



**REGULAR MEETING OF THE WOU BOARD OF TRUSTEES  
MEETING NO. 26 - JANUARY 16, 2019  
12:00 PM – 6:00 PM**

**WERNER UNIVERSITY CENTER, COLUMBIA ROOM**

**AGENDA**

[wou.edu/livestream](http://wou.edu/livestream)

- I. CALL-TO-MEETING/ROLL CALL**
- II. CHAIR’S WELCOME**
- III. LUNCH/SHOWCASE: PERS Reform Presentation - *Tim Nesbitt, Consultant* ([Appendix A](#))**
- IV. CONSENT AGENDA ([October 17, 2018 meeting minutes](#)) (Page 1)**
- V. PUBLIC COMMENT**
- VI. SHARED GOVERNANCE REPORTS**
  - 1) [Faculty Senate](#) (Page 10)
  - 2) [Staff Senate](#) (Page 12)
  - 3) ASWOU
- VII. [PRESIDENT’S REPORT](#) (Page 13) ([Full Cabinet Reports in Appendix B](#))**
- VIII. BREAK**
- IX. ACADEMIC & STUDENT AFFAIRS COMMITTEE (ASAC)**
  - 1) Committee Chair Report
  - 2) Committee Recommendations for Board Action/Discussion
    - a) [Doctor of Physical Therapy](#) (Page 33) (Full Proposal in [Appendix A](#))
    - b) [BA in Interpreting Studies: Theory](#) (Page 35) (Full Proposal in [Appendix A](#))
- X. FINANCE & ADMINISTRATION COMMITTEE (FAC)**
  - 1) Committee Chair Report
  - 2) Committee Recommendations for Board Action/Discussion



- a) [Campus Master Plan](#) (final approval)
- b) [FY18 Audited Financial Statement](#)
- c) [Investments Update: Addendum to the Board Statement on the Investment of Quasi-Endowment Funds](#) (Page 37)
- d) [FY2019 Financial Update](#) (Page 38)
  - i. Management Report as of November 30, 2018
  - ii. FY19 Proposed Adjusted Budget

**XI. BREAK**

**XII. EXECUTIVE GOVERNANCE & TRUSTEESHIP COMMITTEE (EGTC)**

- 1) Committee Chair Report
- 2) Committee Recommendations for Board Action/Discussion
  - a) [2019-2020 Meeting Calendar](#) (Page 47)
  - b) Board Self-Evaluation
  - c) Legislative Update

**XIII. JANUARY DISCUSSION THEME: AFFORDABILITY/ACCESS**

- 1) [Tuition and Fee Advisory Committee](#)
  - a) Budget Manager Presentation – December 6, 2018 ([Appendix A](#))
- 2) [Fee Remissions Schedule](#) (Page 48)

**XIV. FINAL ANNOUNCEMENTS**

**XV. ADJOURNMENT**



**REGULAR MEETING OF THE WOU BOARD OF TRUSTEES  
MEETING NO. 25 - OCTOBER 17, 2018  
12:00 PM – 6:00 PM  
WERNER UNIVERSITY CENTER, COLUMBIA ROOM**

**DRAFT MINUTES**

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

Chair Betty Komp called the Board meeting to order at 12:04 PM and asked Secretary Ryan Hagemann to take roll. The following trustees were present:

Zellee Allen (arrived at 12:32 PM; departed at 3:01 PM)  
Jaime Arredondo  
Jim Baumgartner  
Gayle Evans  
Rex Fuller  
Gavin Keulks (arrived at 12:57 PM)  
Betty Komp  
Cec Koontz  
Malissa Larsen  
Jenny Mladenovic (arrived at 12:17 PM)  
Lydia Muniz (departed at 3:45 PM)  
Lane Shetterly (arrived at 12:09 PM)

The following trustees were absent:

Zoe Chan-Tuyub

**II. CHAIR'S WELCOME**

Komp welcomed the Board and audience to the Board meeting and reminded the Board of the upcoming Homecoming activities.

**III. LUNCH/SHOWCASE: EMERGENCY PREPAREDNESS UPDATE**

Komp recognized Director of Public Safety Rebecca Chiles to update and inform the Board on the University's emergency preparedness activities. Chiles reviewed the relationship between emergency preparedness and the University's strategic plan and WOU's engagement with FEMA and the development of an emergency operations center and emergency policy group. Chiles also reviewed the various preparedness drills on campus, including active shooter, earthquake, and civil protest drills. Chiles



discussed the campus alert systems and various trainings conducted over the course of the academic year. Cec Koontz asked about the Governor's Public Safety Task Force and whether or not recommendations had been implemented. She asked about DPSST training and Chiles reminded the Board that DPSST does not train our campus public safety officers. Jaime Arredondo asked Chiles how the campus communicates emergency information to students. Komp asked if the campus had considered conducting drills during various times during various activities.

#### IV. CONSENT AGENDA (July 18, 2018 meeting minutes)

Komp called for a motion to approve the consent agenda, consisting of the Board minutes for the July 18, 2018 meeting. Mladenovic moved approval and Shetterly seconded the motion. The following trustees voted for approval:

Zellee Allen  
Jaime Arredondo  
Jim Baumgartner  
Gayle Evans  
Betty Komp  
Cec Koontz  
Malissa Larsen  
Jenny Mladenovic  
Lydia Muniz  
Lane Shetterly

No trustees opposed the motion.

No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

#### V. PUBLIC COMMENT

There were no individuals signed up for public comment.

#### VI. SHARED GOVERNANCE REPORTS

(1) Faculty Senate



Komp asked Dr. Greg Zobel, Faculty Senate President, to offer a brief Faculty Senate report. Zobel shared information on general education reform, BA/BS task force proposals, Committee on Committees and changes in Faculty Senate committee structure, shared governance and joint meetings with the Staff Senate, changes in technology for disability accommodations, live captioning of the President's State of the University address with the Board. Shetterly asked for an update on the technology and disability accommodation issue. Komp asked about faculty engagement on various task forces.

(2) Staff Senate

Komp asked Rip Horsey, Staff Senate President, to offer a brief Staff Senate report. Horsey shared information about Staff Senate scholarships, improved internal communications, enhance recognition and access to Staff Senate as a representative body, and civility with the Board.

(3) ASWOU

Komp asked Evelyn Guzman, ASWOU President, to offer a brief ASWOU report. Guzman shared information about internal ASWOU trainings, cultural competency, voter registration efforts, digitizing forms for accessibility with the Board, and ASWOU Senate resolutions on ballot measures.

## VII. PRESIDENT'S REPORT

Komp recognized President Rex Fuller for the president's report. Fuller addressed the following topics:

- WOU-WOUFT negotiations and agreement
- Strategic planning implementation and changes in the University Budget Advisory Committee structure
- Establishment of the University Technology Advisory committee
- Enrollment updates
- Approval of the master's degree in Organizational Leadership
- Updates on the establishment of the Salem presence
- Progress on the establishment of a Doctor in Physical Therapy program



- Campus efforts on civility, equity, diversity, and speech
- Preparations for the 2019 Oregon Legislative Assembly
- Pursuit of the University's capital projects, including the Student Success Center and the Physical Education remodel
- Willamette Promise and degree partnership agreements
- Strategic goals of the Finance & Administration units
- Change in the University Computing Solutions name
- Introduction of the University's new Controller
- Change in construction schedule for the new Child Development Center
- Natural Science renovation
- OMA and ITC renovations
- New Student Week
- Neighborhood walks
- Reorganization of the Student Affairs Division
- Restructure and reimagination of the University Diversity Committee
- Retention of a comprehensive campaign consultant
- Homecoming Week activities
- NCAA and intercollegiate athletics updates

VIII. BREAK

IX. ACADEMIC & STUDENT AFFAIRS COMMITTEE (ASAC)

- (1) Committee Chair Report



Komp recognized ASAC Chair Lane Shetterly for an ASAC report. Shetterly noted that many of the ASAC updates were already covered. Several trustees asked about the development of the Doctor in Physical Therapy program.

X. EXECUTIVE GOVERNANCE & TRUSTEESHIP COMMITTEE (EGTC)

(1) Committee Chair Report

XI. OCTOBER DISCUSSION THEME: ENROLLMENT UPDATE

Komp recognized Dr. Gary Dukes, Vice President for Student Affairs, to update the Board on enrollment. Dukes presented the materials in the written docket. Dukes started with a review of the data and updated information on 2018-2019 enrollment. He observed that high school enrollments were flat or declining and, like other institutions, WOU was focusing on non-resident recruitment to bolster total enrollment numbers. Jenny Mladenovic asked about the percentage of Oregon high school graduates that go out-of-state for university.

Dukes also reviewed the ethnicity data of the incoming class and the financial aid changes implemented for the 2018-2019 academic year. Dukes reviewed transfer enrollment, under-represented populations, and graduate enrollment. Dukes also explained consultant recommendations regarding increasing market share of resident students, targeted out-of-state markets, and Hispanic student enrollment. Dukes described the infusion of Spanish programming and tours as part of the strategic enrollment plan.

Gavin Keulks asked Dukes if the admission office was staffed appropriately and requested more explanation of enrollment data. Baumgartner asked whether or not, after focusing on growing enrollment for several years, if the University had considered—strategically—to scale down to a smaller student body. Mladenovic asked about average credit loads and the expectation to graduate in four years. She also inquired about the strategic consideration of graduate program array and whether or not the University's graduate programs were beneficial to and for students. Dukes stressed that retention is a critical component in stable enrollment. Koontz, Baumgartner, and Komp all asked about metrics and measures for various enrollment strategies. Keulks, turning to the data, stressed that the retention of sophomores and juniors was a core issue.

Dukes, after discussion between Komp and Malissa Larson, discussed the scope of accelerated credit and how to accommodate students that bring several credits with them out of high school.

XII. BREAK



XIII. FINANCE & ADMINISTRATION COMMITTEE (FAC)

(1) Committee Chair Report

Komp recognized FAC Chair Koontz for a FAC report. Before turning to the FAC action items on the Board agenda, Koontz updated the Board on the budget training presentation and budget decentralization.

(2) Committee Recommendations for Board Action/Discussion

(a) FY2018 August 31, 2018 Management Report

Koontz asked Dr. Ana Karaman, Vice President for Finance & Administration, to update the Board. Karaman offered brief comments on the August 31, 2018 Management Report, as included in the written docket materials. Koontz asked trustees if there were any questions and directed the Board to the projected fund balance. After discussion, Koontz called for a motion to accept the management report as presented and included in the materials. Baumgartner moved acceptance, and Shetterly seconded the motion. The following trustees voted in favor of the motion:

Jaime Arredondo  
Jim Baumgartner  
Gayle Evans  
Gavin Keulks  
Betty Komp  
Cec Koontz  
Malissa Larsen  
Jenny Mladenovic  
Lydia Muniz  
Lane Shetterly

No trustees opposed the motion.

