



**REGULAR MEETING OF THE WOU BOARD OF TRUSTEES
MEETING NO. 27 – APRIL 17, 2019
12:00 PM – 6:00 PM**

WERNER UNIVERSITY CENTER, COLUMBIA ROOM

AGENDA

wou.edu/livestream

- I. **CALL-TO-MEETING/ROLL CALL**
- II. **CHAIR’S WELCOME**
- III. **LUNCH/SHOWCASE:** Tuition and Fee Advisory Committee
- IV. **CONSENT AGENDA** (January 16, 2019 meeting minutes - **Page 1**)
- V. **PUBLIC COMMENT**
- VI. **SHARED GOVERNANCE REPORTS**
 - 1) Faculty Senate
 - 2) [Staff Senate](#) (**Page 11**)
 - 3) ASWOU
- VII. **PRESIDENT’S REPORT** (**Page 12**) *[\(Cabinet Full Reports in Appendix B\)](#)*
- VIII. **BREAK**
- IX. **FINANCE & ADMINISTRATION COMMITTEE (FAC)**
 - 1) Committee Chair Report
 - 2) Committee Recommendations for Board Action/Discussion
 - a) [Management Report \(as of February 28, 2019\)](#) (**Page 24**)
 - b) Capital Projects
 - i. [Natural Science Building Transfer of Operating Funds](#) (**Page 31**)
 - ii. [Information Technology Center Renovation Budget Approval](#) (**Page 32**)
[\(Presentation to FAC in Appendix A\)](#)



c) Tuition & Fees

- i. [2019-2020 Tuition Rate](#) (Page 33)
- ii. [2019-2020 Tuition and Fee Book](#) (Page 34)
(Note: See page 5 for [Recommended tuition rate increases.](#))

X. EXECUTIVE GOVERNANCE & TRUSTEESHIP COMMITTEE (EGTC)

- 1) Committee Chair Report
- 2) Committee Recommendations for Board Action/Discussion
 - a) Legislative Update

XI. BREAK

XII. ACADEMIC & STUDENT AFFAIRS COMMITTEE (ASAC)

- 1) Committee Chair Report
- 2) Committee Recommendations for Board Action/Discussion
 - a) Proposals for new undergraduate certificates:
 - i. [Bilingual/English for Speakers of Other Languages \(ESOL\)](#) (Page 35)
[\(Full Proposal in Appendix A\)](#)
 - ii. [Early Childhood Education](#) (Page 36) [\(Full Proposal in Appendix A\)](#)
 - b) Proposals for new minors:
 - i. [Early Childhood](#) (Page 37) [\(Full Proposal in Appendix A\)](#)
 - ii. [English Studies](#) (Page 38) [\(Full Proposal in Appendix A\)](#)
 - iii. [English for Speakers of Other Languages \(ESOL\) and Bilingual Education](#) (Page 39) [\(Full Proposal in Appendix A\)](#)

XIII. APRIL DISCUSSION THEME: Hispanic Serving Institution (HSI) Presentation
President Rex Fuller, Dr. Kathy Espino-Perez, David McDonald [\(Appendix A\)](#)

XIV. FINAL ANNOUNCEMENTS

XV. ADJOURNMENT



**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**

DRAFT MINUTES

I. CALL-TO-MEETING/ROLL CALL

Chair Betty Komp called the Board meeting to order at 12:05 PM asked Secretary Ryan Hagemann to take roll. The following trustees were present:

Jaime Arredondo
Jim Baumgartner
Zoe Chan-Tuyub
Gayle Evans
Rex Fuller
Gavin Keulks (departed 1:49 PM; returned to meeting 3:46 PM)
Betty Komp
Cec Koontz
Malissa Larson
Jenny Mladenovic

The following trustees were absent

Zellee Allen
Lydia Muniz
Lane Shetterly

II. CHAIR'S WELCOME

Komp welcomed the audience and the Board to the regular January meeting.

III. LUNCH/SHOWCASE: PERS Reform Presentation - *Tim Nesbitt, Consultant*

Komp recognized Tim Nesbitt for the PERS Reform showcase presentation. Nesbitt presented the materials included in the Board docket and answered questions from the Board.

IV. CONSENT AGENDA (October 17, 2018 meeting minutes)

Komp called for a motion to approve the consent agenda, consisting of the Board minutes for the October 17, 2018 meeting. Koontz moved approval and Arredondo seconded the motion. The following trustees voted for approval:

Jaime Arredondo



Jim Baumgartner
Zoe Chan-Tuyub
Gayle Evans
Gavin Keulks
Betty Komp
Cec Koontz
Malissa Larson
Jenny Mladenovic

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 public comment.

VI. SHARED GOVERNANCE REPORTS

1) Faculty Senate

Komp recognized Dr. Adele Schpiege, Faculty Senate President, for a brief Faculty Senate report. Dr. Schpiege updated the Board on change in Senate leadership, curriculum innovations and course proposals, and new professional learning communities (PLCs), including integrative learning, diversity and global learning, graduate studies, and online teaching.

2) Staff Senate

Komp recognized Rip Horsey, Staff Senate President, for a brief Staff Senate report. Horsey updated the Board on how Staff Senate has structured meetings to recognize the value of staff, Senate committee restructuring, topics of interest from the Senate's Administrative Equity Committee, civility on campus, and joint shared governance meetings between Faculty Senate, Staff Senate, ASWOU, SEIU, WOUFT, and President's Cabinet.

3) ASWOU

Komp recognized Evelyn Guzman, ASWOU President, for a brief ASWOU report. Guzman updated the Board on IFC and budgeting processes, participation in the anti-hate march, introduction of the new Judicial Administrator, conference participation, and recruitment of students for participation in the legislative session.



VII. PRESIDENT'S REPORT

Komp called on President Rex Fuller for the president's report. The president's report, as well as the individual cabinet officer reports, are in the written docket and material appendixes. Fuller updated the Board on the following:

- Governor's Recommended Budget
- Winter 2019 enrollment updates
- Strategic Planning implementation, including the new University Technology Advisory Committee
- Northwest Commission on Colleges and Universities accreditation update
- WOU Salem Center
- Doctor in Physical Therapy updates
- General Education curriculum redesign updates
- Joint Labor-Management Committee between the University and WOUFT
- Admission and recruitment activities for the Fall 2019 class
- New Student Health and Counseling Center Director
- Review of the \$1.3M in gifts as of December 31, 2018
- Preliminary planning for a comprehensive campaign and hiring of two development officers
- Hiring of two new head coaches for volleyball and women's soccer
- GPAs and academic accomplishments of NCAA Division II student-athletes

VIII. BREAK

IX. ACADEMIC & STUDENT AFFAIRS COMMITTEE (ASAC)

1) Committee Chair Report

Komp asked Interim Provost and Vice President for Academic Affairs Dr. Rob Winningham for a brief ASAC report. Winningham updated the Board on the retirement of the Dean of the Library and the opportunity to change the job description of the position to include online and technology-



enhanced programs, WOU Salem Center enrollment updates, Willamette Promise, and general education redesign before turning to the action items on the agenda.

2) Committee Recommendations for Board Action/Discussion

a) Doctor of Physical Therapy

Komp called on Winningham to present the proposed Doctorate of Physical Therapy degree program. After discussion, Komp called for a motion to approve the Doctorate of Physical Therapy degree program as presented and included in the written docket materials. Larson moved approval and Koontz seconded the motion. The following trustees voted for approval:

Jaime Arredondo
Jim Baumgartner
Zoe Chan-Tuyub
Gayle Evans
Betty Komp
Cec Koontz
Malissa Larson
Jenny Mladenovic

No trustees opposed the motion.

