



**Board of Trustees Meeting – February 16, 2022
Appendix A**

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 - a) [November 17, 2021](#)
 - b) [December 14, 2021](#)
- 2) [FY22 Management Report \(As of December 31, 2021\)](#)
- 3) [Academic Proposal: Graduate Certificate in Writing Theory & Practice for In-Service Teachers](#)



**MEETING OF THE WOU BOARD OF TRUSTEES
MEETING NO. 43 –NOVEMBER 17, 2021
9:30 AM-3:00 PM**

DRAFT MINUTES

I. CALL-TO-MEETING / ROLL CALL

Chair Betty Komp called the meeting to order at 9:37 AM and asked Secretary Hagemann to take roll. The following trustees were present:

Zellee Allen
Jaime Arredondo
Danielle Campbell
Susan Castillo
Gayle Evans
Linda Herrera
Jay Kenton
Betty Komp
Cec Koontz
Leah Mitchell
Doug Morse

The following trustees were absent:

Jerry Ambris
David Foster
Malissa Larson

II. EXECUTIVE SESSION

Chair Komp asked Hagemann to move the Board into executive session. Hagemann announced that the Board was meeting in executive session pursuant to ORS 192.660(2)(d) in order to deliberate with those designated by the Board and the president to conduct labor negotiations. Pursuant to ORS 192.660(4), members of the news media are not permitted to attend an executive session called pursuant to ORS 192.660(2)(d). Pursuant to ORS 352.076(5), Trustees Foster and Larson—as the faculty and staff designated trustees respectively—were not permitted to attend executive sessions on bargaining. Other than the trustees, Hagemann announced, the president’s cabinet, Deputy General Counsel Carson Campbell, USEE Director of Labor Relations Brian Caufield, WOU Executive Director of Human Resources Heather Mercer, and WOU Director of Budget and Planning Camarie Moreno were permitted to attend the session. Pursuant to ORS 192.660(6), the Board cannot take any final action in executive session.

After the executive session, Chair Komp asked the Board to transition to the open session in the Columbia Room.

Because of the move from the executive session, Chair Komp asked Hagemann to confirm the roll call for the open session. The following trustees were present:



Zellee Allen (joined meeting at 10:55 AM)
Jaime Arredondo
Danielle Campbell
Susan Castillo
Gayle Evans
David Foster
Linda Herrera
Jay Kenton
Betty Komp
Cec Koontz
Malissa Larson
Leah Mitchell (joined meeting at 11:13 AM)
Doug Morse

The following trustees were absent:

Jerry Ambris

III. CHAIR'S WELCOME

Komp welcomed the Board to its first in-person meeting in nearly two years. She reminded trustees of the comment cards at their tables.

IV. CONSENT AGENDA ([Appendix A](#))

- 1) Meeting Minutes:
 - a) [June 9, 2021](#)
 - b) [September 10, 2021](#)
- 2) [FY22 Management Report](#) (As of September 30, 2021)
- 3) [Education Advisory Board \(EAB\) Contract Approval](#)
- 4) [Removing the President from committee designation](#)

Chair Komp called for a motion to approve the consent agenda as included in the written docket materials. Koontz moved approval and Larson seconded the motion. The following trustees voted in favor of the motion:

Jaime Arredondo
Danielle Campbell
Susan Castillo
Gayle Evans
David Foster
Linda Herrera
Betty Komp
Cec Koontz
Malissa Larson



Doug Morse

Kenton is non-voting. No trustees opposed the motion. No trustees abstained from the motion.

The motion passed.

V. PUBLIC COMMENT

Chair Komp asked Hagemann if any individuals were signed up for public comment. After HB2560 in the 2021 legislative session, boards and commissions that offer public comment need to offer both an in-person and virtual option. Hagemann noted to the Board that both options were communicated to everyone on the meeting notice list and a reminder was sent to the shared governance groups. No one was signed up for virtual public comments and one person—Dr. Mark Perlman—was signed up for in-person public comment.

Dr. Perlman addressed the Board regarding his layoff from the Article 15 program curtailment process. Perlman opined to the Board that former president Fuller's representation of the budget circumstances was untrue and the Board believed him. He expressed dismay that Article 15 and other efforts dismantled the institution as it was known.

VI. STAKEHOLDER UPDATES

1) SHARED GOVERNANCE

a. ASWOU

Chair Komp recognized ASWOU President Logan Jackson for a brief ASWOU report. Before starting the ASWOU update, Jackson was joined by ASWOU Vice President Devin Thongdy and ASWOU Senate President Elizabeth Braatz. Jackson covered the following topics with the Board: textbook affordability, cultural competence, legislation regarding student governments, legislation regarding mental health resources. Thongdy described internal projects on which he is working, including ASWOU restructuring, recruitment and retention of students, the planning of a student town hall, and building of an equitable community. Braatz described the Senate's agenda as including ASWOU organic documents and the upcoming legislative session. Herrera asked Jackson if ASWOU was working with faculty regarding the cultural competence initiatives within the curriculum.

b. Faculty Senate

Chair Komp recognized Faculty Senate President Dr. Elisa Maroney for a brief Faculty Senate report. Maroney covered the following topics with the Board: recognition of Dr. Leigh Graziano's service last year as Faculty Senate President, curriculum development, lack of trust and low morale, and recognition of Dr. Mark Perlman for his service, both to WOU and WOUFT.

c. Staff Senate

Chair Komp recognized Staff Senate President Jenna Otto for a brief Staff Senate report. Otto covered the following topics with the Board: challenges of the past year, including layoffs and turnover, work with SEIU on the development of a staff survey, partnership with Human



Resources on various policies, including vacation buyout and bereavement leave, work on morale and participation, including staff recognition programs, establishment of a set, regular staff senate meeting time, and work on supervisor training for performance evaluations.