No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

(b) Board Statement on Quasi-Endowment Funds





Before turning to the presentation on the Board Statement on Quasi-Endowment Funds, Koontz asked Karaman for a brief presentation on seismic conditions. A handout from a previous Oregon University System analysis on the seismic conditions of buildings was distributed to trustees in the red folder.

Koontz turned attention back to the proposed Board Statement on Quasi-Endowment Funds. Karaman described the quasi-endowment concept and that the proposed policy was typical across public and private universities. Koontz stressed that putting some surpluses in a quasi-endowment allowed for a different investment lens to benefit students. Keulks asked about the impact on the fund balance and the cost of financial managers. After discussion, Koontz asked for a motion to approve the Board Statement on Quasi-Endowment Funds as presented and included in the written docket materials. Mladenovic moved approval, and Shetterly seconded the motion. The following trustees voted in favor of the motion:

Jaime Arredondo  
Jim Baumgartner  
Gayle Evans  
Gavin Keulks  
Betty Komp  
Cec Koontz  
Malissa Larsen  
Jenny Mladenovic  
Lane Shetterly

No trustees opposed the motion.

No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

(c) Board Statement on Investment of Quasi-Endowment Funds

After the approval of the Board Statement on Quasi-Endowment Funds, Koontz turned the second board statement on the investment of quasi-endowment funds. Karaman observed that Keulks' previous question about socially responsible investment was addressed in this Board Statement. Shetterly noted that he might want to see a stronger statement on socially responsible investment. After discussion, Koontz asked for a motion to approve the Board Statement on the Investment of Quasi-Endowment Funds



as presented and included in the written docket materials. Komp moved approval, and Keulks seconded the motion. The following trustees voted in favor of the motion:

Jaime Arredondo  
Jim Baumgartner  
Gayle Evans  
Gavin Keulks  
Betty Komp  
Cec Koontz  
Malissa Larsen  
Jenny Mladenovic  
Lane Shetterly

No trustees opposed the motion.

No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

(d) Investment Manager for Quasi-Endowment Funds

Koontz concluded her presentation with materials on the investment manager for the quasi-endowment funds. After a brief discussion, Koontz called for a motion to approve the Oregon State Treasury as the investment manager and the University Shared Services Enterprise as an investment consultant for the quasi-endowment funds as presented and included in the written docket materials. Mladenovic moved approval, and Baumgartner seconded the motion. The following trustees voted in favor of the motion:

Jaime Arredondo  
Jim Baumgartner  
Gayle Evans  
Gavin Keulks  
Betty Komp  
Cec Koontz  
Malissa Larsen  
Jenny Mladenovic  
Lane Shetterly

No trustees opposed the motion.



No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

#### XIV. FINAL ANNOUNCEMENTS

Komp asked the Board if there were any final announcements.

#### XV. ADJOURNMENT

Komp adjourned the meeting at 4:16 PM with a quorum of the Board (Arredondo, Baumgartner, Evans, Fuller, Keulks, Komp, Koontz, Larsen, Mladenovic, Shetterly).

A handwritten signature in black ink, appearing to read "Ryan James Hagemann".

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Ryan James Hagemann  
Secretary to the Board of Trustees

# WOU Faculty Senate (wou.edu/facultysenate) Report January 16, 2019

## 1. Curriculum:

### Continuing the work from last year: Implementation

#### I. Student Success

2. Streamline university requirements and academic pathways to graduation.

2.1 Provide intentional and effective paths to graduation within 180 credits.

2.2 Provide intentional and effective transfer paths to graduation

#### II. Academic Excellence

4. Academic program initiatives

4.5 Redesign the general education program to be consistent with undergraduate learning outcomes and timely degree completion.

#### Campus wide:

a) All faculty effort on all fronts: new courses, course revisions, learning outcomes, assessment, WOU General Ed Course Transfer Articulation Guidelines, Oregon Transfer Compass – WOU Gen ED alignment

b) General Education Committee

c) Curriculum Committee

d) Leaders helping faculty through this process:

- Dr. Breann Flesch (CS), Chair of General Education Committee
- Dr. Laurie Burton (NSM), Chair of Curriculum Committee
- Dr. Camila Gabaldon (LIB), Curriculum System Programmer
- Dr. Shaun Huston (SS), First-Year Seminar Coordinator
- Dr. Erin Baumgartner (NSM), General Education Program Director

## 2. Professional Learning Communities

At WOU: A professional learning community (PLC) is an interdisciplinary group of educators who come together around a common interest in strengthening teaching and learning for a learning outcome area or special focus. WOU's university-wide assessment strategy is organized around PLC's that focus on each Undergraduate Learning Outcome (ULO) or Graduate Learning Outcome (GLO).

Alignment with Strategic Plan:

#### I. Student Success

3. Align, assess and improve the academic effectiveness of learning outcomes.

# WOU Faculty Senate (wou.edu/facultysenate) Report January 16, 2019

In 2017-18 WOU had two undergraduate focused PLCs: Inquiry & Analysis and Writing. In 2018-19 WOU has the following PLCs:

<b>Integrative Learning</b>	<b>Diversity and Global Learning</b>
<p><i>The IL committee is working to promote an understanding of integrative learning as students' ability to build connections across curriculum and to apply this skill in complex ways to real world environments. They strive to assess the current state of this important learning goal while furthering the discussion on campus of integrative and experiential learning.</i></p>	<p><i>The D&amp;GL committee is investigating and understanding what it means to have intercultural or diverse learning. Also, the committee is examining how WOU provides students opportunities to experience learning aligned to Intercultural learning by examining the submitted work samples.</i></p>
<p>Becka Morgan, CS, Chair Melissa Cannon, BS Adry Clark, SLCD Jessica Dougherty, DEL Breeann Flesch, CS Patricia Gimenez-Eguibar, HUM Leigh Graziano, HUM Mary Harden, CA</p>	<p>Garima Thakur, CA, Co-Chair Tandy Tillinghast-Voit, HUM, Co-Chair Carmen Caceda, DEL Gudrun Hoobler, HUM Kate Hovey, DEL Anne Ittner, DEL Leanne Merrill, NSM Kathryn Plummer, SLCD Rob Troyer, HUM</p>
<b>Graduate Studies</b>	<b>Online Teaching</b>
<p><i>The Graduate Studies PLC is examining and defining graduate program learning outcomes and assessing them. Also, the GS PLC is examining the mission of graduate programs.</i></p>	<p><i>The Online Teaching PLC is working on determining and sharing best practices for the design and delivery of online and hybrid courses, taking the Quality Matters (QM) peer review course and starting a peer review process for online courses.</i></p>
<p>Melanie Landon-Hays, Chair Kate Hovey, DEL Maria Peterson-Ahmad, DEL Adele Schepige, DEL Thaddeus Shannon, CS David Foster, BS (beginning Winter 2019) Misty Weitzel, CJ (beginning Winter 2019)</p>	<p>Amy Harwell, NSM, Chair Cheryl Beaver, NSM Eric Bruce, HEX Laurie Burton, NSM Jaime Cloud, BS Natalie Danner, DEL Mark Elton, BUS Leigh Graziano, HUM Ben Hays, CAI Anne Ittner, DEL Chien-Chun Lin, DSPS Cornelia Paraskevas, HUM James Reddan, CA Mari Sakiyama, CJ</p>

## **Board of Trustees Report, January 16, 2019 Staff Senate**

### **Recognition and value**

Developed within the meeting structure opportunities for educational conversations and presentations to provide Senators and guests with valuable resources while utilizing the amazing talent of our campus professionals.

- Topics have included –
  - Enhancement of meetings while using Roberts Rules (Leanne Merrill, Assistant Professor - Mathematics)
  - Understanding ASTRA (Sarah Lockwood, Facilities Scheduling Manager)
  - How to utilize WOU's Conference & Event Services and clarification of WOU's Facility Reservation Policy (Trina Horsey, University Conference & Event Services Coordinator)

### **Administrative Equity Committee**

Surveyed unclassified professionals views regarding initiating discussions for these topics (salary distributions, overload salary adjustments when vacancies occur, removal of the 6-months probationary period restriction of vacation leave, using competitor institutions for salary level versus CUPA-HR, and updating the Unclassified Professional Handbook from 2011-2013). With 55 responses and an overwhelming majority of positives to move forward on all the discussion topics, the AEC is reaching out to the administration to begin those conversations.

### **Shared Governance**

The second of three 5th Tuesday meetings (Faculty Senate, Staff Senate, ASWOU, representatives from Western's two unions, and President's Cabinet) has been scheduled for January 29, 2019, 3:30-5:00 pm. Topics to be discussed regarding "University Organization" and "How to respond to uncivil behaviors".



Board of Trustees, January 16, 2019

President’s Report

1. Governor’s Recommended Budget

The Governor’s Recommended Budget (GRB) for the 2019-21 biennium includes a base budget and an investment budget. The investment budget is predicted on a tax revenue package that would generate an additional \$1.9 billion.

The base GRB does not increase funding for the Public University Support Fund (PUSF). The PUSF is funded at \$736.9 million, which is unchanged from the 2017-19 Legislatively Approved Budget (LAB). This amount would not address the increased cost to deliver our current service level (CSL).

For this biennium, the seven universities requested an increase of \$120 million for CSL in its request to the Higher Education Coordinating Commission. The table below summarizes key elements of the GRB under the two proposals:

Item	LAB 2017-19 budget	GRB base budget	GRB Investment budget	Difference from GRB base	Difference from 2017-19
PUSF	\$736.9 million	\$736.9 million	\$856.9 million	\$120 million	\$120 million
Engineering Technology Sustaining Fund (ETIC)	\$25.6 million	<del>\$25.6 million</del>	\$60.0 million	\$60.0 million	\$34.4 million
Sports Lottery	\$14.1 million	<del>\$14.1 million</del>	\$14.1 million	\$14.1 million	\$0 million
Oregon Promise	\$40.0 million	\$19.9 million	\$40.0 million	\$20.1 million	\$0 million
Oregon Opportunity Grant	\$145.9 million	\$152.0 million	\$273.5 million	\$121.5 million	\$127.6 million

The GRB capital budget recommends that capital projects be deferred until the HECC completes its long-term capital study. The GRB earmarks \$225 million for the second year of the biennium to support university capital requests. The GRB also

supports \$65 million in deferred maintenance for 2019-20, the first year of the biennium. The GRB also supports the Valsetz upgrade with the sale of \$3.5 million in XI-F bonds.