No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

b) BA in Interpreting Studies: Theory

Komp called on Winningham to present the proposed BA in Interpreting Studies: Theory degree program. After discussion, Komp called for a motion to approve the degree program as presented and included in the written docket materials. Baumgartner moved approval and Mladenovic seconded the motion. The following trustees voted for approval:

Jaime Arredondo
Jim Baumgartner
Zoe Chan-Tuyub
Gayle Evans
Betty Komp
Cec Koontz
Malissa Larson
Jenny Mladenovic



No trustees opposed the motion.

No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

X. FINANCE & ADMINISTRATION COMMITTEE (FAC)

1) Committee Chair Report

Komp recognized FAC Chair Koontz for a brief FAC report. Koontz updated the Board on longer-term financial health, University Budget Advisory Committee (UBAC) reports to FAC, tuition bands, reports from the University Technology Advisory Committee (UTAC), and capital projects update before turning to FAC action items on the agenda.

2) Committee Recommendations for Board Action/Discussion

a) Campus Master Plan (final approval)

Komp recognized Koontz and Vice President for Finance & Administration Dr. Ana Karaman to discuss the Campus Master Plan. Fuller directed the Board to additional materials from the City of Monmouth Planning Commission's approval of the Campus Master Plan. After discussion, Komp called for a motion to approve the final Campus Master Plan. Larson moved approval and Chan-Tuyub seconded the motion. The following trustees voted for approval:

Jaime Arredondo
Jim Baumgartner
Zoe Chan-Tuyub
Gayle Evans
Betty Komp
Cec Koontz
Malissa Larson
Jenny Mladenovic

No trustees opposed the motion.

No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.



b) FY18 Audited Financial Statement

Koontz and Karaman continued with the FY2018 Audited Financial Statement. Koontz described the two external audits. She observed that the audits reveal the University's strong position, an observation about coordination between the registrar and financial aid was corrected, and that the auditor's opinion was unmodified. After discussion, Komp called for a motion to approve the FY2018 Audited Financial Statement. Arredondo moved approval and Mladenovic seconded the motion. The following trustees voted for approval:

Jaime Arredondo
Jim Baumgartner
Zoe Chan-Tuyub
Gayle Evans
Gavin Keulks
Betty Komp
Cec Koontz
Malissa Larson
Jenny Mladenovic

No trustees opposed the motion.

No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

Separately, Komp called for a motion to approve the Federal Awards Reports in Accordance with the Uniform Guidance dated June 30, 2018 as presented and included in the written docket materials. After discussion, Komp called for a motion to approve Federal Awards Reports in Accordance with the Uniform Guidance dated June 30, 2018 as presented and included in the written docket materials. Arredondo moved approval and Larson seconded the motion. The following trustees voted for approval:

Jaime Arredondo
Jim Baumgartner
Zoe Chan-Tuyub
Gayle Evans
Gavin Keulks
Betty Komp
Cec Koontz
Malissa Larson
Jenny Mladenovic



No trustees opposed the motion.

No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

c) Investments Update: Addendum to the Board Statement on the Investment of Quasi-Endowment Funds

Koontz and Karaman continued with the Investment Update and Addendum to the Board Statement on the Investment of Quasi-Endowment Funds. Karman explained that because the University selected the Oregon State Treasury (OST) to serve as the fund manager, some minor policy adjustments needed to occur in order for OST to be on board. After discussion, Komp called for a motion to approve the addendum as presented and included in the written docket materials. Chan-Tuyub moved approval and Mladenovic seconded the motion. The following trustees voted for approval:

Jaime Arredondo
Jim Baumgartner
Zoe Chan-Tuyub
Gayle Evans
Gavin Keulks
Betty Komp
Cec Koontz
Malissa Larson
Jenny Mladenovic

No trustees opposed the motion.

No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

d) FY2019 Financial Update

i. Management Report as of November 30, 2018

Koontz and Karaman continued with the Management Report as of November 30, 2018. Karaman described a different approach to bad debt and that, in preparation for next year's budget, the University would look to actual experience with debt and reduce the bad debt



allowance. She observed that the fund balance was 22.17% of revenues and Baumgartner confirmed that the University had a 15% fund balance target. After discussion, Komp called for a motion to accept the Management Report as of November 30, 2018 moved acceptance and seconded the motion. The following trustees voted for approval:

Jaime Arredondo
Jim Baumgartner
Zoe Chan-Tuyub
Gayle Evans
Gavin Keulks
Betty Komp
Cec Koontz
Malissa Larson
Jenny Mladenovic

No trustees opposed the motion.

No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

ii. FY19 Proposed Adjusted Budget

Koontz and Karaman continued with the FY2019 Proposed Adjusted Budget. Karaman explained that the budget adjustment was due to lower revenues because of lower-than-projected enrollment, but mitigated by lower-than-projected use of fee remissions and financial aid. After discussion, Komp called for a motion to approve the FY2019 Proposed Adjusted Budget. Mladenovic moved approval and Chan-Tuyub seconded the motion. The following trustees voted for approval:

Jaime Arredondo
Jim Baumgartner
Zoe Chan-Tuyub
Gayle Evans
Gavin Keulks
Betty Komp
Cec Koontz
Malissa Larson
Jenny Mladenovic

No trustees opposed the motion.



No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

XI. BREAK

XII. EXECUTIVE GOVERNANCE & TRUSTEESHIP COMMITTEE (EGTC)

1) Committee Chair Report

Komp offered her brief EGTC report in the context of the items on the written Board agenda.

2) Committee Recommendations for Board Action/Discussion

a) 2019-2020 Meeting Calendar

Komp updated the Board on proposed changes to the 2019-2020 Board meeting calendar, including the elimination of the standing July meeting, the scheduling of a new standing meeting in June, and the addition of a Board retreat in September. Fuller described the shift of the entire calendar in the future to standing meetings in February, April, June, and November, as opposed to January, April, July, and October.

b) Board Self-Evaluation

Komp updated the Board on EGTC progress on the board self-evaluation. The University plans to engage the Association of Governing Boards (AGB) to assist the Board at its new September retreat to discharge self-evaluation activities.

c) Legislative Update

Komp recognized Hagemann to provide the Board with an update on the upcoming legislative session. Hagemann discussed the impacts of the November election and the Democratic supermajorities in both houses of the Oregon Legislative Assembly, the flat-funding for the Public University Support Fund in the Governor's Recommended Budget, the major topics that will likely dominate the legislative session, and strategies that the public universities will deploy to succeed in the upcoming session.

XIII. JANUARY DISCUSSION THEME: AFFORDABILITY/ACCESS

1) Tuition and Fee Advisory Committee

a) Budget Manager Presentation – December 6, 2018



Komp recognized Fuller, Karaman, and Vice President for Student Affairs Dr. Gary Dukes to lead the affordability/access discussion item, featuring conversation on the Tuition and Fee Advisory Committee and new fee remissions approaches. Karaman started the presentation with the context of “price tag” versus the “actual price that students pay.” Karaman outlined the University’s collaborative process for tuition and fee advice, as required by House Bill 4141. She offered historical information about the shift from state funding to student tuition and described the importance of transparent engagement with the students and stakeholders when setting tuition. Dukes explained the University’s new strategy regarding fee remissions and how the University planned to change requirements and thresholds in order to deploy the budget more effectively in order to impact enrollment and retention. Baumgartner asked how the University would know if the changes were effective, stressing applicable metrics and the evaluation of those metrics. Larson asked for more information on the net affordability approach and how WOU’s fees differed from the other public universities. Mladenovic inquired about whether or not students are guaranteed a level of financial aid for all four years they are in attendance. Fuller stressed that financial assistance and affordability would be a centerpiece of the upcoming comprehensive fundraising campaign.

XIV. FINAL ANNOUNCEMENTS

Komp asked the Board if there were any final announcements.

Keulks shared that Ayad Akhtar, an award-winning, Pakistani-American playwright, would be speaking on campus on April 9.