2) UNIONS

a. SEIU

Chair Komp recognized SEIU Sublocal 082 President Jackson Stalley for a brief SEIU report. Stalley covered the following topics with the Board: constructive engagement with SEIU under President Kenton and his cabinet, impact of thin ranks after layoffs and departures, role of current employees in retaining other colleagues, and classified employee role in front-line work with students.

b. WOUFT

Chair Komp recognized WOUFT President Dr. Melanie Landon-Hays for a brief WOUFT report. Landon-Hays covered the following topics with the Board: strengthening the WOUFT steward program, faculty morale, impact on COVID on faculty, including transition to on-line environment and the mental health of students, scope of current reopener bargaining, and WOUFT faculty survey results.

VII. BREAK

Chair Komp called for a 15-minute break.

VIII. COMMITTEE REPORTS

1) ACADEMIC AND STUDENT AFFAIRS COMMITTEE (ASAC)

Chair Komp called on ASAC Chair Jaime Arredondo to offer a brief ASAC update. Arredondo updated the Board on the following topics: November 2 ASAC meeting, participation and presentations from undergraduate and graduate students, “lessons learned” showcase, and discussion of student survey on course modality. Arredondo outlined some of the key takeaways from the student survey, including the importance of flexibility and that the greatest proportion of students wanted *some* on-line component in their course schedules.

2) EXECUTIVE, GOVERNANCE AND TRUSTEESHIP COMMITTEE (EGTC)

Chair Komp updated the Board on EGTC deliberations. Komp updated the Board on the following topics: the amendment to the Board Statement on Board Committees to remove the president from EGTC membership, the presidential search, board vacancies, and 2021-2022 EGTC workplan.

3) FINANCE AND ADMINISTRATION COMMITTEE (FAC)

Chair Komp called on FAC Chair Cec Koontz to offer a brief FAC update. Koontz updated the Board on the following topics: November 4 FAC meeting, review of the EAB contract and the management report that the Board considered on the consent agenda, settle up of the Public University Support Fund (PUSF), UBAC report, Freedom Center report, including a Hispanic



Heritage Month event, capital projects update, including the Monmouth Avenue steam pipe project, human resources update, and investment and returns from the quasi-endowment for DEI efforts.

IX. ACTION ITEMS

1) New Degree Approval: BS-BAS Data Analytics

Chair Komp recognized Arredondo and Provost Dr. Rob Winningham to introduce the proposed new degree in Data Analytics. Provost Winningham asked Computer Science Division Dr. Breeann Flesch to join him in the presentation. Flesch described the “big data” approach to the new degree program, the program’s emphasis as different from other programs in the state, the importance of the Industry Advisory Board, and the interdisciplinary nature of the proposed program.

Morse shared that he could not support the proposal enough and observed that there might be space for a hybrid instructional approach to the degree program. Trustee Herrera noted that there was capacity for bridge programs and collaboration with community colleges. Trustee Mitchell echoed her support and that industry is looking for employees trained with these skills. After presentation and discussion, Komp called for a motion to approve the new BS/BAS in Data Analytics as presented and included in the written docket materials. Morse moved approval and Koontz seconded the motion. The following trustees voted in favor of the motion:

Zellee Allen
Jaime Arredondo
Danielle Campbell
Susan Castillo
Gayle Evans
David Foster
Linda Herrera
Betty Komp
Cec Koontz
Malissa Larson
Leah Mitchell
Doug Morse

Kenton is non-voting. No trustees opposed the motion. No trustees abstained from the motion.

The motion passed.

2) FY2022 Budget Revision

Chair Komp called on Koontz and Vice President for Finance & Administration Dr. Ana Karaman to introduce the FY2022 budget revision. Karman asked Director for Budget and Planning Camarie Moreno to join her for the presentation as well. Karaman described the different components of the budget and started with the Education & General Fund. She observed the budget was projected to carry a \$2.2M deficit, but that there were several notes to make, including the impact of one-time federal funds (the deficit would have been \$5.2M



without these funds), the outsized impact of the on-line fee, and the enrollment projection. Karaman noted that even though enrollment—projected at a 10% decline—was actually 12.2%, the tuition revenue projection was not changed because of the mix of students. Karaman reviewed attrition rate assumptions and the university's share of the Public University Support Fund (PUSF) from the state.

Trustee Allen asked about compensation assumptions and Karaman observed that compensation increases—other than SEIU steps and WOUFT promotion steps—were not incorporated into the budget proposal. Allen asked for a forecast or some idea of what the compensation increases might be and Karaman stated that the university costs the state's SEIU settlement for information. Allen stressed it was important to at least have an idea of the impact of compensation increases in building and approving the budget.

Trustee Evans asked about which elements of compensation were included and which were not. She asked about the impact of the Article 15 changes and whether or not the university had realized all of the savings from those efforts. Karaman pivoted to a discussion of the expenses, most of which were personnel. She described necessary investments, such as those in enrollment management, included in this fiscal year. Evans inquired if the budget incorporated a vacancy rate and Karaman noted that she has started to present a vacancy report to the Finance & Administration Committee. Karaman described how the Finance & Administration Committee reviews the management report and how it is included on the full Board's consent agenda. President Kenton described efforts to retain key bilingual staff and Trustee Larson asked about equity and retention efforts across campus as opposed to in particular offices. Kenton offered that he had started conversations about an unclassified compensation system. Karaman reviewed transfers in and transfers out of the budget, most notably the transfer to Athletics to accommodate the addition of men's soccer.

Karaman also noted that the university was reimbursing itself \$3M for payroll as permitted by the American Rescue Plan. With the \$2.2M deficit after the ARP federal reimbursement, Karaman shared that the university's fund balance would move to 12.98%. Karaman also noted that auxiliaries were faring better than had been projected, but the university was still paying close attention to debt service in auxiliaries. She stressed again that the federal reimbursement played a significant role in the university's budget deficit for the current fiscal year.

After presentation and discussion, Komp called for a motion to approve the FY2022 Budget Revision as presented and included in the written docket materials. Morse moved approval and Koontz seconded the motion. Before the roll call, Evans shared that she would like the university to consider revision to the policy that permitted vacancy savings to remain at the unit level, particularly during a budget deficit.

The following trustees voted in favor of the motion:

Zellee Allen
Jaime Arredondo
Danielle Campbell
Susan Castillo
Gayle Evans
David Foster
Linda Herrera



Betty Komp
Cec Koontz
Malissa Larson
Leah Mitchell
Doug Morse

Kenton is non-voting. No trustees opposed the motion. No trustees abstained from the motion.