## 2. Enrollment Data –Winter term

3. Enrollment Report (M-Report)	This Year	Pct	Last Year	Pct	Change	Pct Change
	1/4/2019		1/5/2018			
Total Enrollment	4,610		4,838		-228	-4.7%
Total Credit Hours	58,533		61,895		-3,362	-5.4%
Total FTE *	3,958.1		4,189.5		-231.4	-5.5%
Total UG Enrollment	4,181		4,320		-139	-3.2%
Total UG Credit Hours	55,178		58,104		-2,926	-5.0%
Total UG FTE *	3,678.54		3,873.6		-195.06	-5.0%
Total GR Enrollment	429		518		-89	-17.2%
Total GR Credit Hours	3,355		3,791		-436	-11.5%
Total GR FTE *	279.59		315.92		-36.33	-11.5%
Male	1,588	34.4%	1,730	35.8%	-142	-8.2%
Female	2,950	64.0%	3,068	63.4%	-118	-3.8%
Other	72	1.6%	40	0.8%	32	80.0%
Undergraduate Breakout						
Resident	3,170	68.8%	3,257	67.3%	-87	-2.7%
Non-Resident, Other State:						
- WICHE/WUE	718	15.6%	722	14.9%	-4	-0.6%
- Non-WICHE/WUE	54	1.2%	49	1.0%	5	10.2%
Foreign/International	133	2.9%	197	4.1%	-64	-32.5%
Total	4,181		4,320		-139	-3.2%
Graduate Breakout						
Resident	350	7.6%	431	8.9%	-81	-18.8%
Non-Resident, Other State:						
- WICHE/WUE	3	0.1%	2	0.0%	1	50.0%
- Non-WICHE/WUE	50	1.1%	41	0.8%	9	22.0%
Foreign/International	21	0.5%	38	0.8%	-17	-44.7%
Total	429		518		-89	-17.2%

### Office of the President

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Enrollment Report (M-Report)	This Year	Pct	Last Year	Pct	Change	Pct Change
All Students By Race Ethnicity (IPEDS Definition)						
Hispanic	740	16.1%	711	14.7%	29	4.1%
American Indian/Alaskan Native	62	1.3%	68	1.4%	-6	-8.8%
Asian	196	4.3%	205	4.2%	-9	-4.4%
Black/African American	149	3.2%	163	3.4%	-14	-8.6%
Pacific Islander	105	2.3%	128	2.6%	-23	-18.0%
White	2,854	61.9%	3,080	63.7%	-226	-7.3%
Two or More Races	121	2.6%	22	0.5%	99	450.0%
Total	4,610		4,838		-228	-4.7%
All Students By Class						
Freshmen	773	16.8%	739	15.3%	34	4.6%
Sophomores	735	15.9%	795	16.4%	-60	-7.5%
Juniors	1,061	23.0%	1,151	23.8%	-90	-7.8%
Seniors	1,536	33.3%	1,561	32.3%	-25	-1.6%
Graduate Masters	389	8.4%	409	8.5%	-20	-4.9%
Non-admit Graduate	39	0.8%	109	2.3%	-70	-64.2%
Other	77	1.7%	74	1.5%	3	4.1%
Total	4,610		4,838		-228	-4.7%
*Note: -100 FTES → a loss in expected tuition revenue of about \$350,000 per term (assuming current mix of resident and non-resident tuition)						

### 3. Strategic Planning Implementation

As part of the implementation of the Strategic Plan the university has formed a **University Technology Advisory Committee**.

**Charge:** The University Technology Advisory Committee (UTAC) is an advisory committee charged with receiving, developing, and submitting recommendations related to the use of technology for university technology systems and academic technologies that are aligned with the strategic plan, *Forward Together*.

#### Some Key Responsibilities include:

1. Create and maintain a Campus Technology Plan (CTP) that articulates a vision for implementation, adoption, integration, and maintenance of technologies across campus that are aligned with the WOU Strategic Plan.
2. Review new building and renovation projects that are pertinent to the academic technology environment.
3. Develop and monitor policies related to university technology systems and academic technologies.

#### Office of the President

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4. Prioritize proposals for new university technology systems and academic technologies and present technology financial-purchasing recommendations and plans to University Budget Advisory Committee.
5. Explore and engage in reviews of new developments in university and academic technologies for potential use, relevance and future needs of the university.
6. Evaluate the progress and success of technology initiatives.

<b>UNIVERSITY TECHNOLOGY ADVISORY COMMITTEE 2018-19</b>	
<b>Name</b>	<b>Position</b>
Erin Baumgartner	Academic Affairs, Co-chair
Lisa Catto	Strategic Communications & Marketing
Amy Clark	Academic Affairs
Samhita Dixit	Student Affairs
Kyler Dreyer	Staff Senate
Camila Gabaldon Winningham	Faculty Senate
Ryan Jennings	Student Affairs
Bill Kernan	University Computing Solutions, Co-chair
Maria Peterson-Ahmad	Faculty Senate
Adele Schepige	Faculty Senate
Abdus Shahid	Vice President & General Counsel
Michael Smith	Finance & Administration
Steve Taylor	Faculty Senate
Judy Vanderburg	Vice President & General Counsel
Dona Vasas	Finance & Administration
JD Welch	Staff Senate
Scott Carter	Presidential Appointment
TBD	ASWOU

UTAC initially met on November 2 to begin the process of alignment of action items related to mission fulfillment and implementation of the strategic plan. The UTAC website can be found [here](#).

#### 4. NWCCU update

Our most recent Mission Fulfillment and Sustainability Report and site visit were in 2016. The review resulted in seven recommendations related to mission, core themes, mission fulfillment, learning outcomes, alignment of planning and budgeting, and assessment and continuous improvement.

Following review in 2016 by Board of Commissioners of NWCCU, WOU was required to submit an ad hoc report in fall 2017 and address recommendation 1, 2, and 3 in its Year One *Mission and Core Themes* Report in spring 2017. In September 2017, WOU submitted the ad hoc report with responses to Recommendations 4, 6, and 7<sup>1</sup>. NWCCU found us to be in substantial compliance but in need of improvement.

In March 2017, WOU submitted the Mission and Core Themes Report; however, NWCCU deferred action on the spring 2017 Year One *Mission and Core Themes* Report. As noted the decision “was based on the finding that although the institution submitted a major substantive change proposals describing a change with respect to its mission and core themes, the Commission” had not acted on this request. Consequently, WOU was asked to resubmit its *Mission and Core Themes* Report. Our Mission and Core Themes Report of 2017 also included responses to Recommendations 1, 2 and 3<sup>2</sup>, which were reviewed by the *Commission*, who found us to be in compliance.

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<sup>1</sup> Recommendation 4: The evaluation committee recommends that the institution establish student learning outcomes for all courses, programs and degrees, including general education, wherever offered and however delivered that are meaningful, assessable and verifiable and are consistent with the mission.

Recommendation 6: The evaluation committee recommends that the institution design and implement an ongoing planning and budgeting process that is broad based, inclusive of all appropriate constituencies, data driven, includes core theme planning and leads to mission fulfillment.

Recommendation 7: The evaluation committee recommends that the institution engage in comprehensive, ongoing, systematic assessment that leads to mission fulfillment through the evaluation of core theme objectives and support of continuous improvement.

<sup>2</sup> Recommendation 1: The evaluation committee recommends that the institution clarify its mission statement to provide better direction for mission fulfillment.

At that time, and in lieu of the March 2018 reporting requirement, we were directed to resubmit a Mission and Core Themes Report and a Recommendation 5<sup>3</sup> response, along with the Mid-Cycle Report, in March 2019.

Per the direction of NWCCU, this Mid-Cycle Report is accompanied by (1) a Mission and Core Themes Report, (2) updates on Recommendations 4, 6, and 7 from the 2016 review, and (3) a response to Recommendation 5 from the 2016 report. In February 2018, the Commission found the following:

#### Actions

- Accept the Fall 2017 Ad Hoc Report

#### Status of Previous Recommendations Addressed in This Evaluation

- Recommendation 1 of the Spring 2016 Year Seven Peer Evaluation Report is fulfilled
- Recommendations 2 and 3 of the Spring 2016 Year Seven Peer Evaluation Report are now in compliance and fulfilled
- Recommendations 4, 6, and 7 of the Spring 2016 Year Seven Peer Evaluation Report are now substantially in compliance but in need of improvement

#### Sanction

- Remove *Notice of Concern* for Recommendations 2, 3, 4, 6

#### Required Follow-Up

The Commission requests Western Oregon University

- Submit an Addendum to the Spring 2019 Mid-Cycle Report to again address Recommendations 4, 6, and 7 of the Spring 2016 Year Seven Evaluation Report

Since NWCCU's last visit to WOU in April 2016, we have accomplished significant milestones.

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Recommendation 2: The evaluation committee recommends that the institution define mission fulfillment including identifying outcomes that represent the extent of the institution's accomplishment of mission fulfillment.

Recommendation 3: The evaluation committee recommends that the institution establish objectives for each core theme and identify meaningful, assessable, and verifiable direct and indirect indicators of achievement that form the basis for evaluating accomplishment of the objectives of the core themes.

<sup>3</sup> Recommendation 5: The evaluation committee recommends that the institution provide appropriate and adequate technology systems and infrastructure planning with input from constituencies to support its management and operational functions, academic programs, and support services, wherever offered and however delivered.

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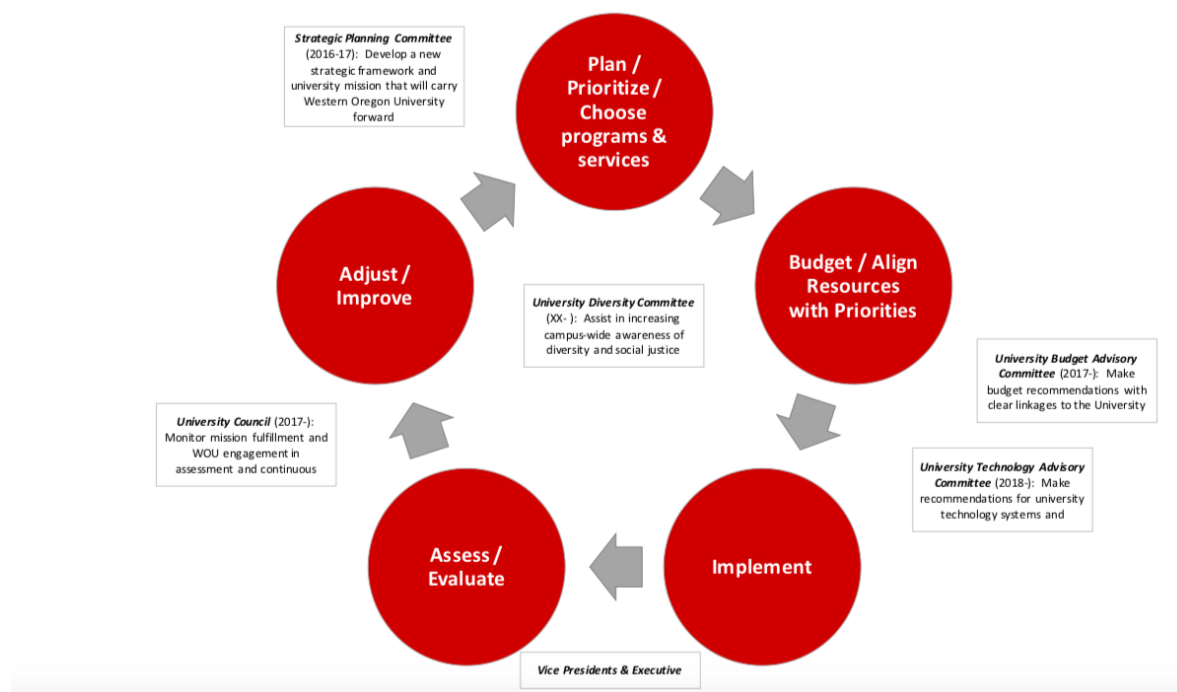
#### Office of the President

