



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

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. Karaman 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.

A handwritten signature in blue ink, appearing to read "Ryan James Hagemann". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

RYAN JAMES HAGEMANN
Secretary to the Board of Trustees