The motion passed.

X. PRESIDENT KENTON: Enrollment (Cabinet full reports in Appendix B).

Chair Komp recognized President Kenton for his enrollment presentation. Kenton started with a historical review of enrollment data, including declines in undergraduate and graduate enrollment and enrollment trends in some of the larger academic programs on campus, including Business, Criminal Justice, Psychology, Education, and Health & Exercise Science. Kenton stressed the importance of institutional research in order to understand the causes of the enrollment decline. Kenton offered a preliminary view of positive application data for Fall 2022. Kenton also highlighted strategies designed to enhance enrollment, including working with EAB for transfer, adult learner and graduate enrollment, Ruffalo Noel Levitz on fee remission strategies, introduction of men's soccer and the creation of a partnership specialist to explore public and private partnerships. Throughout the conversation about the historical data and current terrain and strategies, Kenton queried the Board on what type of institution should the university be and who should be the next president to lead the institution through that inquiry. In addition to the current strategies, Kenton discussed traditional marketplaces, the impact of WOU:Salem, the move to become a Hispanic-Serving Institution (HSI), and possible healthcare-related graduate programs.

Kenton opened the presentation to the Board for conversation. Evans stressed the need to leverage WOU's uniqueness and asked whether or not there were federal resources available for infrastructure. Kenton offered that WOU was well-positioned on its current trajectory to meet the needs of the HECC Strategic Roadmap. Castillo offered that the university needed to remain flexible and responsive to new opportunities. Komp echoed that the university had gone through many transformations in the past. Kenton added that the university was gaining a reputation with LGBT+ students. Komp asked Trustee Campbell—as the designated student trustee—for some insights. Campbell shared that she likes the WOU community and its smallness. Morse noted that change and accountability were going to be key as the university embarks on strategies to adapt. Foster shared Morse's comments about change and how to harness the campus to embrace and participate in change. Evans complemented Kenton on transparency and how information helps the Board be a strategic partner.

XI. BREAK

Chair Komp called for a 15-minute break.

XII. PRESIDENTIAL SEARCH CONVERSATION—ANTHEM EXECUTIVE

Chair Komp recognized Michael Ballew and Scott Watson from Anthem Executive, the search firm hired to assist the Board and the university with its presidential search. Ballew and



Watson joined the Board to facilitate an open conversation on the characteristics, skills and experiences the Board would value and expect in the next president. Before Anthem's presentation, Komp asked Evans to set the stage for the presentation and a status update on the search. Evans outlined the process to select Anthem as the search firm and the desire to find the right president for WOU. Ballew described the stakeholder meetings in which Anthem engaged in order gather information about what the campus would like to see in a new president. He described Anthem's approach to executive searches as competency-based. He shared that most people know *what* a president does; Anthem and the search committee's work would focus on *which* president would help WOU the most to achieve those objectives. Ballew asked trustees for comments on what they would like to see in the next president.

Allen highlighted the need for positive marketing in order to grow the university. Mitchell offered that the next president should be transparent and one that could balance the current culture with where the university would like to be. Koontz observed her previous service on the last presidential search committee and strategic plan committee and noted that change is probably more important now than it was previously. Arredondo shared a story about the character of WOU and the type of student it attracts—offering that the person about whom he spoke was his brother, a WOU graduate and current teacher. Ballew thanked the trustees for the observation and commented that the university might need to clarify its pursuit of HSI status because some had the impression that HSI status was only used to obtain financial resources. Komp encouraged the Board and Anthem to understand the breadth of the type of students served by WOU. Evans urged the Board and university to embrace the authentic support offered to students. Larson stated that there was much effort on campus to support students, but, the campus likely needed to do more in supporting cross-cultural students coming to campus. Koontz shared that the campus also needed to find other ways in which make employees feel valued and supported. Foster added that a new president would need to be able to embrace conflict and chaos in order to lead for innovation and make sure employees were heard and valued. Komp agreed and said that “change leadership” would be necessary for the new president. She stressed that the previous president needed to make some hard decisions for the university and that it would be critical to move forward together. Evans echoed previous comments about transparency and moving forward with the Board as a strategic partner. Herrera urged inquisitive inquiry to understand the university's traditions and history. Morse reiterated that there was much positive opportunity to harvest from the university and that the university—at this moment in its history—did not need a president with a big ego. Arredondo mentioned that the quality of life in the mid-Willamette Valley could be attractive to many candidates. Castillo offered that a new president would need to be equipped and prepared to make many hard decisions in the pursuit of positive change. As the Board was concluding its conversation with Anthem, Evans stated that referrals and nominations were critical and the presidential vacancy website was updated.

XIII. FINAL ANNOUNCEMENTS

Chair Komp asked the Board if there were any final announcements prior to adjournment, reminding trustees about the feedback form.

XIV. ADJOURNMENT

Chair Komp adjourned the meeting at 3:06 PM with a quorum of the Board.



Western Oregon UNIVERSITY

RYAN JAMES HAGEMANN
Secretary to the Board of Trustees



**SPECIAL MEETING OF THE WOU BOARD OF TRUSTEES
MEETING NO. 44 – DECEMBER 14, 2021
1:00PM-3:00PM**

DRAFT MINUTES

I. CALL-TO-MEETING / ROLL CALL

Chair Betty Komp called the meeting to order at 1:02 PM and asked Board Secretary Ryan Hagemann to take the roll. The following trustees were present:

Zellee Allen
Jaime Arredondo
Danielle Campbell
Gayle Evans
David Foster
Jay Kenton
Betty Komp
Cec Koontz
Malissa Larson
Doug Morse

The following trustees were absent:

Jerry Ambris
Susan Castillo
Linda Herrera
Leah Mitchell

II. CHAIR'S WELCOME

Chair Komp welcomed the Board to the special meeting and confirmed that the Board was considering two action items: the prospectus for the presidential search and the legislative request for funds to complete the steam pipe repair.