At the direction of WOU's president, a [Strategic Planning Committee](#) (SPC) was formed in April 2016. Throughout the nine-month process, the 25-member committee was committed to fostering a culture of open communication and transparency, as it shared its thinking and planning ideas with the larger campus community via multiple town hall meetings. Additionally, SPC members shared updates with, and solicited targeted feedback from, smaller groups, like division chairpersons, Faculty Senate and its Executive Committee, Academic Affairs Executive Council, Staff Senate, and ASWOU. SPC also collaborated in small teams to tackle various aspects of the planning process, which ranged from a review of strengths, weaknesses, opportunities, and threats to the development of a new mission statement that reaffirms WOU's values and vision for student success. In January of 2017, the inclusive and comprehensive strategic planning process resulted in the Board of Trustees' approval of [Forward Together](#), which is the strategic framework that will guide us through 2023.

In recognition of the need for institution-wide oversight of mission fulfillment, [University Council](#) (UC) was established in 2017 as a permanent iteration of the ad hoc Strategic Planning Committee. In support of other elements of our Strategic Plan, WOU established the [University Budget Advisory Committee](#) (UBAC) in 2017 and [University Technology Advisory Committee](#) (UTAC) in 2018. We have also reinvigorated our long-standing [University Diversity and Inclusion Advisory Council](#) (UDIAC) to increase campus-wide awareness of diversity and social justice issues. UDIAC's charge is:

The University Diversity and Inclusion Advisory Council (UDIAC) is a presidential advisory council charged with receiving, developing, and submitting recommendations related to diversity, equity, accessibility, and inclusion aligned with the strategic plan, *Forward Together*.

Figure 1 illustrates how key constituents function in WOU's cycle of continuous improvement.



## 5. Provost and Vice President for Academic Affairs

### Dean of Library and Academic Technology

Dr. Allen McKiel, Dean of Library and Media Services, will retire at the end of the academic year. During his time as dean, the library has undergone many positive changes, including a significant expansion of our electronic holdings, a new coffee shop in the library and the addition of some comfortable and flexible space for people to gather and study.

Given the needs of the university, the role, duties and title will become Dean of Library and Academic Innovation with an expected start date of July 1, 2019. The new dean will ideally have a broad understanding of and vision for the use of academic technology in higher education. We also expect the staff in the current Center for Academic Innovation (CAI) to report to the dean. Some of the work of reimagining the CAI was begun last year as a part of the University Council Action Team tasked with reimagining the CAI.

These changes have emerged from several avenues including a Library and Academic Technology Steering Committee, co-chaired by a Sue Kunda, Faculty Librarian and Dr. Adele Schepige, who was the co-lead on the above University Council Action Team. The Dean of Library and Academic Innovation Search Committee has members from the library, the College of Liberal Arts and Sciences, the College of Education, University Computing Solutions, the Center for Academic Innovation, and an outside representative from OSU's E-campus.

### Office of the President

### **Salem Campus Update**

WOU:Salem has a starter home – The Professional Learning Center at the Willamette Education Service District (WESD) which is located at 2611 Pringle Rd SE. The site has four smart, flexible classrooms that seat up to 50 students each. We also have access to the Clearwater Café for meeting and study space. The WESD facility is a 10-minute drive from the State Capitol, has abundant free parking, and is on two bus lines. We have a space agreement through 2022, with planned expansion each year in number of classrooms and days of operation. We begin our work in Salem in January 2019. We have 47 students enrolled in 4 classes (1 student is taking 2 classes). A class enrollment average of 12 students.



Classroom at WESD

WOU submitted a substantive change proposal to NWCCU for: (1) the Salem site and the AB in Liberal Studies degree program and, in a separate proposal, (2) the MA in Organizational Leadership degree program. NWCCU approval of the additional site and the two Salem-based degree programs (MA in Organizational

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Leadership, AB in Liberal Studies) is expected by April 2019. Following approval, WOU will begin publicly marketing the degree programs. In 2019-20, we will offer those programs and coursework in support of Business, Criminal Justice, Interdisciplinary Studies and a Certificate in Professional Writing. We are exploring other programs that can be delivered in Salem in the future.

### **DPT Update**

The Doctor of Physical Therapy program curriculum proposal was submitted and has been reviewed by WOU's Graduate Studies Committee (11/20/18) and Faculty Senate (11/27/18 & 1/8/19). WOU's DPT External Advisory Committee met on 12/18/18 to continue planning for successful implementation of the program.

External Advisory Committee members: Mike Billings, President of Infinity Rehab; Michael Gray, Director of Physical Therapy, Corvallis Clinic; Deni Hoover, VP of Surgical Services, Salem Hospital; Mike Hmura, Owner, PT Northwest; Ramon Martinez, Community Member; Mike Studer, President & Owner of Northwest Rehabilitation Associates; and, Nick Williams, CEO, Salem Chamber of Commerce

Faculty Advisory Committee members: Natalie Danner, Education & Leadership Division; Bryan Dutton, Biology Department; Tom Kelly, Health and Exercise Sciences Division; Mike LeMaster, Biology Department; Ethan McMahan, Behavioral Sciences Division; Linda Stonecipher, Graduate Studies; and, Rob Winningham, Interim Provost.

### **General Education Update**

For the 2018-19 Academic Year, the General Education Committee (GEC) established a series of deadlines for faculty to propose courses for the new General Education Program, which will launch in 2019-20. To date, the GEC has reviewed two major categories for inclusion in the program. Foundations courses include previously identified Mathematics (9) and Writing (2) courses along with courses reviewed by the GEC: Critical Thinking (4), Health Promotion (1), Communication and Language (37). Exploring Knowledge courses reviewed and approved by the General Education Committee include: Literary and Aesthetic Perspectives (34), Scientific Perspectives (25), Social, Historical and Civic Perspectives (35).

The First Year Seminars are a new element in the WOU General Education Program and will have smaller class sizes that promote student success through practice of foundational skills in the context of a compelling thematic framework. A significant part of the effort during Fall 2018 has been the 11 weekly workshops attended by 61 faculty and staff. The General Education Team has also worked closely with Academic Affairs to address the need to support team teaching in the First Year Seminars. Finally, Integrating Knowledge Proposals will be submitted by February 12, 2019.

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### **Willamette Promise**

WOU's accelerated learning program, offered through Willamette Promise, was approved by HECC's Oversight Committee for High School Based College Credit Partnerships through 2024. The approval of our Assessment-Based Learning program was unconditional; the peer reviewers found that WOU met expectations in three areas and exceeded expectations in the other three areas.

WOU has reached out to Oregon's public colleges and universities to request information about how other institutions plan to accept the Assessment-Based Learning credits. With this information, we can provide students with accurate information about how their WOU credits will transfer to other Oregon public institutions. WOU has developed a three-year agreement with the Willamette Education Service District to continue our partnership to offer accelerated learning opportunities in almost 60 school districts from Eugene to the Portland-metro area. In 2018-19, WOU received \$612k in Student Success and Completion Model (SSCM) funding for our work in accelerated learning; state revenues fully cover the programs costs.

In November 2018, Education Northwest released a report on all Regional Promise grant recipients from 2015-17. The report was requested by the Oregon Department of Education. WOU/Willamette Promise accounted for almost 50% of all accelerated learning credits awarded by Regional Promise programs during that period. Additionally, Education Northwest found that Regional Promise projects had collectively moved the needle on expanding access to accelerated learning in Oregon: Promise sites served higher proportions of students of color, economically disadvantaged students and rural students than did traditional dual credit, Advanced Placement or International Baccalaureate.

In addition, in analyses that matched students in Regional Promise classrooms with those not in Regional Promise classrooms, Ed Northwest found that students in Regional Promise classrooms were more likely to graduate from high school. This finding held across a variety of groups: rural students, Hispanic students, economically disadvantaged students, students who had IEPs, even students who had been suspended in middle school. When findings are disaggregated by program, it is clear that Willamette Promise – the only program studied that identified as “Assessment-Based Learning” – has been a major driver of making access to accelerated learning more equitable in Oregon.

### **Retention Efforts**

Niki Weight, Director of Student Success and Advising, and her team have sent registration nudge emails at the end of November to 685 students who were not registered and who had not applied for graduation fall term. This number was about 15% of the total students enrolled fall term (4458).

As of December 7th, 177 of those 685 students had registered, or about 27%. Overall that means that over 90% of the students who were enrolled fall term are enrolled for winter term. While other factors may have contributed to the increase in registration, these efforts to help students stay connected and enrolled will have positive effects on retention and graduation in years to come.

## **5. Vice President and General Counsel**

### **2019 Legislative Assembly**

There is a separate docket item and PowerPoint presentation on the preparations for the 2019 Legislative Assembly in the materials for the January 2019 WOU Board meeting. Preparations and planning for the 2019 Legislative session took substantial effort and time from my last report to present time. The session opens on January 22, 2019.

### **Policy Council**

After introducing the Policy Council in 2015 after independence and the dissolution of the Oregon University System, the University has fashioned various process permutations to shepherd policy development for the University. Starting this calendar year, the University, in addition to the Policy Council with stakeholder representation, will create a smaller group to tackle the drafting of policies before they work their way to the quarterly meeting of the entire Policy Council. The Office of the General Counsel will meet with the responsible officers to sketch out important policy topics and revisions each quarter and will work with the smaller group to shepherd policy drafts in anticipation of the quarterly meeting. To date, using quarterly meetings of the entire Policy Council as the touchstone to complete policy drafts or amendments has been less-than-effective.

### **Privileged Organizational Review of The Research Institute**

The University, under the supervision of the Vice President and General Counsel, retained Baker Tilly, a national accounting firm with expertise in university research activities, to conduct a privileged review of the University's Research Institute (TRI). With key vacancies and organizational matters facing TRI, the University believed it prudent to consult outside expertise. Baker Tilly is finalizing its privileged report and that work product, as appropriate, will be used to organize stakeholder discussions and other consultations about any future organizational structure governing sponsored activity on campus.