XV. ADJOURNMENT

Komp adjourned the meeting at 5:35 PM with a quorum (Jaime Arredondo, Jim Baumgartner, Zoe Chan-Tuyub, Rex Fuller, Gayle Evans, Gavin Keulks, Betty Komp, Cec Koontz, Malissa Larson, Jenny Mladenovic)

RYAN JAMES HAGEMANN
Secretary to the Board of Trustees

Board of Trustees – April 17, 2019 Staff Senate Report

Recognition and value

WOU Strategic Plan 2017-2023 Forward Together, item 6.3 under section V. Sustainability & Stewardship states “Implement process improvements to improve satisfaction and productivity of faculty and staff.”

- Working with AVP Judy Vanderburg to provide an annual campus climate survey
- Meeting with AVP Vanderburg for clarifications about performance reviews
- Awaiting the report on July 29, 2019 from Great Colleges to Work For employee satisfaction survey recently administered by Human Resources

Presentations providing valuable resources while utilizing the amazing talent of our campus professionals.

- Topics have included –
 - Emergency Operation Plan (Max Chartier, Data Architect)
 - Able to review and provide feedback plan / annexes
 - Kognito Online Training (Colin Haines, Veteran Resource Center Director)
 - Interactive role-play simulations for faculty and staff that builds military cultural competency

Staff Connection Committee

Natasha Gaspar and Laura Lyon co-chairs distributed the Spring 2019 Newsletter highlighting departments, introducing staff, announcements, did you know section, and upcoming events. (wou.edu/staffsenate under Newsletters).

Student Support Committee

Looking forward to providing two (\$1,000) scholarships for 2019-2020 from the generosity of donations throughout the year and March 5, 2019, Giving Day’s success. We wanted to thank Emily Swart, Annual Giving Coordinator for her help and guidance.

Shared Governance

The second of three 5th Tuesday meetings (Faculty Senate, Staff Senate, ASWOU, representatives from Western’s two unions, and President’s Cabinet) was conducted on January 29, 2019, 3:30-5:00 pm. Topics discussed were:

- “University Organization” by President Fuller
- “How to respond to uncivil behaviors” by Ryan Hagemann
- “Cultural Competency” by Evelyn Guzman and Eric Morgan Jr.

The third 5th Tuesday meeting is scheduled for April 30, 2019 from 3:30-5:00 pm in the Pastega Room, RWEC. The topics to be discussed are:

- Reflection and discussion about the “Cultural Competency” presentation
 - Discussion of (HB2864) and the work ASWOU has done
- Discussion about the “How to respond to uncivil behaviors” presentation
 - Clarification about steps that have been done since the last meeting to ensure the grievance procedures are easily identifiable for all through the HR website documents or policies
- Presentation of the Enrollment Management Plan



**Board of Trustees, April 17, 2019
President's Report**

1. Northwest Commission on Colleges and Universities (NWCCU)

Mid-Cycle Review: On April 4th and 5th, reviewers from the Northwest Commission on Colleges and Universities visited Western Oregon University as part of the regular review cycle. This mid-cycle review, which occurs about three years into our seven-year accreditation cycle, is formative: it reviews our progress, assesses our strengths and areas for improvement, and provides constructive feedback. The goal is to ensure that we are on track to demonstrate mission fulfillment, especially as it relates to student achievement, at the time our Year Seven Mission Fulfillment and Sustainability evaluation in 2023.

The evaluators were Dr. Perry Brown, Provost Emeritus at The University of Montana – Missoula, and Dr. Doug Bullock, Associate Dean College of Arts and Sciences, Boise State University. Dr. Pamela Goad, Senior Vice President, Northwest Commission on Colleges and Universities, served as the off-site liaison. During the exit process, the team complimented WOU on its progress in addressing the recommendations from the April 2016 comprehensive review. The team observed that:

1. We now have necessary alignments (e.g., aligning course goals to program outcomes and undergraduate learning outcomes).
2. We have assessment processes in place with the various undergraduate learning professional learning communities (PLCs), Graduate PLC, and Online PLC.
3. They were amazed by the speed, thoughtfulness and intentionality in which we have redesigned our new General Education Program.
4. They were pleased that we now have an assessable General Education Program with General Education Learning Outcomes (which are aligned to ULOs).
5. They were very pleased by the energy and passion that the faculty and staff they spoke with had for the above processes and their student-centered work at WOU.
6. They were pleased with how the Strategic Planning process was implemented with broad representation and opportunities for many people to participate in the town halls we had so the campus community could provide feedback on the plan.
7. It was evident that so much of what we do is connected to the Strategic Plan and the primary goals of Academic Excellence and Student Success.

8. They were supportive of the assessment plan and its use of evidence, but cautioned WOU to be sure that IR had sufficient capacity to support the effort.

To conclude, the review found that Western is on track to demonstrate mission fulfillment, especially as relates to student achievement, at the time our Year Seven Mission Fulfillment and Sustainability evaluation in 2023.

2. Academic Affairs

Northwest Commission on Colleges and Universities (NWCCU)

New Programs: On April 3, Western received notification of approval to offer the MA in organizational leadership.

The Commission has approved the addition of a Master of Arts degree program in Organizational Leadership as a *minor change* under Commission Policy, *Substantive Change*. Accordingly, the addition of the Master of Arts degree program in Organizational Leadership is now included under the accreditation of Western Oregon University.

Degree Authority: Western will also submit a substantive change request to NWCCU in order to be designated as a doctoral degree granting institution. In that effort, Provost Winningham and Associate Provost Monahan have given presentations and elicited feedback from: Graduate Studies Committee, Faculty Senate, University Council, College of Liberal Arts and Sciences' Division Chairs group, and College of Education's Division Chairs group.

A campus wide survey to assess our readiness in terms of mission, culture and resources.

Finally, a campus wide town hall will be held on April 26th from 9-11am to share the results of the survey and provide on more opportunity for input, before the substantive change proposal goes to NWCCU.

Doctor of Physical Therapy (DPT): The Statewide Provost Council (SPC) unanimously approved the DPT Program Proposal on March 5th, along with OSU-Cascades' DPT Proposal. The SPC drafted a document that convincingly demonstrates the educational, workforce and healthcare needs in Oregon that support additional DPT programs. WOU's DPT proposal will be voted on at HECC, presumably as a consent agenda item, after we delete ORS (352.011):

Western Oregon University, Southern Oregon University and Eastern Oregon University are established as comprehensive universities that offer a full range of baccalaureate programs and graduate programs through the master's degree.

WOU:Salem: Even before we can officially begin programs at our Salem campus (e.g., Master of Arts in Organizational Leadership or Applied Baccalaureate in Liberal Studies) we have sustainable enrollment numbers.

Total WOU:Salem Capacity	236
Total WOU:Salem Enrollment	72
% of Capacity	30.5%
Average enrollment per class	9

We have put advertisements on 10 buses in Salem.



Registration Holds and Nudges: Western implemented a process to nudge students who did not register during registration week. This included modifying procedures and timing for removing advising holds that prevent students from registering.

On March 2nd 2019, before the registration nudges, 19% of students had not registered for spring quarter (this is after registration week). After the last nudge, on March 29, only 6% of students had not registered.

Open Educational Resources: Over the last decade, the cost of college textbooks has increased by 73% -- more than four times the rate of inflation. Today, individual textbooks often cost over \$200, with some prices as high as \$400. Because of these skyrocketing prices, 7 in 10 college students didn't purchase an assigned textbook, one in five students has skipped or deferred a class, and more than a quarter of all students report they never purchase course materials.

Open Educational Resources, including open textbooks, have the power to relieve this financial burden for students. Open Educational Resources, or OER, are materials for

teaching or learning that are either in the public domain or have been released under a license that allows them to be freely used, changed, or shared with others. They can be anything from a single video or lesson plan to a complete online course or curriculum.