III. ACTION ITEMS

1) [Presidential Prospectus](#)

Chair Komp recognized Gayle Evans, Presidential Search Committee Chair, to introduce the presidential prospectus action item. Evans, after some introductory comments, asked Michael Ballew of Anthem Executive to join her in facilitating the conversation about the presidential prospectus. Evans stressed the collaborative work of the search committee and the importance of tone in the committee's draft. She noted that that the prospectus would be a shared tool to use in recruiting the university's next president. Ballew echoed Evans' statements and noted the prospectus was a marketing document to lay out expectations in order to get candidates interested in further exploration of the position. Ballew walked



through the various sections of the draft to explain to the Board how it was organized and how it would be used to recruit candidates. He stressed the themes of stakeholder interviews and how those themes were incorporated into the draft, such transformative change, mission, values, diversity, equity, and inclusion, and rebuilding trust and morale among the staff. After explaining the process, Evans and Ballew asked for Board input. Trustee Morse shared the document was a bit subdued, introduced COVID challenges too early in the document, and did not surface the core attributes of the institution early enough in the document. Morse noted that he would like to see more emphasis on change and innovation in the draft prospectus. Morse also stated that he would like to see more description of academic excellence, as opposed to distinctive programs.

Trustee Foster echoed Morse's comments. He noted that it was important for the document to promote the university in a way that would attract the right candidate as president. He observed it might be attractive to candidates to share the professional doctorate authority. Trustee Larson reviewed several comments about the language of the prospectus, including incorporating accessibility, avoiding the use of the term "minority," avoiding the use of acronyms as non-inclusive, refining the description of partnerships and work with community colleges, and avoid binary descriptions of gender in the prospectus. She also noted that it was critical to acknowledge all employees in the prospectus—in other words, refer to the workforce as "staff"—as opposed to focusing only on the faculty. Larson concluded with advice about the disability accommodation language at the conclusion of the prospectus draft.

Chair Komp agreed with the sentiments expressed by the Board and shared that she would like to hear from each trustee to ensure there was consensus on the proposed changes before the prospectus was finalized. Morse, Trustee Arredondo, Trustee Campbell, and Foster all offered their agreement to the direction of the new draft, including Foster's suggestion to include reference to the Lone Star Conference for football. President Kenton observed that the prospectus should refer to the Research Institute (TRI) and the research profile. Trustee Koontz offered specific advice on the quality of life and Monmouth sections of the draft and explained why it was important to include descriptions of community-based resources. Morse echoed that he was comfortable that there was consensus on the changes and that he trusted Evans and the committee to incorporate the changes. Chair Komp clarified that the motion would be approval of the prospectus subject to the changes described at the meeting and Evans made the restated motion offered by Chair Komp. Upon request for a second, Larson seconded the motion.

The following trustees voted in favor of the motion:

Zellee Allen
Jaime Arredondo
Danielle Campbell
Gayle Evans
David Foster
Betty Komp
Cec Koontz
Malissa Larson
Doug Morse



Jay Kenton is non-voting.

No trustees opposed the motion. No trustees abstained from voting.

The motion passed.

2) [Steam Pipeline Project](#)

Chair Komp called on Vice President for Finance & Administration Dr. Ana Karaman to introduce the steam pipeline project action item. Karaman asked Director of Capital Planning and Construction Michael Smith to join her. Smith described the \$16.5M legislative request to complete the steam repair project. Smith showed the Board several slides and pictures depicting the erosion of the current pipes and the necessity of the project, including photos of leaks, pipes, pumps, and valves. Smith also described the use of the CIR funds from the state and how this project had depleted all of the university's capital repair funds to date. Smith reviewed the approach to the project and how, with funding, the university would be able to encase the pipes in tunnels as opposed to burying the pipes directly into the ground. He stressed WOU was the only public university that buried its steam pipes into the ground and there was no schematic drawing of the system to assist in troubleshooting the issues.

Associate Vice President David McDonald joined the conversation to describe the legislative process necessary for consideration of the request. McDonald reviewed all of the legislative meetings conducted to date on the request and how the project was described as a necessity, as opposed to something that the university could live without. After presentations from Smith and McDonald, Chair Komp called for a motion to authorize the request and, if the funding were approved, authorize any contracts necessary to complete the project. Koontz moved approval and Morse seconded the motion. Before roll call, Komp asked for what the steam pipes were used and Smith explained that they heated the campus. Morse inquired whether or not there were any other components, such as the boilers, that also needed replacement and Smith noted that the boilers were in good shape and were serviced and inspected annually. Morse also asked how the \$16.5M estimate was derived and Smith expressed confidence in the estimate, even considering the volatility in the supply chain. Trustee Allen asked what would happen if the university was not successful in securing the funds and Karaman stated that the university would likely need to explore use of its line of credit to bridge the next biennium's capital repair money, but, that the university would not be able to afford the tunnel system that the \$16.5M would cover. McDonald noted that there were some inquiries to the federal delegation about possible funds.

The following trustees voted in favor of the motion:

Zellee Allen
Jaime Arredondo
Danielle Campbell
Gayle Evans
David Foster
Betty Komp
Cec Koontz
Malissa Larson



Doug Morse

Jay Kenton is non-voting.

No trustees opposed the motion. No trustees abstained from voting.

The motion passed.

IV. FINAL ANNOUNCEMENTS

Chair Komp extended her thanks and appreciation for all of the hard work to get these topics to the Board.

V. ADJOURNMENT

Chair Komp adjourned the meeting at 2:31 PM with a quorum of the Board.

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

RYAN JAMES HAGEMANN
Secretary to the Board of Trustees

Finance & Administration Committee (FAC), February 2, 2022 Management Report

Period 6 Actual to Actual Variance:

Education & General Fund Report:

This report provides six months of actual revenue and expense activity (as of December 31, 2021) as compared to the same period in prior fiscal year.