### **PURMIT**

The Public University Risk Management and Insurance Trust (PURMIT), which manages the university insurance and risk management portfolio, continues to meet

and prepare for insurance policy renewals. The next PURMIT meeting is February 5, 2019. The Risk Council (representing PURMIT members) and PURMIT, with assistance from the third-party administrator (Berkeley Risk), are finalizing implementation of a risk management information system (RMIS) that will help immensely with the management of insurance claims, ranging from property damage litigation.

### **Procurement**

With budget decentralization and reorganization last spring and summer, substantial portions of the University's procurement processes moved to the Office of the General Counsel. The Office is working on not only managing the day-to-day needs of university contracting, but substantial revision of the University's procurement code and processes, as well as general templates that could be used to streamline the contracting process. Both the VPGC and Deputy General Counsel will be consulting with the University of Oregon and Oregon State University on the scope of their procurement offices and, specifically, changes each University made after independence to determine the appropriateness of those changes for the University.

### **VPGC Retreat**

The VPGC, in addition to all direct reports (Deputy General Counsel, AVP Human Resources, AVP Public Affairs/Strategic Initiatives, Institutional Research Director), met in retreat earlier in the fall. The retreat's focus was how the various units could contribute to the achievement of the Strategic Plan.

### **Title IX**

In November, the US Department of Education issued long-awaited regulations governing Title IX sexual misconduct complaints. After rescinding Obama-era guidance, the higher education community has awaited these draft regulations for some time. The draft regulations propose fundamental changes to Title IX complaints, including the imposition of trial-like procedures and a far more narrow definition of sexual misconduct that would constitute a Title IX violation. Several University representatives, including the VPGC and Title IX Coordinator, participated in briefings by the National Association of College and University Attorneys (NACUA) to understand the scope of the changes. The University is assisting in an effort to offer joint comments to the U.S. Department of Education.

### **WOUFT Joint Labor-Management Committee**

The VPGC, as well as the Deputy General Counsel, AVP Human Resources, and the Provost and Vice President for Academic Affairs, represent the University on the Joint Labor-Management Committee (JLMC). The JLMC was created over a year ago to tackle WOU-WOUFT issues between bargaining sessions and has slated several topics—including the identification of a peer group for compensation comparisons—for the year.

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#### **Office of the President**

### **HECC Tuition Criteria**

Under state law, the Oregon Higher Education Coordinating Commission (HECC) must approve any increase to resident, undergraduate tuition that exceeds five percent. Amid the 2017 Legislative session, it was unclear if the universities—collectively—would receive adequate funding from the state and most planned scenarios where tuition increases would exceed five percent. The HECC had never discharged its statutory duty to approve these increases previously and the process was ad hoc and less-than-satisfactory. In an effort to ensure that criteria was in place prior to the 2019 Legislative Assembly so universities could plan for the possibility of tuition increases greater than five percent, the HECC convened a workgroup with HECC commissioners (Commissioner Dr. Larry Roper chaired the group), HECC staff, university representatives, and student representatives to fashion a set of criteria that would govern HECC’s consideration of tuition requests. The group was very productive and collaborative and came to a recommendation that was submitted to and approved by the full HECC in December. HECC materials on the tuition criteria may be viewed here:

<https://www.oregon.gov/highered/about/Documents/Commission/COMMISSION/2018/13%20December%202018/12.1%20AI%20Tuition%20Increase%20Staff%20Summary%20updated%20no%20watermark.pdf>

<https://www.oregon.gov/highered/about/Documents/Commission/COMMISSION/2018/13%20December%202018/12.1a%20AI%20Tuition%20Increase%20Criteria%20updated%2012-11-18.pdf>

<https://www.oregon.gov/highered/about/Documents/Commission/COMMISSION/2018/13%20December%202018/12.1b%20AI%20Tuition%20Increase%20Process%20Considerations.pdf>

### **Litigation**

The Office of the General Counsel continues to monitor and manage threatened and actual litigation facing the University. As a part of the June/July 2019 meeting, it is likely that the VPGC will present a litigation report to the Board in executive session.

## **6. Finance and Administration**

Finance and Accounting: Completed FY18 Financial Statements audit and Single audit. Received unmodified opinion

Budget and Planning: FY20 budget is under development. UBAC is reviewing new proposals, TFAC is discussing tuition and fees recommendations

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Treasury: Banking Services are being insourced

Technology Solutions: UTAC has been formed and charged with creating the University Technology Plan; ERP was migrated to Banner 9; the department was reorganized to formally assigned cybersecurity duties

Facilities Services: Master Plan is approved by the City of Monmouth Planning Commission; RWECC solar project is completed; Child Development Center construction is completed; CLT testing in RWECC was completed successfully and confirmed no issues with the cross-laminated timber panels.

Public Safety: Completed a successful meningococcal exercise with partner agencies; conducted self-defense training.

## 7. Student Affairs

### **Admissions and Enrollment**

Applications for fall, 2019 are down from this time a year ago. This trend seems to be consistent state-wide among the 4-year public universities. The number of admitted students is also lower in a large part to fewer applications. Looking at admission data from two and three years ago, both the number of applications and admitted students are ahead of those numbers.

The week of December 17, Financial Aid sent out award letters to all admitted students who had their FAFSA sent to WOU. Financial Aid for the first time also provided what students might expect from WOU with respect to aid. Our hope is to get this information sooner to students so they make the decision to attend WOU.

Admissions will follow-up with admitted students who haven't completed or sent their FAFSA to WOU and will also follow-up with students who have sent their FAFSA to WOU but have not applied for admission.

Our recruiting trip to Guam and Saipan was delayed due to a super typhoon hitting Saipan. The island incurred extensive damage. We hope to travel to these islands later winter term depending on how the rebuilding process goes.

### **New Director Staff**

Beth Scroggins has been hired as the Director of the Student Health and Counseling Center. She replaces Jaime Silva who retired in June. Beth has been serving as a mental health counselor at WOU. She has an extensive background in mental health counseling and was selected from a national search.

Colin Haines has been hired as the Director of the Veterans Resource Center. Colin is currently in the master's program in information technology at WOU and has worked at various county veteran programs. Colin was also hired from a national search.

### **Welcome Center**

We have had two meetings regarding the repurposing of the Oregon Military Academy building. We are renovating this building to become our campus Welcome Center with the offices of Admissions, Financial Aid, Alumni, and Conference Services being located in the building. The Food Pantry is currently located in this building and will continue to reside in its current location.

## **8. Presidential Outreach**

- October 19 – Alumni homecoming dinner
- October 20 – Alumni event to finalize Jack Morton Scholarship
- October 27 – Fall Preview Day
- October 27-31 – NWCCU site visit, chair
- November 12 – Veteran's Day Breakfast
- November 16 – Inter-institutional Faculty Senate welcome
- November 24 – Making Spirits Bright Community Event
- November 28 – Oregon Council of Presidents meeting with Governor Brown on budget
- November 28 – Salem Downtown Rotary – WOU Presentation
- November 30 – Holiday Tree lighting
- December 1 – Holiday reception at President's home
- December 3 – Oregon Leadership Summit, panelist on PERS
- December 5 – Campus Holiday Reception
- December 5 – Monmouth Planning Commission meeting on Campus Master Plan
- December 7 – Open house, WOU:Salem
- December 12 – Oregon Council of Presidents and Legislative Days
- January 9 – Hosted SEDCOR luncheon and promoted WOU:Salem
- January 10 – NWCCU Commission meeting, Seattle
- January 14 – Monmouth economic development meeting

## 9. Advancement, Alumni and MarCom

### Advancement

#### Gifts through Dec. 31

Total cash and stock gifts into the WOU Foundation as of Dec. 31 are approximately \$1.3 million. This is in line with last year's year-to-date giving and includes the \$500,000 final payment of Dr. Richard Woodcock's pledge of \$1 million for STEM-related scholarships. This year's total also includes a gift from the estate of Lynda Hendricks and many of our traditional donors' gifts for scholarships. A new endowment to fund an award for Honors Program students in their final year was established this fall. More than \$80,000 has been generated for the Annual Fund, and giving to the General Scholarship Fund has increased significantly compared to this time last year.

#### Two new Development Officers hired

Jeremy Doucette-Hardy and Kristen Winter joined to the Development team. Jeremy comes to us from the foundation at George Fox University. Kristen recently moved to Oregon from Colorado and brings non-profit and fundraising experience from a variety of environment-related charities. These two new members of the team are charged with generating revenue by building strong and loyal relationships with current donors, alumni and friends.

#### Strategic Communications & Marketing (MarCom) efforts

- The fall edition of Western Edge included a new look and was mailed to more than 30,000 households.
- Core Admissions materials (viewbook and travel piece) were redesigned; versions in Spanish are available.
- The Print Shop upgraded equipment this fall, allowing faster and improved service.
- WOU's flagship Facebook account reached the milestone of 9,000 followers this fall.
- Web pages in Spanish for family members of perspective students as well as first-generation-focused pages are being developed.
- Hired a member of the student social media team to focus on peer-to-peer videos.
- Participated in the nation-wide First Generation College Student Day on social media reaching more than 5,000 across social media audiences with nearly 800 interactions.
- Executed and developed communication plan to reach students for mock-outbreak multi-agency emergency planning drill (resulted in 1,000 plus vaccinations).
- The team continues to provide services and outreach including: social media, earned media, writing/editing, graphic design, web updates and more.

#### Office of the President

### **Campaign readiness research kicked off**

Shelly Parini with Parini Connects, LLC, the consultant hired by the WOU Foundation Board, has begun her work on our campaign readiness research and planning. With the support of student workers and Foundation staff, three one-on-one interviews and two focus groups have been conducted so far. A total of 20 interviews and six focus groups will be completed by March.

### **Annual giving year-end efforts and Giving Day**

Outreach at year-end included a holiday card that received rave reviews. Emily Swart worked with the new WOU choral director to create an end-of-year email campaign that resulted in 180 clicks (up from 10 in 2017) and nearly double the open rate compared to the 2017 outreach. The annual giving theme this year is “Grow WOU” and will be heavily featured in WOU Giving Day efforts. Please mark your calendars for Tuesday, March 5.

### **Alumni activities continue**

- Homecoming & Reunion Weekend (Oct. 19-20) was a success, with 75 guests from various eras. The oldest class represented was 1955, and the youngest class represented was 2017.
- Senior Kick-Off (Nov. 13) had the largest crowd in 5 years with 175 students.
- Alumni Day (Nov. 30) launched a new format developed by a subcommittee to invite alums back to campus to “pick-your-own-adventure.” That activity was followed by a reception at The Cottage and the annual Holiday Tree Lighting.
- A partnership with Columbia Sportswear helped us kick off the new year with updated contact information from 50-plus alumni.
- Future events include: Alumni Rally Night at Wolves Basketball (Jan. 19); Legacy Reception at Family Weekend (Feb. 9); and monthly after-hours events in various locations ([wou.edu/alumni](http://wou.edu/alumni)).