WOU faculty are actively engaged in creating and adopting OER in order to save WOU students thousands of dollars in textbook costs. WOU was awarded two HECC funded grants to create open textbooks for Chemistry (which are also being used in the Willamette Promise program) and Interpreting Studies. In addition, two weeks ago, 11 of our faculty received \$750 stipends to take part in a week-long “textbook sprint” to redesign courses and replace commercially published textbooks with open textbooks or other OER. These 11 faculty will save our students somewhere between \$115,000 and \$125,000 in textbook costs next year. These OERs also help facilitate Office of Disability Services’ responsibility to make the textbooks more accessibility to students, thereby reducing the cost and time needed to get students the materials they need.

3. Vice President and General Counsel

2019 Legislative Assembly: The 2019 Legislative Assembly has moved quickly through its first two months. The Oregon Council of Presidents (OCOP) and the Legislative Advisory Council (LAC) continue to meet at least twice weekly and manage the session for the benefit of the seven public universities. With the Joint Committee on Ways & Means, including its subcommittees, meeting, as well as the cognizant policy committees (Senate and House Committees on Education) convening, we have hit several milestones with the potential for major impact on higher education generally and Western Oregon University specifically. While there are always exceptions (Ways & Means and Rules Committees, for example, stay open through the end of the session), it is a major marker in understanding the universe with which we need to contend until sine die.

The public universities—including WOU—have been focused on budget intently from well before the opening day of the legislative session. From the outset, the universities have signaled that **a \$120M increase** to the **Public University Support Fund** is necessary to pay for current services and keep resident, undergraduate tuition under five percent. This has been a consistent narrative to state and legislative leaders from that point.

In early March 2019, the Ways & Means Tri-Chairs (there are now three co-chairs of Ways & Means: Representative Dan Rayfield for the House of Representatives and Senators Betsy Johnson and Elizabeth Steiner-Hayward for the Senate) released their budget framework that would inform their deliberations, agency presentations, and the final budget on which the Legislature will vote later in the session. As you recall, when Governor Brown released her Governor’s Recommended Budget (GRB) by the December 1 statutory deadline, the Public University Support Fund (PUSF) from which the public universities receive their state appropriation was **flat-funded**. The

Governor also described in her GRB that she expected the universities and the PUSF to be included in any revenue discussions and signaled that the \$120M increment that the universities requested to remain steady-state would be available if there were new revenue. In the **Tri-Chairs budget**, with no new revenues, the PUSF is to be **increased by** an increment of approximately **\$40M**, or about one-third of the increment necessary to pay for steady-state, considering increased costs, inflation, and increased PERS costs and assessments.

The GRB may be viewed here:

https://www.oregon.gov/das/Financial/Documents/2019-21_gb.pdf

The Ways & Means Tri-Chairs framework may be viewed here:

<https://www.oregonlegislature.gov/lfo/Documents/2019-21%20Co-Chair%20Balanced%20Budget.pdf>

After the release of the Ways & Means framework, the universities were a part of higher Education Coordinating Commission's (HECC) budget presentation to Ways & Means Education Subcommittee, co-chaired by Senator Lew Frederick and Representative Susan McLain. The universities presented over three days (March 29, April 1, and April 2), which included a full session of public testimony.

The entire presentation to the Ways & Means Education Subcommittee presentation may be viewed here (with the public university days starting at slide 321):

<https://olis.leg.state.or.us/liz/2019R1/Downloads/CommitteeMeetingDocument/175464>

After our—amid the HECC's comprehensive agency budget presentation—time with the Ways & Means Education Subcommittee, the Legislature's Joint Committee on Student Success released its approach to student success and revenue on April 4, 2019. As you might recall, the Joint Committee on Student Success was created to gather information on student success—particularly in the K-12 sector—and devised an approach to a revenue package that would make the most impact in that sector. To date, while the universities have had discussions about whether or not the PUSF—as well as the community colleges—would be included in a revenue proposal, legislative leaders, to date, have resisted community college or university inclusion in the student success revenue package.

At a high level, while the Committee did not propose a concrete number for a revenue proposal, the "Fund for Student Success" embedded in HB 2019 (The Student Success Act) would direct a sum to the State School Fund and, then, the remaining moneys would be directed 20% to an Early Learning Account, 50% to a School Improvement Account, and 30% to a Statewide Initiative Account. After the release, the **Governor reiterated her expectation that colleges and universities be included in any future revenue package**. On April 4, 2019, the Statesman-Journal stated: "When asked if the legislature is moving in the right direction on higher ed funding, Gov. Kate Brown took issue, saying 'Not as far as I'm concerned. My

understanding is that there are no resources in the investment package at this point in time for higher education...I think I've been very clear that it's my expectation that those resources be included. I want to create a seamless system of education from cradle to career...I believe that universities and community colleges are a part of that.”

The conceptual amendment outline for HB 2019 may be viewed here:

<https://olis.leg.state.or.us/liz/2019R1/Downloads/CommitteeMeetingDocument/187687>

Separate from the budget, the public universities are working on many policy bills that could impact university operations. They include:

- SB 800: Senate Bill 800 proposes to authorize HECC to develop standards for dual credit programs, including WOU's Willamette Promise.
- SB 576: In the wake of the tragic murder of a Central Oregon Community College student after a security officer lured her into his vehicle, SB 576—Kaylee's Law—proposes several new restrictions on private security and special campus security officers on college and university campuses—both public and independent—throughout the state.
- SB 726/SB 479: These companion bills propose major changes to the protections of sexual harassment victims and how settlement agreements may be crafted between employers and those subjected to sexual harassment.
- HB 3415: House Bill 3415 proposes required content for sexual harassment and sexual violence policies at institutions of higher learning in Oregon. After the Trump Administration rescinded Dear Colleague letters addressing Title IX and sexual violence on university campuses last year, some were concerned that Oregon needed a state response to shore up the changes.

Policy Council: As previously reported, in order to increase the efficiency and effectiveness of policy development on campus, we developed an Executive Policy Group (EPG) to meet with each member of the President's Cabinet to enumerate the most pressing policy needs. This group will meet monthly in order to manage progress on preparing drafts for consideration. Policy proposals will continue to be submitted to the full Policy Council—with shared governance expectations—at the end of the quarter consistent with the current process and the Board Statement on the Delegation of Authority. After this quarter, with some experience, we will propose official changes to the Board Statement on the Delegation of Authority to memorialize the creation of the EPG.

TRI and Sponsored Activities Reorganization: After the University engaged the national firm Baker Tilly for assistance in evaluating the University's sponsored

activities portfolio—including The Research Institute (TRI) to develop a path forward to reorganize sponsored activities on campus in order to resonate more clearly with the strategic plan and enhance the University’s approach to external funding.

Procurement: We are reviewing the university procurement code to identify improved practices. Carson Campbell (Associate Vice President and Deputy General Counsel) and VP Hagemann met with colleagues at other institutions, including a lengthy interaction with Oregon State University to gather ideas to finalize a complete overhaul of the University’s procurement code and practices. The first, complete draft of the University procurement code is nearing completion and will be discussed with the major units on campus with particular insight into procurement (Facilities, Business Services, and TRI, to start) to make final changes before it works its way through the final policy process.

Cultural Competency: In 2017, the Oregon Legislature passed HB 2684, which outlines new requirements for colleges and universities regarding cultural competence training, goals, and board reports. The university’s approach to this bill must “give equal weight” to students, faculty, staff, and administrators. The first requirements are due December 31, 2019, so it is our intent to have a concrete outline prior to the end of the academic year in order to facilitate the necessary engagement with shared governance and other campus stakeholders.

The bill may be viewed here:

<https://olis.leg.state.or.us/liz/2017R1/Downloads/MeasureDocument/HB2864/Enrolled>

4. Finance and Administration

Strategic Plan: Developed Divisional Strategic Plan to support the University Strategic Plan

Public Safety: Hosted FEMA training in February for the University Emergency Planning Team. The training was also attended by OSU staff, Polk and Marion Counties Fire Department, and Salem Fire Department.