Revenues:

Tuition revenues are \$3.292M less than the prior year despite having a modest tuition increase (2.17% for resident undergrad) due to an approximate 12% enrollment decrease in Fall 2021 and 10% enrollment decrease in Winter 2022 (both decreases respective to the same term prior year). Online course fees have decreased by \$2.409M as expected due to the return of more in-person course modality; during 2020-21 nearly all courses were online due to coronavirus restrictions, this academic year approximately 40% of UG and 60% of GR student credit hours are generated from online courses; the online course fee remained the same between years at \$53/credit. Other fees are \$79K less than the prior year, and fee remissions have decreased \$1.775M from the prior year due to the enrollment decline and incomplete awarding. Altogether, this results in net tuition and fees for Period 6 being \$4.005M less than the prior year.

Government resources & allocations have increased by \$792K from prior year based on the HECC's Public University Support Fund (PUSF) allocation formula. This is the first two quarters distribution for the 2021-23 biennium. Gift grants and contracts revenue has increased by \$212K from prior year, primarily reflecting increased grant indirect revenue. Other revenues have increased by \$1.105M from the prior year; this includes \$1.5M of reimbursement from the American Rescue Plan (the third installment of Higher Education Emergency Relief Funds (HEERF)); without this one-time money, other revenues have decreased by \$395K from the prior year.

Overall, total revenues are \$44.907M, \$1.895M less than the prior year. Without the influx of the \$1.5M of HEERF funds, overall revenues are down \$3.395M from the prior year, primarily because of decreased enrollment and a return to more in-person delivery.

Expenses:

Personnel expenses are \$718K less than the prior period and reflect small variations in faculty/staff from the prior year. This number includes one-time bonuses that were paid to unclassified staff on December 31st. Pandemic pay one-time payments for classified staff are still to be paid. Cost of Living Adjustments across all employee types and step increases for classified and Tenure/Tenured-Track faculty are expected in future months activity.

Services and supplies expenses are \$1.934M more than the prior year. FY21 was an atypical year for Service & Supplies expenses given the pandemic and impacts to supply chain timing; the increased spending so far this year is in line with expectation given a return to more in-person activity and normal operations on campus.

Overall, total expenses are \$28.867M, \$1.228M more than the prior year.

Net Revenues less Expenses:

Net revenues less expenses have decreased by \$3.123M compared to prior year.

Auxiliary Enterprises:

Auxiliary Enterprises is comprised of Athletics, University Housing, Campus Dining, Parking, Bookstore, Student Health & Counseling Center (SHCC), Child Development Center (CDC), Incidental Fee, and other minor operations.

Revenues:

Auxiliary revenues all are up significantly from the prior year, which was atypical, due to the return to more in-person activity on campus. Enrollment Fees have increased by \$3.105M, also because of the change to the incidental fee structure (fee of \$355 charged to all students at credit 1). Sales and Services are up \$1.649M from the prior year, with approximately 900 students being in Housing. Other Revenue increased by \$1.004M, with a boost from Destination Western. Altogether, our auxiliary revenue totals \$9.321M and has increased \$5.758M from the prior year. As a point of reference, our auxiliary revenue from December 31, 2019 (pre-pandemic) totaled \$11.089M. So, while our auxiliaries seem to have rebounded from the worst, we have still not yet fully recovered.

Expenses:

Personnel expenses are \$656K more than the prior year. Service & Supplies are \$1.219M more than the prior year. These increases are reflective of increased auxiliary activity with the return of more in-person operations.

Net Revenues less Expenses:

Net revenues less expenses total \$803K and have increased by \$3.883M compared to prior year.

Designated Operations, Service Departments, Clearing Funds:

Designated Operations, Service Departments, and Clearing Funds is comprised primarily of Telecommunications and Oregon Council of Presidents.

Revenues and expenses are very comparable to prior year, trending slightly to the positive.

FY22 Projected Year-End:

This report provides year-end projections. The projected year-end methodology is a combination of actual revenues and expenses for the first six months of operations and projections for the remaining six months of FY22. Projections for periods seven through twelve are based on the actual FY21 realization/burn rates for period six, which are applied to FY22 revenues and expenses.

Education & General Fund:

Revenues:

Total revenues are projected to be \$66.65M, \$172K more than the FY22 budget. Altogether, net student fees & tuition are projected to be \$303K less than the adjusted budget, which encompasses a projection of \$5.5M for fee remissions. Gifts, grants, and contracts are projected at \$1.65M, \$1.028M higher than the FY22 budget, primarily because of increased grant indirect activity. Other revenues are projected to be \$2.047M, \$553K less than the FY22 budgeted amount.

Expenses:

Total expenses are projected to be \$66.584M, \$893K less than the FY22 budget. Personnel is projected to be \$56.663M, \$583K less than the budget due to salvage savings from vacant positions. This projection is built on the assumption that the remaining six months of payroll for the year will be equivalent to a 2% increase from December (due to various COLAs and step increases anticipated). Service and supplies are projected to be \$9.744M. Due to how atypical FY21 was, using prior year's burn rate for projections is not prudent, instead it was assumed that spending will continue at the same pace for the second half of the year.

Transfer Schedule:

A projected transfer schedule is attached to provide details for the projected transfers in and out. This includes the standard transfers out of support to Athletics and the Child Development Center.

One-Time Activities:

One-time activities include a \$3M reimbursement to E&G. In consultation with our auditors during our FY21 audit, we drew down the remaining balances of all HEERF funds. Although this will change how we track the funds on our books, managerially the funds will be used for the same purposes as originally planned (COVID-support staff, transitioning to online delivery, one-time equipment purchases, support to auxiliaries, etc.). As a result, in January we will see approximately \$6M of HEERF funds come into E&G. However, there will be corresponding increases in expenditures or transfers out. For purposes of projecting our fund balance, the \$3M planned reimbursement for E&G is all that is included. Other one-time activities include retirement incentive payments for

five faculty, LAS start-up funds, Banner financial aid implementation, and other misc. activities.

Net Revenues less Expenses and Transfers:

Net revenues less expenses and transfers are projected to be a loss of \$1.176M versus the FY22 budget of a loss of \$2.240M. Projected year-end fund balance is \$9.694M, or 14.55% of projected revenues. Without the influx of the one-time \$3M of HEERF funds, our projected year end fund balance would be \$6.694M, or 10.04%.