## **10. Athletics: NCAA II**

**Staff Changes:** Hired two head coaches: Kacey Bingham – Women’s Soccer and Stacy Metro – Women’s Volleyball.

### **Student Success: Fall Quarter 2018**

President Fuller met with SAAC (Student Athlete Advisory Committee) to discuss student-athlete well-being. Going forward, President Fuller will meet with SAAC each quarter to provide opportunity for feedback and improvement with respect to “life in the balance” for WOU’s student athletes.

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## Fall sports round-up:

Cross Country

2 – All GNAC

2 – All Region

2 – NCAA DII National Qualifiers

15 Academic All GNAC

NCAA DII Elite 90 Recipient – Tyler Jones (**Very Prestigious Award**)Football

All Super Region – Bo Highburger

13 - All GNAC (5-1<sup>st</sup> team; 5-2<sup>nd</sup> team; 3 honorable mention)

8 - Academic All GNAC

CoSIDA Academic All-District – Caleb Tingstad

Soccer3 – All GNAC (1-2<sup>nd</sup> team; 2 honorable mention)

12 - Academic All GNAC

Volleyball

2 – All GNAC (2 honorable mention)

6 – Academic All GNAC

**Academic Excellence: Fall Quarter 2018**

Baseball Team GPA: 3.19

M-Basketball Team GPA: 2.53

M-Cross Country GPA: 3.36

Football Team GPA: 2.38

M-Track &amp; Field Team GPA: 3.21

**Men's Teams GPA: 2.93**

W-Basketball Team GPA: 3.29

W-Cross Country GPA: 3.46

Soccer Team GPA: 3.41

Softball Team GPA: 3.27

W-Track &amp; Field Team GPA: 3.35

Volleyball Team GPA: 3.24

**Women's Teams GPA: 3.33****Combined GPA: 3.13****Office of the President**

Established a goal for 2019-20 to have Western designated as one of the Division II Presidents' Award for Academic Excellence winners. This designation is to Division II member schools earning an Academic Success Rate of 90 percent or higher.

**Community Engagement: Fall Quarter 2018**

- Helped raise money and collect supplies for Abby's House and their new S.A.F.E exams.
- Staffed the art and crafts station at the annual WOU Tree Lighting
- Establish a group to help plan and run interactive events/ games both before home events and during
- Completed a Student Athlete Advisory Committee Toy Drive
- Collected both funds and toy donations for Darian's Gift who help support local families with children in treatment for childhood cancer so that they too could have a happy holidays

**Sustainability and Stewardship: Fall Quarter 2018**

- As of 12/11/18 Wolves Club has raised \$45,821; closing in on the most ever raised in one year \$56,616 raised in 2011-12
- In discussions with "The Independence" (new hotel in Independence) to become official GNAC and WOU Athletics Hotel
- Athletic Auction will be held on campus in NPE first time in the 33 year history of the event on June 1, 2019
- Continuing to solicit and secure gifts for the Drive for 325 and Athletic Alumni Challenge
- Football season ticket sales increased by 13.8% compared to Fall 2017

**ASAC, Proposal for a new degree program: Doctor of Physical Therapy**  
**(Full detail in Appendix A)**

We are proposing a Doctor in Physical Therapy (DPT) program at WOU. There is a significant demand for DPT training in Oregon, as evidenced by the fact that there currently are no public universities offering this degree in Oregon and each year there are at least 12 times as many qualified applicants as there are spots in DPT programs in Oregon.

***The Need***

Currently Oregon has two Commission on Accreditation in Physical Therapy Education (CAPTE) accredited DPT programs (George Fox University and Pacific University). Both programs admit new cohorts of 50 students each year into their three-year DPT programs. George Fox is a newer program that has admitted students into their program for four years. Pacific University's program is well established and received 1,145 applications for its most recent entering cohort. This demonstrates a very high need within Oregon.

In 2016, WOU contracted with STAMATS to do a market analysis and identify high need and high growth areas for graduate programming. The report concluded that "DPT is a high demand program, and has experienced growth in the number of degrees (and also degree providers) over the past several years—increasing from about 8,000 degrees in 2010 to well over 10,000 degrees in 2014. This program area has experienced an average annual growth rate of about 6%, with an annual increase of about 521 new degrees per year. Nearly three-quarters of all programs experienced positive growth trends."

***The Proposed Program***

To address this unmet need in Oregon, WOU is proposing a DPT program, which would be a three-year professional doctorate degree that will prepare students for careers as physical therapists and faculty in physical therapy programs. The program will meet all national accreditation requirements as prescribed by the CAPTE. The forty-two learning outcomes required of all CAPTE accredited programs will be delivered by forty-two

courses and numerous supervised clinical experiences. The courses will be delivered on the Monmouth campus and clinical placements will occur at hospitals, clinical therapy offices, and other clinical settings where licensed physical therapists provide patient care. The primary clinical sites will be in the mid and lower Willamette Valley and Oregon coast.

### ***Review Process***

The proposed degree program received Faculty Senate Approval on January 8<sup>th</sup>, 2019 and the proposal is supported by the Interim Provost and Vice President for Academic Affairs. The WOU Academic and Student Affairs Committee met on December 5, 2018 to review the proposal and voted to forward the proposal to the WOU Board of Trustees. Upon approval by the WOU Board of Trustees the proposal would be forwarded to the Statewide Provost Council, HECC and NWCCU for further review.

### ***Committee Recommendation***

The WOU Academic and Student Affairs Committee recommends that the Western Oregon University Board of Trustees approve the introduction of a new Doctor of Physical Therapy degree.

## **ASAC, Proposal for a new degree program: BA in Interpreting Studies: Theory**

### **(Full detail in Appendix A)**

We propose to phase out the current BA in Interpreting Studies curriculum, and replace it with the BA in Interpreting Studies: Theory (BAIST) curriculum described here. The BAIST curriculum will be the 4-year, undergraduate part of a 4+1 Master's degree program in Interpreting Studies (which was approved in 2011).

The need: Interpreting Studies faculty have identified a preparation gap between graduation from an interpreter education program and readiness-to-work/certification. This gap results in some graduates being ineligible to work as certified interpreters in Oregon or in other states. Few, if any, interpreter education programs presently produce graduates with the professional skills necessary to provide adequate educational interpreting services to students who are deaf and hard of hearing (Smietanski, 2016; Smith & Maroney, 2017; Smith, 2010). The lack of professional skills, such as reflective practice, can be ameliorated by providing more balance in the undergraduate curriculum between technical versus adaptive skills, as the proposed curriculum does. In this way, we prepare students to successfully enter and complete a Master's degree in Interpreting Studies with the skills needed to be nationally certified as an interpreter and provide quality services to consumers in the community.

The proposed program: To address this gap, WOU's new BA in Interpreting Studies: Theory program provides a foundation in two focus areas – language studies and interpreting studies – that will prepare graduates for entry to a 45-credit MA degree program with an emphasis on observation, practice, supervision, and reflective practice. In total, the BA plus MA program duration will be five years and result in the award of an MAIS: Theory & Practice. Upon completion of the 4+1 degree, students will have a strong foundation from which to seek certification and provide effective and adaptive interpreting services. The present proposal establishes the BA portion of the 4+1 degree. It will, over time, replace the current BA in Interpreting Studies curriculum.

The new program's design differs from the program being replaced in that it engages interpreting faculty throughout the student's education, including as they complete foundational coursework including prerequisite language studies. The curriculum positions faculty to better support students at all levels as they make connections between program specific coursework and their professional goals. In addition, because native English speakers and those who are native/primary users of ASL have different needs, the program has developed distinct advising guides for each group to allow them to be equally equipped upon entry into interpreter coursework at the senior level.

The BA in Interpreting Studies: Theory is comprised of 42 credits of ASL and 58 credits of Interpreting Studies, 15 of which will be graduate-level courses taken in the senior year. Students also complete WOU's general education requirements and free electives.

The proposed degree program received Faculty Senate Approval on March 13, 2018 and the proposal is supported by the dean and provost. The WOU Academic and Student Affairs Committee met on December 5, 2018 to review the proposal and voted to forward

the proposal to the WOU Board of Trustees. Upon approval by the WOU Board of Trustees the proposal will be forwarded to the Public Universities Provost Council, HECC and NWCCU for further review.

COMMITTEE RECOMMENDATION:

The WOU Academic and Student Affairs Committee recommends that the Western Oregon University Board of Trustees approve the introduction of a new BA degree in Interpreting Studies: Theory as included in the docket materials.

Draft

## Addendum to the Board Statement on the Investment of Quasi-Endowment Funds

### 1.0 Purpose of the addendum

This is addendum to the Board Statement on the Investment of Quasi-Endowment Funds (the Fund) adopted by the Board of Trustees (The Board) on October 17, 2018. On October 17, 2018, the Board has selected the Oregon State Treasury (OST) to serve as the Fund Investment Managers. OST is governed by the Oregon Investment Council (OIC) that has a prerogative of approving Western Oregon University Endowment Fund Guidelines for the OST. The purpose of this addendum is to establish investment benchmarks and to define investment restrictions in line with the OIC established guidelines.

### 2.0 Investment Restrictions

- a. Cash: Cash will be invested into the Oregon Short Term Fund
- b. Fixed Income: This component of the Fund shall adhere to the following criteria:
  1. Limit fixed income portfolio risk, as measured by tracking error, to an annualized target of 1.5 percent relative to the established fixed income benchmark;
  2. Average credit quality should not be lower than one grade below the approved fixed income benchmark index;
  3. The fixed income allocation should be sufficiently diversified;
  4. Below investment grade bonds shall not exceed 20 percent of the bond portfolio; and
  5. Non-US dollar bonds shall not exceed 20 percent of the bond portfolio.
- c. Equities: This component of the Fund shall adhere to the following criteria:
  1. Permitted Holdings: Publicly traded domestic, international and emerging market common stock, and other equity financial instruments.
  2. Diversification: Not more than five percent of the market value of any investment fund will be invested in any single issuer or security, unless part of an index fund.
- d. Alternatives: This component of the Fund should adhere to the following criteria:
  1. Alternative investments include private market investments, commodities, derivatives, and other non-traditional asset classes as defined by OST staff.

