.1

Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.

Team Verification: Compliant

Evidence:
Listing of programs and services supporting student learning needs

Missing Evidence:

Rationale:

WOU is focused on promoting diversity, equity, and inclusion and has created new policies, committees, and an Executive Director position to meet the institution's goals. WOU has also made positive strides in curriculum and assessment. Increased support for the Academic Innovation unit was also addressed. WOU has a number of units dedicated to student success, including writing and math centers, veterans support, and tutoring and peer support centers in many disciplines. The narrative and evidence show rising graduation rates across the board. The institution acknowledges that the gaps persist for some groups, but overall, their strategy does show improvement has been made which the panel commends.

Standard 2.G.2

The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including



degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.

Team Verification: Compliant

Evidence:

Catalog (and/or other publications) that provides information regarding: Institutional mission, Admission requirements and procedures, Grading policy, Information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion, Rules and regulations for conduct, rights, and responsibilities, Tuition, fees, and other program costs, Refund policies and procedures for students who withdraw from enrollment, Opportunities and requirements for financial aid, The academic calendar (See 2.C.2)

Missing Evidence:

Names, titles, degrees held, and conferring institutions for administrators and full-time faculty

Rationale:

With only one exception, all of this information is available on WOU webpages and/or their catalog. The catalog (<https://catalog.wou.edu/mime/media/5/1163/Course+Catalog+Printable+2020-2021.pdf>) includes degrees held and conferring institutions for administrators and emeritus faculty but not current faculty.

Standard 2.G.3

Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.

Team Verification: Compliant

Evidence:

Samples of publications and other written materials that describe: Accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered, Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.

Missing Evidence:

Rationale:

WOU has two programs that fall into this area, a mental health counseling program and various tracks for teacher education. These lead to licensure in Oregon and clinical practices and expectations are provided.

Standard 2.G.4

The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.

Team Verification: Compliant

Evidence:

Published financial aid policies/procedures including information about categories of financial assistance, Information to students regarding repayment obligations, Policies / procedures for monitoring student loan programs

Missing Evidence:

Rationale:

The Catalog (<https://catalog.wou.edu/content.php?catoid=6&navoid=790&hl=financial+aid&returnto=search>) and the financial aid website offer information about policies, types of assistance, and specific policies and information about student loan program monitoring and repayment.



Standard 2.G.5

Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.

Team Verification: Compliant

Evidence:

Published financial aid policies/procedures including information about categories of financial assistance, Information to students regarding repayment obligations, Policies / procedures for monitoring student loan programs, Loan default rate published on website

Missing Evidence:

Rationale:

The Financial Aid website provides extensive information about types of loans, managing federal student loans, and addressing the issue of repaying them. The default rate data is also included on this page.

Standard 2.G.6

The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.

Team Verification: Compliant

Evidence:

Description of advising program, staffing, and advising publications (Student handbook or Catalog; links to webpages - please note specific pages or areas), Systematic evaluation of advising, Professional development policies / procedures for advisors

Missing Evidence:

Rationale:

WOU has an extensive handbook for advisors that was developed in response to the Mid-Cycle review and also provides professional development. WOU last assessed advising via the NSSE in 2017 and received favorable responses. WOU has made a number of improvements in this area.

Standard 2.G.7

The institution maintains an effective identity verification process for students enrolled in distance education courses and programs to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.

Team Verification: Compliant

Evidence:

Policies/procedures for ensuring identity verification for students enrolling in distance education courses

Missing Evidence:

Rationale:

WOU has a single sign-on environment for student services, including email, Canvas, and all university services. They have also introduced dual-factor authentication. These policies benefit everyone, and Canvas and Zoom have additional security features. Distance education students are also provided with a remote proctoring program.

Standard 2.H.1

Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.



Team Verification: Compliant

Evidence:

Procedures for assessing adequacy of library collections, Library planning committee and procedures for planning and collection development, Library instruction plan; policies/procedures related to the use of library and information resources, Library staffing information; policies/procedures that explains faculty/library partnership for assuring library and information resources are integrated into the learning process

Missing Evidence:

Rationale:

The library has suffered significant setbacks in staffing levels. It appears that since the previous dean retired in 2019, four full-time positions have been lost, and six tenure track positions were reduced from 12-month to 9-month contracts. The new dean covers a broader portfolio, and although initially hampered by the pandemic, strategic planning and implementation of meaningful change have occurred. The collection development policies have been re-envisioned and a new approach to information literacy instruction is in place. The entire library was actively involved in planning processes, and the library appears to be offering robust services and using data to make decisions, but there is concern about the library having lost so many positions.

Standard 2.I.1

Consistent with its mission, the institution creates and maintains physical facilities and technology infrastructure that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.

Team Verification: Compliant

Evidence:

Facilities master plan, including, Policies and procedures for ensuring accessible, safe, and secure facilities, Policies/procedures for the use, storage, and disposal of hazardous waste, Technology master plan and planning processes

Missing Evidence:

Equipment replacement policies/procedures, Procedures for assessing sufficiency of physical facilities

Rationale:

WOU's report and evidence demonstrated efforts to provide and maintain physical and technology infrastructure to support its mission. WOU has a facilities master plan, a preventative maintenance plan, safety and emergency response plans, and an active technology advisory committee.

Concluding Comments

WOU has executed meaningful changes and improvements to advising and student services. The real support for DEI, such as the creation of an executive director position, is commendable. As they note in their study, staffing in non-teaching areas lags behind peer institutions. The report noted concerns with enrollment decline and program review, and they are addressing these areas, but they need to provide a projection of future financial success based on the changes they are implementing.

There is strong evidence of outcomes in several areas that show WOU is heading in a good direction. Including a specific long-term financial sustainability plan is needed to strengthen the institution.