Auxiliary Enterprises:

Revenues:

In FY21, auxiliary revenue was low fall and winter terms, and then increased spring term; in FY22, our auxiliary revenue is following a much more typical trend. Using our typical projection methodology that looks at the prior year's realization rate, therefore would skew the projection, so different realization percentages are assumed. Enrollment fees are projected using 67% (since P6 actuals reflect 2 of 3 terms' fees), totaling \$5.788M, \$385K less than the budget. The shortfall is due to lower-than-expected enrollment resulting in fewer health service and incidental fees. Sales and services are projected using 40% (since we have only completed 1 term, but fall term has the most activity), resulting in a projection of \$10.746M, \$1.029M. The increase is primarily from dining, including Café Allegro, which is doing better than anticipated. Other revenue is projected using 50% (since we are half-way through the fiscal year), resulting in a projection of \$2.289M, \$674K more than budgeted, primarily because of Destination Western. This results in total revenues projected to be \$18.822M, \$1.318M more than the FY22 budget.

Expenses:

Total expenses are projected to be \$19.386M, \$37K more than the budget. Personnel is projected to be \$9.514M, \$37K more than the adjusted budget. Service and supplies are projected to come in on budget at \$9.872M, due to how atypical FY21 was, using that burn rate as a baseline for projections is not prudent.

Net Revenues less Expenses and Transfers:

Net revenues less expenses and transfers are projected to be a gain of \$545K compared to the FY22 budget of a loss of \$726K. Adding in the projected HEERF reimbursement of \$200K resulted in projected year end fund balance of \$5.099M.

Designated Operations, Service Departments, Clearing Funds:

Revenues:

Total revenues are projected to be \$2.757M, \$483K over budget.

Expenses:

Total expenses are projected to be \$1.899M, \$431K less than the budget.

Net Revenues less Expenses and Transfers:

Net revenues less expenses and transfers are projected to be a gain of \$858K compared to the FY22 budget of a loss of \$56K.

COMMITTEE RECOMMENDATION:

The WOU Finance and Administration Committee recommends that the Western Oregon University Board of Trustees accept the FY22 Projected Year-End Report and the overall Management Report as of December 31, 2021.

Western Oregon University
P6 YTD Actual to Actual Variance

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

As of December 31, 2021
For the Fiscal Year Ended June 30, 2022

| | P6 YTD FY21 | P6 YTD FY22 | Variance | Note |
|-------------------------------------|--------------------|--------------------|-----------------|--|
| | Actuals | Actuals | | |
| Education & General Fund | | | | |
| Revenues | | | | |
| Tuition | 26,188 | 22,896 | (3,292) | Decreased enrollment. |
| Online Course Fees | 4,887 | 2,479 | (2,409) | Decrease in online courses. |
| Other Fees | 885 | 807 | (79) | |
| Less: Fee Remissions | (4,730) | (2,955) | 1,775 | |
| Net Student Fees & Tuition | 27,231 | 23,226 | (4,005) | |
| Government Resources & Allocations | 17,923 | 18,716 | 792 | HECC higher allocation. |
| Gift Grants and Contracts | 265 | 477 | 212 | |
| Other Revenue | 1,382 | 2,488 | 1,105 | FY22 includes \$1.5M ARP reimbursement. |
| Total Revenues | 46,802 | 44,907 | (1,895) | |
| Expenses | | | | |
| Personnel | 24,669 | 23,951 | (718) | |
| Service & Supplies | 2,938 | 4,872 | 1,934 | Spending trailed behind in FY21 due to pandemic. |
| Capital Expense | 32 | 44 | 12 | |
| Total Expenses | 27,638 | 28,867 | 1,228 | |
| Net Revenues less Expenses | 19,164 | 16,040 | (3,123) | |

Western Oregon University
P6 YTD Actual to Actual Variance

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

As of December 31, 2021
For the Fiscal Year Ended June 30, 2022

| | P6 YTD FY21 | P6 YTD FY22 | Variance | Note |
|---|--------------------|--------------------|-----------------|--|
| | Actuals | Actuals | | |
| Auxiliary Enterprises Funds | | | | |
| Revenues | | | | |
| Enrollment Fees | 773 | 3,878 | 3,105 | Increase in on-campus courses & respective fees. |
| Sales and Services | 2,649 | 4,298 | 1,649 | |
| Other Revenue | 140 | 1,144 | 1,004 | |
| Total Revenues | 3,562 | 9,321 | 5,758 | |
| Expenses | | | | |
| Personnel | 3,894 | 4,550 | 656 | |
| Service & Supplies | 2,748 | 3,967 | 1,219 | |
| Capital Expense | - | - | - | |
| Total Expenses | 6,642 | 8,517 | 1,875 | |
| Net Revenues less Expenses | (3,080) | 803 | 3,883 | |
| Designated Operations, Service Departments, Clearing Funds | | | | |
| Revenues | | | | |
| Enrollment Fees | 9 | 11 | 2 | |
| Sales and Services | 42 | 63 | 20 | |
| Other Revenue | 697 | 924 | 227 | |
| Total Revenues | 748 | 997 | 249 | |
| Expenses | | | | |
| Personnel | 436 | 453 | 17 | |
| Service & Supplies | 423 | 501 | 78 | |
| Capital Expense | 0 | 0 | 0 | |
| Total Expenses | 859 | 954 | 95 | |
| Net Revenues less Expenses | (111) | 43 | 155 | |

Western Oregon University
P6 Percent Actual Variance Analysis
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of December 31, 2021
For the Fiscal Year Ended June 30, 2022

| | P6 FY21 Realization/ Burn Rate % | P6 FY22 % of FY22 Proposed Budget | Variance |
|--|---|--|-----------------|
| Education & General Fund | | | |
| Revenues | | | |
| Student Fees & Tuition (net of remissions) | 70.58% | 71.97% | 1.39% |
| Government Resources & Allocations | 61.83% | 60.41% | -1.42% |
| Gift Grants and Contracts | 28.92% | 76.72% | 47.79% |
| Other Revenue | 48.25% | 95.68% | 47.43% |
| Total Revenues | <u>65.59%</u> | <u>67.55%</u> | <u>1.96%</u> |
| Expenses | | | |
| Personnel | 43.79% | 41.84% | -1.95% |
| Service & Supplies | 39.04% | 48.62% | 9.58% |
| Capital Expense | 24.76% | 20.95% | -3.81% |
| Total Expenses | <u>43.19%</u> | <u>42.78%</u> | <u>-0.41%</u> |