Facilities: OMA and ITC construction process is underway, summer capital improvement projects are being finalized, and Natural Science building is in the final phase.

Budget and Planning: TFAC process is completed, FY20 budget process is underway, budget training is ongoing, planning budget conversation for 19-20 Academic year

University Computing Solutions: Ellucian mobile is currently in the TEST instance of Banner and has been made available to all UTAC members. The plan includes rollout to PRODUCTION in May. The application will allow students to register for classes, review their bills, and receive notifications and other functionalities on their cell phones. Continue to improve cybersecurity.

Treasury: Preparing to fully transition bank reconciliation in house. Quasi-endowment is fully invested.

5. Student Affairs

Admissions and Enrollment: Applications and the number of admitted students continue to run behind from last year. Freshmen applications are down 4.7% and Freshmen admits are down 2% from this time last year. We continue to solicit applications to WOU and reach out to students who have started the application process, but haven't completed the process.

We have also been engaged in multiple activities to increase yield and identify students who have committed to WOU.

- At the end of March, a letter went out to all admitted students from President Fuller and Student Body President encouraging them to let us know they are coming in fall. This letter asked for a response and had a 48% click-rate
- Earlier this month, packets were sent to families so they can work with their student to get them ready for fall and inform them about many of the processes the student needs to navigate such as setting up their Portal and e-mail.
- Admitted student receptions around the state. Locations include: Medford, Redmond, Eugene and Portland. On April 28, we will host our final reception here on the WOU campus.
- Next month, we will be registering and orienting new students for classes who live in the states of Hawaii and California. We will have a team in Hawaii on May 5 and 6, and a team in California on May 14 and 15.
- Finally, we mailed out official Financial Aid award notification letters on April 12. Letters went out to all students who had their FAFSA sent to WOU, whether they have applied and been admitted or not, in the hope we might encourage students to apply or complete their application for WOU. This earlier timeframe is designed to increase our yield of students making the decision to come to WOU.

University Diversity and Inclusion Advisory Committee: On April 4, WOU reconstituted the University Diversity and Inclusion Advisory Committee. Dr. Dukes is serving as the cabinet liaison to the Committee. Dr. Fuller attended this meeting and discussed his hopes for the committee including creating a strategic plan in the near future and working with Human Resources on a Campus Climate survey. The Committee is excited to start their work and plans to meet several times before the end of this term.

Incidental Fee Committee: The Incidental Fee Committee has completed their work of determining and allocating the Student Incidental Fee for next year. The Committee raised the fee by \$16 per student per term for a total of \$379 per term. This is an increase of 4.41%.

Staff Kudos: Tina Fuchs, Associate Vice President for Student Affairs and Dean of Students, received the Kay Rich Lifetime Achievement award from the Northwest Association of College and University Housing Officers – International. This is the highest honor they award and recognizes the service a member has given to the region.

6. Alumni & Outreach

Gifts through March 31: Total cash and stock gifts into the WOU Foundation as of March 31 are approximately \$1.53 million.

Success on Giving Day and Annual Giving updates: In September of 2018 we launched the WOU Sustainer program. It aimed to increase our monthly reoccurring donors. Since the launch seven months ago our total number of sustaining monthly givers has increased by 22%.

In February, we debuted our new online giving platform, Online Express. Giving online has become more streamlined and easy for the donor. The platform also utilizes features like Givealanche, a social media outreach tool, which we hope to leverage in the future.

March 5 was our annual Giving Day. Nearly \$70,000 was raised during the campaign. Here's a look at the evolution of Giving Day:

- 2016: less than \$2,000
- 2017: approximately \$25,000
- 2018: nearly \$48,000
- 2019: nearly \$70,000

There were six giving challenges exclusive to the Giving Day campaign, four of them were brand new. All six were met.

As of April 1, \$105,000 has been raised for the Annual Fund (general unrestricted dollars).

100 Opportunities campaign: The WOU Foundation Board's annual campaign to raise money for scholarships is in its second year. So far this year, more than \$86,000 has been raised towards this campaign, including \$51,000 in general scholarships and \$35,000 in new restricted scholarship funding. These are current use dollars intended to be used for students in the 2019-2020 academic year.

Four fundraising events this spring are planned to help raise scholarship funds:

- April 23: Portland Law & Business reception, Host: Ron Clark '83, Foundation Board member
- May 11: Wine & Cheese reception at St. Josef's Winery in Canby, Host: WOU Foundation Board

- May 23: Salem Reception, Hosts: Gayle Caldarazzo-Doty, Mike Morgan '70, Carly Neal, Foundation Board members
- June: Women's Leadership group, Host: Gayle Evans

Campaign readiness enters next phase: Shelly Parini with Parini Connects, LLC, the consultant hired by the WOU Foundation Board, has continued her work. The research phase, consisting of eighteen one-on-one interviews and five focus groups has been completed. Planning efforts begin on April 13 with a day-long retreat and Shelly's final "road map" will be presented to the WOU Foundation Board on June 8.

Alumni & Friends activities grow: The Alumni board voted to continue to support the Food Pantry and Veterans Services. Other highlights include:

- The Emeritus Society raised more than \$12,000 for Giving Day through a match and people's generosity.
- The 2019 Alumni Award of Excellence finalist has been selected and a final vote was held on April 6.
- Alumni Relations is once again working with campus partners to host a LGBTQ + Allies reception prior to the Coming out Monologues on 4/29.
- Alumni Relations worked with business professor Paul Disney to match students in the BA474 class with alumni mentors.
- The partnership with Columbia Sportswear and WOU Alumni Relations is strengthening and along with offering exclusive shopping passes to alumni, students, faculty and staff.
- A series of What's New at WOU events will be kicked off this summer, this traveling "road show" aims to share news with alumni and friends around the state.

Strategic Communications & Marketing (MarCom) efforts: The spring edition of Western Edge is being printed and mailed in April and mailed to more than 30,000 households. Other highlights are:

- The team works actively with Admissions and has recently been a part of initiatives to increase yield with a collaborative group from across campus.
- As part of larger campus efforts, we completed a communications annex for the Emergency Operations Plan, which defined procedures for communicating in an emergency.
- A marketing project plan has been created for the spring term to expand our reach to admitted and prospective students including Spanish language ads, a video contest, high school outreach and more.

7. Athletics: NCAA II

Student Success: A team of athletic administrators and student-athletes attended the NCAA DII APPLE Institute in Dallas, TX. The conference focus was on alcohol,

tobacco and other drugs (ATOD) and the effects on athletic performance and mental health. A component of the conference was to develop a plan to bring back to our campus. Our APPLE team will work with campus partners over the coming months to develop an education plan for our department.