### 3.0 Asset Allocation and Benchmarks

Asset Class	Min-Max	Target	Benchmark
Emerging Market Equity	0-10%	5%	
International Equity (Developed)	5-25%	20%	
US Equity	25-65%	30%	
Total Equity	30-100%	55%	MSCI ACWI IMI
Fixed Income	15-60%	40%	Barclays US Aggregate
Cash & Equivalents	0-25%	5%	91 Day T-Bill
Alternatives	0%	0%	

## Finance & Administration Committee (FAC), November 30, 2018 Management Report

### I. FY18 Year-End Adjustments:

During the preparation of the year-end financial statements, it was determined that the University's allowance for doubtful accounts needed to be adjusted. A 10-year accounts and loans receivable analysis was completed which calculated the percentage of total receivables collected by year and by aging group (less than 1 year, 1-2 years, 2-3 years, 4-5 years, and greater than 5 years). The corresponding reduction in bad debt expense was \$1.87 million. This resulted in a one-time increase in fund balance of \$1.87 million, ending fund balance for FY18 is \$15.638 million (22.17% of revenues).

### II. FY19 Proposed Adjusted Budget:

#### Revenues:

The FY19 BOT adopted budget was based on the assumption of a 1% increase in resident undergraduate enrollment. Actual enrollment as of October 22, 2018 (fall term census date) decreased by 3.3% overall. The proposed adjusted FY19 budget is adjusted for the resulting revenue shortfall in tuition. The total gross tuition and fees revenue difference between FY19 BOT approved budget and FY19 proposed adjusted budget is a decrease of \$1.843 million. The FY19 BOT adopted budget allocated \$5.67 million in institutional fee remissions. FY19 proposed adjusted budget reduces fee remissions by \$1 million to \$4.67 million. This reduction is based on the actual remissions awarded to date and the projected amount for the end of the year. Adjustments to gross tuition revenues and tuition remissions resulted in proposed adjusted net tuition and fees of \$41.027 million.

FY19 proposed adjusted budget includes an additional \$341k of government resources & allocations. This increase reflects the actual HECC allocation.

The difference between the FY19 BOT adopted budget and the FY19 proposed adjustment budget revenues is a decrease of \$502k, from \$71.353 million to \$70.851 million.

#### Expenses:

There is no variance in the total expense amount between FY19 BOT adopted budget and the FY19 proposed adjusted budget. Total expense is \$72.279 million. Several reallocations have been made across expense accounts. This includes the following:

1. As a result of bargaining, \$70k has been added to the faculty development pool which shows as an increase to services and supplies;



2. Additionally in the services and supplies category, \$75k has been budgeted for outside legal counsel;
3. The increase in transfer out is reflective of the increase in athletics' salaries.

Net Revenues less Expenses and Fund Balance:

Proposed revenue adjustments resulted in a decrease of \$502k in net revenues less expenses from FY19 BOT adopted budget (\$926k) to FY19 proposed adjusted budget (\$1.428 million). Correspondingly, the fund balance decreased from \$14.712 million (FY19 BOT adopted budget) to \$14.209 million (FY19 proposed adjusted budget).

COMMITTEE RECOMMENDATION:

The Finance and Administration Committee recommends that the Board accept the FY19 Proposed Adjusted Budget.

III. Period 5 Actual to Actual and Percent Variance Education & General Fund:

This report provides five months of actual revenue and expense activity (as of November 30, 2018) as compared to the same period in prior fiscal year.

Revenues:

Student fees & tuition (net of remissions) are \$293k less than the prior year due to the 3.3% overall decrease in enrollment. The FY19 BOT adopted budget was based on a 1% increase in resident undergraduate enrollment. Government resources & allocations have increased by \$502k from prior year based on actual HECC allocation. Gift, grants, and contracts as well as other revenue are both higher than the prior period primarily due to timing differences.

Expenses:

Personnel expenses include the FY19 portion of a two year retirement window program payment; the second payment will be made in FY20. Personnel expenses also increased from prior year due to the increases in salary rates. Total increase in personnel expenses is \$1.936 million. Services and supplies expenses have also increased 29% from prior period.

Net Revenues less Expenses:

Net revenues less expenses have decreased by \$2.073 million.

FY19 Projected Year-End for Education and General Fund:

The projected year-end methodology is a combination of actual revenues and expenses for the first five months of operations and projections for the remaining seven months of FY19. Projections for periods six through twelve are based on the actual FY18 realization/burn rates for period five, which are applied to FY19 revenues and expenses.

Revenues:

Total revenues are projected to be \$70.858 million, in line with the FY19 proposed adjusted budget.

Expenses:

Total expenses are projected to be \$590k under the FY19 proposed adjusted budget due to projected salary and benefit savings from regular position turnover.

Net Revenues less Expenses and Fund Balance:

Net revenues less expenses is projected to be a loss of \$934k versus the FY19 proposed adjusted budget loss of \$1.428 million. Projected year end fund balance is \$14.703 million, or 20.75% of projected revenues.

Transfer Schedule:

A projected transfer schedule is attached to provide details for the projected transfers in and out.

COMMITTEE RECOMMENDATION:

The Finance and Administration Committee recommends that the Board accept the FY19 Projected Year-End Report and the overall Management Report as of November 30, 2018.

Western Oregon University  
 FY19 Education & General Fund Budget Summary

	FY19 BOT Adopted Budget	FY19 Proposed Adjusted Budget	Variance	Note
<b>Revenues</b>				
<b>Tuition</b>				
<b>Undergraduate</b>				
Resident UG - Non-Promise	15,099,000	14,150,457	(948,543)	
Resident UG - Promise	6,331,000	5,933,276	(397,724)	
Summer Res. UG	361,000	357,694	(3,306)	
WUE - Non-Promise	5,402,000	5,223,683	(178,317)	
WUE - Promise	2,265,000	2,190,233	(74,767)	
Non-Resident UG	4,843,000	3,813,263	(1,029,737)	Decrease in international students
Summer NR UG	300,000	433,815	133,815	
<b>Total Undergraduate</b>	<b>34,601,000</b>	<b>32,102,421</b>	<b>(2,498,579)</b>	
<b>Graduate</b>				
Grad Resident	1,168,000	1,090,366	(77,634)	
Summer Res. Grad	134,000	165,225	31,225	
Grad Non-Resident	678,000	394,342	(283,658)	
Summer Non-Res. Grad	22,000	39,431	17,431	
<b>Total Graduate</b>	<b>2,002,000</b>	<b>1,689,364</b>	<b>(312,636)</b>	
On-Line	8,821,000	9,723,503	902,503	Includes undergraduate and graduate
Faculty/Staff	301,000	214,367	(86,633)	Tuition revenue from faculty and staff
<b>Total Gross Tuition</b>	<b>45,725,000</b>	<b>43,729,655</b>	<b>(1,995,345)</b>	Revision due to enrollment decline
<b>Misc. Student Course and Other Fees</b>	<b>1,815,000</b>	<b>1,966,865</b>	<b>151,865</b>	
<b>Less: Fee Remissions</b>	<b>(5,670,000)</b>	<b>(4,670,000)</b>	<b>1,000,000</b>	Proposed reduction in fee remission based on actual awarded
<b>Total Net Tuition</b>	<b>41,870,000</b>	<b>41,026,520</b>	<b>(843,480)</b>	
<b>State Appropriation</b>				
State Appropriation	24,323,000	24,673,012	350,012	Adjusted based on actual HECC allocation
ETIC	298,000	292,867	(5,133)	
SELP	386,000	382,188	(3,812)	
<b>Total State Appropriation</b>	<b>25,007,000</b>	<b>25,348,067</b>	<b>341,067</b>	
<b>Other Revenues</b>				
Gift Grants and Contracts	584,000	584,000	-	
Investment/Debt/Debt Service	3,374,000	3,374,000	-	
Sales and Services Revenue	357,000	357,000	-	
Other Revenue	161,000	161,000	-	
<b>Total Other Revenues</b>	<b>4,476,000</b>	<b>4,476,000</b>	<b>-</b>	
<b>Total Revenues</b>	<b>71,353,000</b>	<b>70,850,587</b>	<b>(502,413)</b>	
<b>Expenses</b>				
Personnel	60,893,368	60,652,213	(241,155)	Increase to faculty development (\$70k), outside legal counsel (\$75k), and athletic salary raises (\$87k)
Services and Supplies	12,162,203	12,316,199	153,996	Increase to faculty development (\$70k) and outside legal counsel (\$75k)
Capital Outlay/Equipment	202,691	202,691	-	
Internal Sales/Reimburse	(4,408,711)	(4,408,711)	-	
Transfer In	(884,979)	(884,979)	-	
Transfer Out	4,314,291	4,401,449	87,159	Increase in athletic subsidy due to salary raises
<b>Total Expenses</b>	<b>72,278,863</b>	<b>72,278,863</b>	<b>-</b>	
<b>Net Revenues less Expenses</b>	<b>(925,863)</b>	<b>(1,428,275)</b>	<b>(502,412)</b>	Includes 1-time use of fund balance budgeted expenses (retirement window program and conference services subsidy)
<b>Beginning Fund Balance</b>	<b>15,637,591</b>	<b>15,637,591</b>	<b>-</b>	
<b>Ending Fund Balance</b>	<b>14,711,727</b>	<b>14,209,315</b>	<b>(502,412)</b>	
<b>Fund Balance as a Percentage of Revenues</b>	<b>20.62%</b>	<b>20.06%</b>		

Western Oregon University  
**P5 Actual to Actual Variance Education & General Fund**  
(Unaudited, non-GAAP, for management purposes only)  
(in thousands)

As of November 30, 2018  
For the Fiscal Year Ended June 30, 2019

	P5 FY18 Actuals	P5 FY19 Actuals	Variance	Note
<b>Revenues</b>				
Student Fees & Tuition (net of remissions)	16,210	15,917	(293)	Lower enrollment
Government Resources & Allocations	14,668	15,171	502	HECC higher allocation
Gift Grants and Contracts	131	339	208	Timing differences
Other Revenue	1,213	1,517	304	Timing differences
<b>Total Revenues</b>	<b>32,221</b>	<b>32,943</b>	<b>722</b>	
<b>Expenses</b>				
Personnel	18,955	20,891	1,936	Retirement window payment and rate increases
Service & Supplies	2,649	3,423	774	
Capital Expense	118	203	85	
<b>Total Expenses</b>	<b>21,722</b>	<b>24,517</b>	<b>2,795</b>	
<b>Net Revenues less Expenses</b>	<b>10,499</b>	<b>8,426</b>	<b>(2,073)</b>	

Western Oregon University  
**P5 Percent Actual Variance Analysis Education & General Fund**  
(Unaudited, non-GAAP, for management purposes only)  
(in thousands)