Western Oregon University
P6 Percent Actual Variance Analysis
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of December 31, 2021
For the Fiscal Year Ended June 30, 2022

| | P6 FY21 Realization/ Burn Rate % | P6 FY22 % of FY22 Proposed Budget | Variance |
|---|---|--|-----------------|
| Auxiliary Enterprises Funds | | | |
| Revenues | | | |
| Enrollment Fees | 53.15% | 62.82% | 9.67% |
| Sales and Services | 40.05% | 44.24% | 4.19% |
| Other Revenue | 7.95% | 70.89% | 62.93% |
| Total Revenues | 36.24% | 53.25% | 17.01% |
| Expenses | | | |
| Personnel | 47.83% | 48.01% | 0.19% |
| Service & Supplies | 33.55% | 40.19% | 6.64% |
| Capital Expense | 100.00% | 100.00% | 0.00% |
| Total Expenses | 40.59% | 44.02% | 3.43% |
| Designated Operations, Service Departments, Clearing Funds | | | |
| Revenues | | | |
| Enrollment Fees | 37.01% | 9.48% | -27.53% |
| Sales and Services | 37.43% | 49.47% | 12.04% |
| Other Revenue | 36.07% | 45.41% | 9.34% |
| Total Revenues | 36.16% | 43.85% | 7.69% |
| Expenses | | | |
| Personnel | 47.17% | 44.47% | -2.70% |
| Service & Supplies | 53.41% | 38.23% | -15.18% |
| Capital Expense | 0.00% | 0.00% | 0.00% |
| Total Expenses | 50.05% | 40.95% | -9.10% |

Western Oregon University
 FY22 Projected Year-End
 (Unaudited, non-GAAP, for management purposes only)
 (in thousands)

As of December 31, 2021
 For the Fiscal Year Ended June 30, 2022

| | FY21 Year-End Actuals | FY22 Projected Year-End | FY22 Budget | Variance FY22 Projected Year-End to Budget | Note |
|--|--------------------------|----------------------------|----------------|--|---|
| Education & General Fund | | | | | |
| Recurring Operating Activities | | | | | |
| Student Fees & Tuition (net of remissions) | 38,582 | 31,969 | 32,272 | (303) | |
| Government Resources & Allocations | 28,990 | 30,984 | 30,984 | - | Projection based on budget. |
| Gift Grants and Contracts | 918 | 1,650 | 622 | 1,028 | |
| Other Revenue | 2,864 | 2,047 | 2,600 | (553) | |
| Total Revenues | 71,355 | 66,650 | 66,478 | 172 | |
| Personnel | 56,331 | 56,663 | 57,246 | 583 | Salvage savings. |
| Service & Supplies | 7,526 | 9,744 | 10,022 | 277 | Projection assumes S&S spending will be consistent second-half of year. |
| Capital Expense | 128 | 177 | 210 | 32 | |
| Total Expenses | 63,985 | 66,584 | 67,477 | 893 | |
| Net Transfers | 3,229 | 3,317 | 3,317 | - | Projection is based on transfer schedule. |
| Total Expenses and Transfers | 67,214 | 69,902 | 70,794 | 893 | |
| Operating Net Revenues less Expenses | 4,141 | (3,252) | (4,316) | 1,064 | |
| One-Time Activities | | | | | |
| HEERF Reimbursement | 2,400 | 3,000 | 3,000 | - | |
| Quasi Endowment | (850) | - | - | - | |
| Other | (1,061) | (924) | (924) | - | Projection based on budget. |
| Total One-Time Activities | 489 | 2,076 | 2,076 | - | |
| Total Net Revenues less Expenses | 4,630 | (1,176) | (2,240) | 1,064 | |
| Fund Balance at the Beginning of the Year | 6,240 | 10,870 | 10,870 | | |
| Fund Balance at the End of the Year | 10,870 | 9,694 | 8,630 | | |
| Fund Balance as a Percentage of Revenues | 15.23% | 14.55% | 12.98% | | |

Western Oregon University
FY22 Projected Year-End
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of December 31, 2021
For the Fiscal Year Ended June 30, 2022

| | FY21 Year-End Actuals | FY22 Projected Year-End | FY22 Budget | Variance FY22 Projected Year-End to Budget | Note |
|---|----------------------------------|------------------------------------|------------------------|---|---|
| Auxiliary Enterprises Funds | | | | | |
| Enrollment Fees | 1,454 | 5,788 | 6,174 | (385) | |
| Sales and Services | 6,615 | 10,746 | 9,716 | 1,029 | |
| Other Revenue | 1,760 | 2,289 | 1,614 | 674 | |
| Total Revenues | 9,829 | 18,822 | 17,504 | 1,318 | |
| Personnel | 8,142 | 9,514 | 9,477 | (37) | |
| Service & Supplies | 8,192 | 9,872 | 9,872 | - | Projection based on budget. |
| Capital Expense | 32 | - | - | - | |
| Total Expenses | 16,365 | 19,386 | 19,349 | (37) | |
| Net Transfers | (3,798) | (1,109) | (1,119) | (10) | Projection is based on transfer schedule. |
| Total Expenses and Transfers | 12,567 | 18,277 | 18,230 | (47) | |
| Net Revenues less Expenses | (2,738) | 545 | (726) | 1,271 | |
| HEERF Funds | 1,700 | 200 | | | |
| Additions/Deductions to Fund Balance | (2,178) | (1,986) | | | |
| Fund Balance at the Beginning of the Year | 9,556 | 6,339 | | | |
| Fund Balance at the End of the Year | 6,339 | 5,099 | | | |
| Fund Balance as a Percentage of Revenues | 64.49% | 27.09% | | | |
| Designated Operations, Service Departments, Clearing Funds | | | | | |
| Enrollment Fees | 25 | 29 | 113 | (84) | |
| Sales and Services | 113 | 167 | 127 | 41 | |
| Other Revenue | 1,931 | 2,561 | 2,034 | 527 | |
| Total Revenues | 2,069 | 2,757 | 2,274 | 483 | |
| Personnel | 925 | 961 | 1,019 | 58 | |
| Service & Supplies | 792 | 938 | 1,310 | 372 | |
| Capital Expense | - | - | - | - | |
| Total Expenses | 1,717 | 1,899 | 2,329 | 431 | |
| Net Transfers | (56) | 1 | 1 | - | Projection is based on transfer schedule. |
| Total Expenses and Transfers | 1,661 | 1,899 | 2,330 | 431 | |
| Net Revenues less Expenses | 407 | 858 | (56) | 463 | |
| Additions/Deductions to Fund Balance | (342) | (301) | | | |
| Fund Balance at the Beginning of the Year | 2,982 | 3,047 | | | |
| Fund Balance at the End of the Year | 3,047 | 3,604 | | | |
| Fund Balance as a Percentage of Revenues | 147.29% | 130.69% | | | |