Men's Basketball

- Qualified for West Regional
- Won 20 games
- Advanced to the GNAC Tournament Championship game
- Riley Hawken named to 2nd Team All-GNAC
- Riley Hawken and Buster Souza named Academic All-GNAC

Women's Basketball

- Natalie DeLonge named 2nd Team All-GNAC
- Natalie DeLonge, Olivia Denton, Ali Nelke and Taisha Thomas named Academic All-GNAC
- Ali Nelke named to Google Cloud Academic All-District Team

Indoor Track and Field

- Five student-athletes qualified for the NCAA DII National Championships
- Olivia Woods finished 5th in the 800 meter run at DII National Championship
- Olivia Woods set new school records in the 400 and 800 meters
- Cody Warner won the GNAC championship in the 60 meter dash
- Justin Crosswhite won the GNAC Championship in the Mile
- WOU had seven All-GNAC performers

Academic Excellence: Winter Quarter 2019	
Baseball Team GPA: 3.19	W-Basketball Team GPA: 2.97
M-Basketball Team GPA: 2.65	Soccer Team GPA: 3.38
Football Team GPA: 2.64	Softball Team GPA: 3.42
M-Track & Field Team GPA: 3.19	W-Track & Field Team GPA: 3.37
	Volleyball Team GPA: 3.41
Men's Teams GPA: 2.91	Women's Teams GPA: 3.31
Athletic Departments Combined GPA: 3.11	

Community Engagement: Winter Quarter 2019

- SAAC 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
- Athletics completed a fundraiser for Central Youth Sports and raised \$300

Accountability: Winter Quarter 2019

- Prepared Presentation for IFC
- Prepared Presentation for UBAC
- Currently working on FY20 Budget for Non-E&G indices
- Auditing athletic scholarship budgets for 2019-20 academic year

Sustainability and Stewardship: Winter Quarter 2019

- Entered into an agreement 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

8. Outreach Activities

Oregon Council of Presidents: February 19, March 19
Various legislative meetings

Recent events:

- NCAA Convention, D-II President’s Council January 23-26
- State of the Cities Welcome, February 8
- Family Weekend Welcome, February 8
- Winter Preview Day Welcome, February 9
- Community Leaders Roundtable, Congressman Kurt Schrader, February 20
- Salem Keizer Coalition for Equality and the CAPACES Leadership Institute, February 21
- Model UN, Annual Dinner, February 26
- Retirees Luncheon, What’s New at WOU, February 28
- WOU Foundation Board, March 2
- Representative Paul Evans, Town Hall, March 5
- TRU Legislative Delegation reception, March 6
- Monmouth-Independence Chamber Annual Community Awards, March 8
- Softball, home opener, March 9
- Capital Manor presentation, What’s New at WOU, March 28
- Oregon Symphony Gala, March 30
- West Salem Rotary, What’s New at WOU, April 8
- Chi Alpha Omega Induction, April 8
- Latinos in Higher Education: Retention and Completion, April 12
- WOU Foundation Campaign Planning Retreat, April 13

**Finance & Administration Committee (FAC)
Management Report as of February 28, 2019**

I. Period 8 Actual to Actual and Percent Variance Education & General Fund:

This report provides eight months of actual revenue and expense activity (as of February 28, 2019) as compared to the same period in prior fiscal year.

Revenues:

Student fees & tuition (net of remissions) are \$907k less than the prior year due to the 4.3% decrease in enrollment for winter term. Government resources & allocations have increased by \$703k 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 \$2.632 million. Services and supplies expenses have also increased by \$667k from prior period.

Net Revenues less Expenses:

Net revenues less expenses have decreased by \$3.020 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 eight months of operations and projections for the remaining four months of FY19. Projections for periods nine through twelve are based on the actual FY18 realization/burn rates for period nine, which are applied to FY19 revenues and expenses.

Revenues:

Total revenues are projected to be \$70.773 million, in line with the FY19 adjusted budget. Early projections for spring enrollment look soft, but are not reflected in these projected revenues. The next management report as of Period 10 will include assessed tuition for spring term and be a better estimate of revenues for the fiscal year.

Expenses:

Total expenses are projected to be \$1.258 million under the FY19 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 \$878k versus the FY19 adjusted budget loss of \$1.428 million. Projected year end fund balance is \$14.760 million, or 20.86% of projected revenues.

Transfer Schedule:

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

COMMITTEE RECOMMENDATION:

The Western Oregon University Finance and Administration Committee recommends that the Board accept the FY19 Projected Year-End Report and the overall Management Report as of February 28, 2019.

Western Oregon University
P8 YTD Actual to Actual Variance Education & General Fund
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of February 28, 2019
For the Fiscal Year Ended June 30, 2019

	P8 YTD FY18	P8 YTD FY19	Variance	Note
	<u>Actuals</u>	<u>Actuals</u>		
Revenues				
Student Fees & Tuition (net of remissions)	28,918	28,011	(907)	Lower enrollment
Government Resources & Allocations	20,555	21,258	703	HECC higher allocation
Gift Grants and Contracts	224	495	271	Timing differences
Other Revenue	2,224	2,558	334	Timing differences
Total Revenues	<u>51,921</u>	<u>52,322</u>	<u>401</u>	
Expenses				
Personnel	34,537	37,169	2,632	Retirement window payment and rate increases
Service & Supplies	3,640	4,306	667	
Capital Expense	93	216	123	
Total Expenses	<u>38,271</u>	<u>41,692</u>	<u>3,421</u>	
Net Revenues less Expenses	13,650	10,630	(3,020)	

Western Oregon University
P8 Percent Actual Variance Analysis Education & General Fund
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of February 28, 2019
For the Fiscal Year Ended June 30, 2019

	P8 FY18 Realization/ Burn Rate %	P8 FY19 % of Adjusted 2019 Budget	Variance
Revenues			
Student Fees & Tuition (net of remissions)	69.20%	68.28%	-0.93%
Government Resources & Allocations	83.88%	83.86%	-0.01%
Gift Grants and Contracts	38.42%	84.71%	46.29%
Other Revenue	60.83%	65.73%	4.90%
Total Revenues	73.61%	73.85%	0.24%
Expenses			
Personnel	62.56%	59.89%	-2.67%
Service & Supplies	53.96%	54.46%	0.50%
Capital Expense	35.36%	106.77%	71.41%
Total Expenses	61.51%	59.40%	-2.10%

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

As of February 28, 2019
For the Fiscal Year Ended June 30, 2019

	FY18 Year-End Actuals	FY19 Year-End Projected	FY19 Adjusted Budget	Variance FY19 Projected Year-End to Adjusted Budget	Note
Education & General Fund					
Student Fees & Tuition (net of remissions)	41,788	40,477	41,027	(549)	
Government Resources & Allocations	24,506	25,348	25,348	-	Projection is based on amount provided by HECC.
Gift Grants and Contracts	582	742	584	158	Projected using periodical method rather than realization rate.
Other Revenue	3,657	4,206	3,892	314	
Total Revenues	70,533	70,773	70,851	(78)	
Personnel	55,209	58,911	60,652	1,741	Adjusted for retirement window program payment made on July 1, 2018. Projected savings due to regular labor savings.
Service & Supplies	6,746	7,981	7,907	(74)	
Capital Expense	264	612	203	(409)	Purchase of Netapp Disk Shelf to enhance LMS performance.
Total Expenses	62,219	67,504	68,762	1,258	
Interfund Transfers In	(2,985)	-	-	-	Projection is based on transfer schedule.
Interfund Transfers Out	6,984	4,147	3,516	(630)	Projection is based on transfer schedule.
Total Expenses and Transfers	66,218	71,651	72,279	628	
Net Revenues less Expenses	4,315	(878)	(1,428)	550	
Additions/Deductions to Fund Balance	-	-			
Fund Balance at the Beginning of the Year	11,323	15,638			
Fund Balance at the End of the Year	15,638	14,760			Includes \$1M invested in the quasi-endowment.
Fund Balance as a Percentage of Revenues	22.17%	20.86%			
Auxiliary Enterprises Funds					
Enrollment Fees	7,293	7,113	7,021	92	
Sales and Services	14,760	14,065	14,969	(904)	
Other Revenue	1,879	1,855	1,570	285	
Total Revenues	23,933	23,033	23,560	(526)	
Personnel	11,071	11,464	11,556	92	
Service & Supplies & Capital Expense	12,871	13,218	13,860	641	
Total Expenses	23,942	24,682	25,416	733	
Interfund Transfers In	(11,547)	(3,397)	(10,686)	(7,289)	Projection is based on transfer schedule.
Interfund Transfers Out	8,516	609	8,494	7,884	Projection is based on transfer schedule.
Total Expenses and Transfers	20,911	21,895	23,224	1,329	
Net Revenues less Expenses	3,022	1,138	336	802	
Additions/Deductions to Fund Balance	(2,619)	(2,485)			
Fund Balance at the Beginning of the Year	12,448	12,851			
Fund Balance at the End of the Year	12,851	11,505			
Fund Balance as a Percentage of Revenues	53.70%	49.95%			