As of November 30, 2018  
For the Fiscal Year Ended June 30, 2019

	<b>P5 FY18 Realization/ Burn Rate %</b>	<b>P5 FY19 % of Proposed Adjusted 2019 Budget</b>	<b>Variance</b>
<b>Revenues</b>			
Student Fees & Tuition (net of remissions)	38.79%	38.80%	0.01%
Government Resources & Allocations	59.86%	59.85%	-0.01%
Gift Grants and Contracts	22.42%	58.00%	35.57%
Other Revenue	33.17%	38.97%	5.81%
<b>Total Revenues</b>	<b>45.68%</b>	<b>46.50%</b>	<b>0.81%</b>
<b>Expenses</b>			
Personnel	34.33%	34.44%	0.11%
Service & Supplies	39.27%	43.28%	4.01%
Capital Expense	44.86%	100.28%	55.42%
<b>Total Expenses</b>	<b>34.91%</b>	<b>35.65%</b>	<b>0.74%</b>

Western Oregon University  
**FY19 Projected Year-End**  
(Unaudited, non-GAAP, for management purposes only)  
(in thousands)

As of November 30, 2018  
For the Fiscal Year Ended June 30, 2019

	FY18 Year-End Actuals	FY19 Year-End Projected	FY19 Proposed Adjusted Budget	Variance FY19		Note
				Projected Year-End to Proposed Adjusted Budget		
<b>Education &amp; General Fund</b>						
Student Fees & Tuition (net of remissions)	41,788	41,034	41,027		7	
Government Resources & Allocations	24,506	25,348	25,348	-		Projection is based on amount provided by HECC.
Gift Grants and Contracts	582	584	584	-		Projected at budget. Current actual reflects timing.
Other Revenue	3,657	3,892	3,892	-		Projected at budget. Current actual reflects timing.
<b>Total Revenues</b>	<u>70,533</u>	<u>70,858</u>	<u>70,851</u>		<u>7</u>	
Personnel	55,209	59,004	60,652	1,648		Adjusted for retirement window program payment made on July 1, 2018. Projected savings due to regular labor savings.
Service & Supplies	6,746	8,715	7,907	(808)		
Capital Expense	264	453	203	(250)		Purchase of Netapp Disk Shelf to enhance LMS performance.
<b>Total Expenses</b>	<u>62,219</u>	<u>68,172</u>	<u>68,762</u>		<u>590</u>	
Interfund Transfers In	(2,985)	-	-	-		Projection is based on transfer schedule.
Interfund Transfers Out	6,984	3,620	3,516	(104)		Projection is based on transfer schedule.
<b>Total Expenses and Transfers</b>	<u>66,218</u>	<u>71,792</u>	<u>72,279</u>		<u>487</u>	
<b>Net Revenues less Expenses</b>	4,315	(934)	(1,428)		494	
<b>Additions/Deductions to Fund Balance</b>	-	-	-			
<b>Fund Balance at the Beginning of the Year</b>	<u>11,323</u>	<u>15,638</u>				
<b>Fund Balance at the End of the Year</b>	<u>15,638</u>	<u>14,703</u>				
Fund Balance as a Percentage of Revenues	22.17%	20.75%				
<b>Auxiliary Enterprises Funds</b>						
Enrollment Fees	7,293	7,148	7,021		127	
Sales and Services	14,760	14,223	14,969	(745)		
Other Revenue	1,879	1,679	1,570		108	
<b>Total Revenues</b>	<u>23,933</u>	<u>23,050</u>	<u>23,560</u>		<u>(510)</u>	
Personnel	11,071	11,442	11,505		63	
Service & Supplies & Capital Expense	12,871	13,925	13,847		(77)	
<b>Total Expenses</b>	<u>23,942</u>	<u>25,367</u>	<u>25,353</u>		<u>(15)</u>	
Interfund Transfers In	(11,547)	(3,397)	(10,627)		(7,230)	Projection is based on transfer schedule.
Interfund Transfers Out	8,516	609	8,492		7,882	Projection is based on transfer schedule.
<b>Total Expenses and Transfers</b>	<u>20,911</u>	<u>22,580</u>	<u>23,218</u>		<u>638</u>	
<b>Net Revenues less Expenses</b>	3,022	470	342		(1,851)	
<b>Additions/Deductions to Fund Balance</b>	(2,619)	(2,473)				
<b>Fund Balance at the Beginning of the Year</b>	<u>12,448</u>	<u>12,851</u>				
<b>Fund Balance at the End of the Year</b>	<u>12,851</u>	<u>10,848</u>				
Fund Balance as a Percentage of Revenues	53.70%	47.06%				

Western Oregon University  
**FY19 Projected Year-End**  
(Unaudited, non-GAAP, for management purposes only)  
(in thousands)

As of November 30, 2018  
For the Fiscal Year Ended June 30, 2019

	<b>FY18 Year-End</b>	<b>FY19 Year-End</b>	<b>FY19 Proposed</b>	<b>Variance FY19</b>	
	<b>Actuals</b>	<b>Projected</b>	<b>Adjusted Budget</b>	<b>Projected Year-End to</b>	<b>Note</b>
				<b>Proposed Adjusted Budget</b>	
<b>Designated Operations, Service Departments, Clearing Funds</b>					
Enrollment Fees	105	106	102	4	
Sales and Services	416	220	352	(131)	
Other Revenue	2,406	2,441	2,359	82	
<b>Total Revenues</b>	<b>2,927</b>	<b>2,767</b>	<b>2,812</b>	<b>(45)</b>	
Personnel	1,222	1,190	1,253	64	
Service & Supplies & Capital Expense	1,497	792	1,332	540	
<b>Total Expenses</b>	<b>2,718</b>	<b>1,982</b>	<b>2,585</b>	<b>603</b>	
Interfund Transfers In	(274)	(199)	(50)	149	Projection is based on transfer schedule.
Interfund Transfers Out	2	-	1	1	Projection is based on transfer schedule.
<b>Total Expenses and Transfers</b>	<b>2,447</b>	<b>1,783</b>	<b>2,536</b>	<b>753</b>	
<b>Net Revenues less Expenses</b>	<b>480</b>	<b>985</b>	<b>276</b>	<b>152</b>	
<b>Additions/Deductions to Fund Balance</b>	<b>(408)</b>	<b>(383)</b>			
<b>Fund Balance at the Beginning of the Year</b>	<b>2,893</b>	<b>2,965</b>			
<b>Fund Balance at the End of the Year</b>	<b>2,965</b>	<b>3,567</b>			
Fund Balance as a Percentage of Revenues	101.32%	128.90%			

Western Oregon University  
Transfers Schedule - Projected

As of November 30, 2018  
For the Fiscal Year Ended June 30, 2019

(Unaudited, non-GAAP, for management purposes only)

	E&G		Auxiliary		Des Ops - Serv Dept.	Plant fund			Total
<b>Transfers In E&amp;G</b>									
	-								
<b>Transfers Out E&amp;G</b>			(a)	(b)	(c)	(d)	(e)	(f)	
			3,107,158	87,863	150,000	57,825	117,175	100,000	3,620,021
<b>Transfers In AUX</b>	(a)	(b)				(g)			
	3,107,158	87,863				201,876	3,396,897		
<b>Transfers Out AUX</b>					(h)	(i)	(j)		
					48,920	50,737	509,790	609,447	
<b>Transfers In DO, SD</b>	(c)			(h)					
	150,000			48,920	198,920				
<b>Transfers Out DO, SD</b>									
	-								

Type	Description
(a) Budgeted	Athletic operations support
(b) Budgeted	Conference Services program staff support
(c) Budgeted	Child Development Center support
(d) Actual	Transfer out of funds to Small-Scale Energy Loan Program debt service fund for payment
(e) Budgeted	Remaining budgeted transfer out of funds to Small-Scale Energy Loan Program debt service fund for payment
(f) Actual	Transfer out of additional funds to support Child Development Center remodel
(g) Actual	Transfer in from building & equipment replacement reserves for Housing and the Werner University Center
(h) Budgeted	Vending income sponsored scholarships
(i) Actual	Transfer out of Housing to equipment replacement reserve
(j) Budgeted	Fund building & equipment replacement reserves for Housing, Dining, Parking, Health & Wellness Center, and the Werner University Center



Board of Trustees Committee & Prep Meeting Schedule						
Quarterly Meeting Schedule	Prep Meeting w/ Chairs & VPs (1:00-2:00pm PCR)	Cabinet Reports to President By	Committees Meet Before	Docket Materials Submitted By 5:00pm	Docket to Board	Scheduled Board Meetings
2018-19						
July Year-End Review/Budget	06/28/18	07/05/18	07/06/18	07/09/18	07/11/18	07/18/18
October Enrollment	09/17/18	10/05/18	10/05/18	10/08/18	10/10/18	10/17/18
January Affordability & Access	12/17/18	01/03/19	01/04/19	01/07/19	01/09/19	01/16/19
April Academic Programs	03/18/19	04/04/19	04/05/19	04/08/19	04/10/19	04/17/19
June Year-End Review/Budget	5/28/19 Tuesday after Memorial Day	05/31/19	05/31/19	06/05/19	06/07/19	Friday June 14 NOTE: Graduation 6/15/19
Fall Retreat/State of the University (~Sept 15)						
2019-20						
November Enrollment	10/28/19	11/07/19	11/08/19	11/11/19	11/13/19	11/20/19
February Affordability & Access	01/27/20	02/06/20	02/07/20	02/10/20	02/12/20	02/19/20
April Academic Programs	03/30/20	04/02/20	04/03/20	04/06/20	04/08/20	04/15/20
June Year-End Review/Budget	5/26/20 Tuesday after Memorial Day	05/29/20	05/29/20	06/03/20	06/05/20	Friday June 12 NOTE: Graduation 6/13/20
Fall Retreat/State of the University (~Sept 15)						

## Freshman Remissions

Family Contribution	Pell Range	Federal and State Aid	Remission
0-1000	6095-5145	\$12,600	\$4,000
1001-3000	5045-3045	\$11,700	\$4,000
3100-4000	2945-2145	\$11,700	\$4,000
4001-5500	2045-652	\$5,500	Plus (OR Res) or \$4,000
5501-10000	0	\$5,500	\$2,500
10001-15000	0	\$5,500	\$2,000
15001-20000	0	\$5,500	\$1,500
20001-25000	0	\$5,500	\$1,000
25001-30000	0	\$5,500	\$1,000
30001-50000	0	\$5,500	\$1,000
50001-75000	0	\$5,500	\$1,000
above 75000	0	\$5,500	\$1,000

## Transfer Remissions

Family Contribution	Pell Range	Federal and State Aid	Remission
0-1000	6095-5145	\$11,700	\$3,000
1001-3000	5045-3045	\$11,700	\$3,000
3100-4000	2945-2145	\$11,700	\$3,000
4001-5500	2045-652	\$7,500	\$5,000
5501-10000	0	\$7,500	\$2,500
10001-15000	0	\$7,500	\$2,000
15001-20000	0	\$7,500	\$1,500
20001-25000	0	\$7,500	\$1,000
25001-30000	0	\$7,500	\$1,000
30001-50000	0	\$7,500	\$1,000
50001-75000	0	\$7,500	\$1,000
above 75000	0	\$7,500	\$1,000