Western Oregon University
Transfers Schedule - Projected FY22

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

| | E&G | | | Auxiliary | | | Des Ops - Serv Dept. | Plant fund | Other | | Total |
|------------------------------|---------|-----------|--------|-----------|-----------|--------|----------------------|------------|-----------|--------|-----------|
| Transfers In E&G | | | | | | | | | (a) | | |
| Actual | | | | | | | | | | | - |
| Upcoming | | | | | | | | | 8,893 | | 8,893 |
| Transfers Out E&G | | | | (b) | (c) | (d) | | (e) | (a) | (f) | |
| Actual | | | | | | 496 | | | | | 496 |
| Upcoming | 150,000 | 2,979,025 | 99,504 | 150,000 | 2,979,025 | 99,504 | | 175,000 | 4,804 | 17,431 | 3,425,764 |
| Transfers In AUX | (b) | (c) | (d) | | | | | | | | |
| Actual | | | | 496 | | | | | | | 496 |
| Upcoming | 150,000 | 2,979,025 | 99,504 | 99,504 | | | | | | | 3,228,529 |
| Transfers Out AUX | | | | | | | | (g) | (h) | | |
| Actual | | | | | | | | | 20,079 | | 20,079 |
| Upcoming | | | | | | | | 174,069 | 1,925,973 | | 2,100,042 |
| Transfers In DO, SD | | | | | | | | | | | - |
| Actual | | | | | | | | | | | - |
| Upcoming | | | | | | | | | | | - |
| Transfers Out DO, SD | | | | | | | | | (i) | | |
| Actual | | | | | | | | | | | - |
| Upcoming | | | | | | | | | 750 | | 750 |

| Type | Description |
|------|---|
| (a) | Endowment matches |
| (b) | Child Development Center support |
| (c) | Athletic operations support |
| (d) | Student Vaccine Initiative |
| (e) | Small-Scale Energy Loan Program debt service |
| (f) | Teacher Prep Cost Share support |
| (g) | Student Engagement & Campus Recreation transfers to building/equipment reserves |
| (h) | Misc. auxiliary transfers, including debt payments for Housing and Recreation Center Building Fee |
| (i) | Misc. designated operations and service departments transfers |

**Western Oregon University
Staff Position Status Report by Fund
FY22 as of January 24, 2022**

| | Funds | | |
|---------------------------------------|-------|-------------|-------|
| | E&G | Auxiliaries | Total |
| Budgeted Positions | 258 | 103 | 361 |
| New Hires (July 1 - January 15) | 39 | 19 | 58 |
| Currently Open & Advertised Positions | 18 | 7 | 25 |

*Includes classified and unclassified staff positions

WOU Board of Trustees, Proposal for a new graduate certificate program: Graduate Certificate in Writing Theory and Practice for In-Service Teachers

The Department of English Studies within the Division of Humanities proposes a new Graduate Certificate in Writing Theory and Practice for In-Service Teachers. The 18-credit online graduate certificate offers in-service high school teachers the opportunity to develop disciplinary knowledge of teaching composition, which will benefit both writing instruction in the high school classroom as well as prepare high school teachers for the challenges of dual enrollment instruction.

Currently, there are no programs in the public OR institutions offering a graduate certificate in the theory and practice of teaching composition. Of increasing importance in the state of OR is the fact that more and more high school teachers are tasked with dual enrollment instruction, of which first-year writing is the most commonly taught course. However, many high school teachers are unprepared to teach a college-level curriculum, as they do not have the advanced disciplinary knowledge of composition studies that comes from MA and PhD in Rhetoric and Composition. We have seen this in our work with Willamette Promise for WR 121 and WR 122; we spend much of our professional development time teaching our high school colleagues about composition theory and pedagogy.

The potential benefits of this certificate are broad. More qualified teachers will mean more dual enrollment offerings, which provides more access to students to college courses. We know from ample dual enrollment research that students that have access to college courses have higher postsecondary enrollment after high school, maintain higher overall GPAs than students that did not begin with college credits, and have a higher likelihood of persistence into the second year (NACEP). There is only one comparable certificate targeting high school teachers in the state of Oregon, but it is not performing the same work. This is an opportunity for Western Oregon University to lead the way in offering this important professional development to our high school colleagues tasked with dual enrollment instruction. In addition to serving Oregon, this proposed online certificate also provides sufficient graduate-level credits in its specialty area to satisfy Higher Learning Commission requirements for dual credit writing teachers in its region (HLC is the largest regional accreditor in the US), thus providing opportunities to reach teachers throughout the Midwest.

The proposed Graduate Certificate in Writing Theory and Practice for In-Service Teachers received Faculty Senate Approval on December 14, 2021, 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 met on February 1, 2022, to consider forwarding the proposal to the WOU Board of Trustees. The Academic and Student Affairs Committee recommends that the Western Oregon University Board of Trustees approve the introduction of the proposed Graduate Certificate in Writing Theory and Practice for In-Service Teachers as included in the docket materials.