Western Oregon University

FY19 Projected Year-End

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

(in thousands)

As of February 28, 2019
For the Fiscal Year Ended June 30, 2019

	FY18 Year-End Actuals	FY19 Year-End Projected	FY19 Adjusted Budget	Variance FY19 Projected Year-End to Adjusted Budget	Note
Designated Operations, Service Departments, Clearing Funds					
Enrollment Fees	105	103	102	2	
Sales and Services	416	275	352	(76)	
Other Revenue	2,406	2,434	2,359	75	
Total Revenues	<u>2,927</u>	<u>2,813</u>	<u>2,812</u>	<u>1</u>	
Personnel	1,222	1,210	1,253	43	
Service & Supplies & Capital Expense	1,497	1,113	1,502	389	
Total Expenses	<u>2,718</u>	<u>2,323</u>	<u>2,755</u>	<u>432</u>	
Interfund Transfers In	(274)	(199)	(219)	(21)	Projection is based on transfer schedule.
Interfund Transfers Out	2	0	1	1	Projection is based on transfer schedule.
Total Expenses and Transfers	<u>2,447</u>	<u>2,124</u>	<u>2,536</u>	<u>412</u>	
Net Revenues less Expenses	480	688	276	412	
Additions/Deductions to Fund Balance	(408)	(373)			
Fund Balance at the Beginning of the Year	<u>2,893</u>	<u>2,965</u>			
Fund Balance at the End of the Year	<u>2,965</u>	<u>3,281</u>			
Fund Balance as a Percentage of Revenues	101.32%	116.66%			

Western Oregon University
Transfers Schedule - Projected

As of February 28, 2019
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	
Transfers In E&G						(g)					
						495,000				495,000	
Transfers Out E&G			(a)	(b)	(c)	(d)	(e)	(f)	(h)	(i)	
			3,107,158	87,863	150,000	57,825	117,175	495,000	31,802	100,000	4,146,823
Transfers In AUX	(a)	(b)				(j)					
	3,107,158	87,863				201,876				3,396,897	
Transfers Out AUX					(k)	(l)	(m)				
					48,920	50,737	509,790				609,447
Transfers In DO, SD	(c)			(k)							
	150,000			48,920						198,920	
Transfers Out DO, SD											-

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	Temporary transfer for Natural Science remodel until XI-F bonds are issued in June
(g) Budgeted	Reimbursement to E&G from XI-F bond proceeds
(h) Actual	Transfer out of funds to support Office of Disability Services remodel
(i) Actual	Transfer out of additional funds to support Child Development Center remodel
(j) Actual	Transfer in from building & equipment replacement reserves for Housing and the Werner University Center
(k) Budgeted	Vending income sponsored scholarships
(l) Actual	Transfer out of Housing to equipment replacement reserve
(m) Budgeted	Fund building & equipment replacement reserves for Housing, Dining, Parking, Health & Wellness Center, and the Werner University Center

Finance & Administration Committee (FAC)
Natural Science Building Transfer of Operating Funds

Facilities Services is in the second year of the phased Natural Science renovation project and is gearing up for the work to be done this summer. The project is being funded by three different sources, \$5.94M of Article XI-Q bonds, \$3.5M of Article XI-F bonds, and \$500K from E&G (previously transferred). The XI-F and E&G funding has been exhausted, and the revenue from the Article XI-F bonds is anticipated being received in June. However, Facilities Services has expenditures now (e.g. architects) that are needing to be paid. On February 15, we transferred out \$495K from E&G to float the cash for these expenditures, which will then be reimbursed to E&G when the bond proceeds come in. An additional \$500K is estimated as needed to continue the renovation until the XI-F bond proceeds are received.

COMMITTEE RECOMMENDATION:

The Western Oregon University Finance and Administration Committee recommends that the Board approve an additional transfer out of E&G of \$500K in support of the Natural Sciences renovation project to be reimbursed to E&G when the Article XI-F bond proceeds are received.

**Finance & Administration Committee (FAC)
Information Technology Center Renovation Budget Approval**

Facilities Services is in the process of finalizing the general management construction contract for the Information Technology Center renovation project. The project is being funded by three different sources, \$5M of Article XI-Q bonds, \$500K of Article XI-G bonds, and \$500K University General Fund match. The original 2015 construction cost estimate included a basic level of seismic upgrades to the building. The basic level seismic upgrade provides 50% probability that the structure will stand long enough for people to exit in the event of an earthquake magnitude of 7.0 or less. The current estimate includes seismic upgrades up to the Oregon code, which will provide 100% probability that the structure will stand long enough for people to exit in the event of an earthquake magnitude of 7.0 or less. The differential cost between the basic upgrade and the upgrade up to code is \$2.5M. The current estimate also includes additional soft costs, gallery renovation, interior construction, and construction costs inflationary increases. The total differential between the original 2015 estimate and the current estimate is \$3.967M.

Several sources of funds could be utilized to address the differential cost. These include:

\$1.294M	Capital Repair Q-Bonds
\$2.460M	Non-indirect transfers to Building Use Credits Fund
\$262K	Proceeds from the sale of President's Residence
\$4.016M	Total sources of funds available

COMMITTEE RECOMMENDATION:

The Western Oregon University Finance and Administration Committee recommends the Board approve the Information Technology Center Renovation Budget at \$10M and the proposed use of funds to cover the \$4M differential from the original estimate.

Finance & Administration Committee (FAC)
Tuition and Fees
2019-20 Proposed Tuition Rates

In developing these proposed rates, we worked with a Tuition & Fee Advisory Committee (TFAC) comprised of two faculty members, five students, and two administrators (See www.wou.edu/tfac for additional materials, meeting minutes and other resources.)

The TFAC met on the following dates:

- December 6, 2018
- February 15, 2019
- March 8, 2019
- April 3, 2019

In addition, we sponsored four all-student forums with President Fuller and VP Karaman and held a joint cabinet meeting with the President's cabinet and ASWOU cabinet.

The results of these deliberations is a recommendation to increase undergraduate resident tuition by 2.33%.

COMMITTEE RECOMMENDATION:

The Finance and Administration Committee recommends that the Board approve the proposed tuition rate increase of 2.33% for resident undergraduate tuition.

Finance & Administration Committee (FAC)
Tuition & Fees
2019-2020 Tuition & Fee Book

The 2019-20 Academic Year and 2020 Summer Session Tuition & Fee Book has been updated with the proposed changes to tuition rates. The tuition and fee tables have been moved from the back of the book to the front (page 5) in order to provide more clarity to our students. It also contains the following changes:

1. Updates to the course fee policy language to be more specific on permitted purchases, as well as updating to allow for software licenses.
2. Elimination of the additional fees charged on online courses for students who take a mix of face-to-face and online classes.
3. Implementation of a new Salem campus tuition rate to be the same as resident face-to-face tuition rates for undergraduate/graduate as applicable (rather than the online rates being currently charged).
4. Implementation of a differential rate for Master's of Organizational Leadership to be the same as graduate resident face-to-face rate regardless of modality.
5. Authorization of the health service fee to be charged at the first credit of face-to-face classes to be consistent with the campus recreation fee.
6. Approval for undergraduate students to take up to 15 graduate credits at undergraduate cost if they have been admitted to the accelerated graduate program.
7. Increase to matriculation fee of \$15, from \$350 for undergraduate and \$300 for graduate students. This allows for elimination of the \$50 graduation application fee.
8. Elimination of differential rate for Graduate Master of Arts in Interpreting Studies program.

COMMITTEE RECOMMENDATION:

The Western Oregon University Finance and Administration Committee recommends that the Board approve the 2019-2020 Tuition & Fee Book.

Academic and Student Affairs (ASAC), Proposal for a new undergraduate certificate: Bilingual/ESOL (English for Speakers of Other Languages)

Bilingual education programs in Oregon are becoming more and more popular, and are expanding from the elementary levels into middle and high schools. Currently there are 37 districts in Oregon that grant the “Oregon State Seal of Biliteracy” to graduating seniors, and a number of additional districts are in the process of seeking approval. Bilingual education programs are multiplying for two reasons: First, research shows that bilingual programs work better than English-only programs for learners for whom English is a second language. Second, more and more parents who are monolingual English speakers want their children to be educated bilingually to better prepare them for life in our diverse communities and the global world.

Western Oregon University has a long history of contributing to this expertise, and this proposed undergraduate certificate in Bilingual/ESOL (English for Speakers of Other Languages) continues in that tradition. The certificate seeks to address the current shortage and high demand for teachers who are bilingual and who have expertise in second language acquisition theory and ESOL (English for Speakers of Other Languages) instructional methods.

The proposed certificate received Faculty Senate Approval on January 8, 2019 and the proposal is supported by the dean and provost. Upon approval by the WOU Board of Trustees the NWCCU will be notified of this change.

COMMITTEE RECOMMENDATION:

The WOU Academic and Student Affairs Committee recommends that the Western Oregon University Board of Trustees approve the introduction of a new undergraduate certificate in Bilingual/English as a Second Language as included in the docket material.

ASAC, Proposal for a new undergraduate certificate: Early Childhood Education

The Early Childhood Education Certificate is an intensive series of early childhood courses (24-27 credits), which allows a student to focus deeply on content related to teaching young children (ages birth through grade 1/2). Our plan is that the WOU Early Childhood Education Certificate will lead to the Oregon TSPC Specialization in Early Childhood to add onto the candidate's teaching license. This allows student pursuing an Oregon multiple subjects teaching license (valid to teach Pre-K to Grade 8), to also specialize in the early childhood years (birth – Grade 1/2).

The rationale for this program/certificate is due to the merging of two programs the Education, Early Childhood Teaching Preparation, B.A./B.S. program and the Education, Early Childhood / Elementary Teaching Preparation, B.A./B.S. program into one pathway as per TSPC's request. As such, some of the valuable early childhood education courses are no longer required in the revised major. However, many students still want to create more of a focus on the early years, especially if they are interested in teaching in public Pre-K, Kindergarten or Grade 1. The courses included in this Certificate would provide a strong focus on teaching young children.

The proposed certificate received Faculty Senate Approval on March 12, 2019 and the proposal is supported by the dean and provost. Upon approval by the WOU Board of Trustees the NWCCU will be notified of this change.

COMMITTEE RECOMMENDATION:

The WOU Academic and Student Affairs Committee recommends that the Western Oregon University Board of Trustees approve the introduction of a new undergraduate certificate in Early Childhood Education as included in the docket materials.

Academic and Student Affairs Committee (ASAC), Proposal for a new degree program: Minor in Early Childhood

The Early Childhood Minor is comprised of 18 credits of early childhood coursework, as a minor for non-Education majors. In many of our upper division courses, Early Childhood faculty have noticed an increase in enrollment from non-majors from fields such as ASL, Gerontology, Interdisciplinary Studies, and Psychology. When asked, these non-majors indicated they were interested in learning more about working with young children, but were not interested in pursuing a teaching license or working directly as a teacher in a formal school environment. This led us to the creation of the Early Childhood minor, with six education courses focused on young children and hot topics in early childhood education. Because these non-major students will not be pursuing teacher licensure, there is no practicum or internship required as part of this minor.

This minor provides non-majors many options to customize their six courses in early childhood to meet their professional needs. Two required courses, ED 348 and ED 343 are courses that have taught for some time and are foundational courses in early childhood focusing on play and developmentally appropriate practices. The four additional "choose one" courses come from a list of high-interest / current affairs courses in early childhood that have been recently approved through Curriculum Committee, such as "Policy and Advocacy in Early Childhood", and "Infant Mental Health".

The proposed minor received Faculty Senate Approval on February 12, 2019 and the proposal is supported by the dean and provost. Upon approval by the WOU Board of Trustees, the NWCCU will be notified of this change.

COMMITTEE RECOMMENDATION:

The WOU Academic and Student Affairs Committee recommends that the Western Oregon University Board of Trustees approve the introduction of a new undergraduate minor in Early Childhood as included in the docket materials.

Academic and Student Affairs Committee (ASAC), Proposal for a new degree program: Minor in English Studies

WOU's English Department provides personalized learning opportunities leading to advanced studies or a variety of careers including teaching, writing, editing, linguistics and literature. The various programs help students develop a broad knowledge of literature, language and writing to foster analytical and critical skills. Students encounter new ideas; appreciate aesthetic and practical language; become impassioned readers, writers and thinkers; and gain perspectives in assimilating and evaluating their new experiences.

Over the past two years, the English Department has reviewed assessment data from our senior capstone, 30/60/90 data, numbers of majors/minors, national trends in the discipline, and other sources. As a result of this review, we have (1) updated our literature offerings, (2) restructured the major to meet the new requirements, (3) added a new, more general English Studies concentration and minor, and (4) developed new general education offerings. This proposed new minor allows students to mix English fields rather than focus on just one (current minors: Linguistics, Literature, Writing). The WOU English program is unique among the public institutions in Oregon in that it combines literature, linguistics, and writing in one program. Therefore, we are in a singular position to provide this intra-disciplinary yet cross-disciplinary minor.

The proposed minor program received Faculty Senate Approval on February 12, 2019 and the proposal is supported by the dean and provost. Upon approval by the WOU Board of Trustees, the NWCCU will be notified of this change.

COMMITTEE RECOMMENDATION:

The WOU Academic and Student Affairs Committee recommends that the Western Oregon University Board of Trustees approve the introduction of a new minor in English Studies as included in the docket materials.

Academic and Student Affairs Committee (ASAC), Proposal for a new degree program: Minor in English for Speakers of Other Languages (ESOL) and Bilingual Education

The faculty of the Division of Education and Leadership proposes a minor in ESOL and Bilingual Education. The division currently offers approved programs leading to endorsements in ESOL, as well as specializations in Dual Language.

The ESOL minor at Western Oregon University is designed to support educators in attaining deep theoretical knowledge and specific pedagogical skills to support the academic language development of emergent bilingual students in P-12 instructional contexts. The ESOL minor would be open to both practicing or future educators who wish to add the endorsement to an Oregon teaching license as well as to current students enrolled in programs outside of the College of Education who wish to add this area of expertise to their program of study. Upon completion of the minor, participants will have a deeper understanding of the academic needs of English language learners in P-12 schools and be prepared to deliver instruction and provide support to linguistically and culturally diverse learners.

The ESOL minor requires 18 quarter hours consisting of six, three-credit courses that are taken sequentially. For those students who wish to add an ESOL endorsement to their license an additional, field-based practicum consisting of 3CR hours will be required. The six courses leading to the specialization address principles and practices of ESOL and bilingual education, foundational knowledge of English language instruction, theories of language acquisition and educational linguistics, assessment, sociocultural influences on learning language. At the core of the minor is a commitment to developing reflective practitioners who analyze and critique their own beliefs, theories, and classroom practices to ensure they are meeting the academic needs of their emergent bilingual students. Courses will be taught by faculty whose expertise and scholarship focus on the teaching and learning of linguistically diverse students in P-12 linguistically and culturally diverse settings.

The proposed minor received Faculty Senate Approval on November 13, 2018 and the proposal is supported by the dean and provost. Upon approval by the WOU Board of Trustees, the NWCCU will be notified of this change.

COMMITTEE RECOMMENDATION:

The WOU Academic and Student Affairs Committee recommends that the Western Oregon University Board of Trustees approve the introduction of a new minor in English to Speakers of Other Languages (ESOL) and Bilingual Education as included in the docket materials.