



Board of Trustees Meeting – November 15-16, 2022
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**MEETING OF THE WOU BOARD OF TRUSTEES
MEETING NO. 51 – JUNE 8, 2022
10:00AM-3:00PM**

DRAFT MINUTES

I. CALL-TO-MEETING / ROLL CALL

Chair Betty Komp called the meeting to order at 10:01 AM and asked Secretary Ryan Hagemann to take the roll. The following trustees were present:

Zellee Allen
Jaime Arredondo (left at 11:57 AM)
Susan Castillo
Gayle Evans (arrived at 10:10 AM)
David Foster
Jay Kenton
Betty Komp
Cec Koontz
Malissa Larson
Leah Mitchell
Doug Morse

The following trustees were absent:

Jerry Ambris
Danielle Campbell
Linda Herrera

II. CHAIR'S WELCOME

Komp welcomed the Board and audience to the June board meeting. Komp recognized outgoing trustees Zellee Allen, Jaime Arredondo, Linda Herrera, and Malissa Larson. Trustee Arredondo offered comments of appreciation. Hagemann offered comments about the upcoming June legislative days. Komp asked Trustee Morse to share observations about the trustee recruitment process.

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

1) Meeting Minutes:

- a) [December 14, 2021](#)
- b) [April 7, 2022](#)
- c) [April 14, 2022](#)



- d) [April 18, 2022](#)
 - e) [April 20, 2022](#)
 - f) [May 18, 2022](#)
- 2) [FY22 Management Report](#) (As of April 30, 2022)
 - 3) [List of Contracts/Grants that exceed \\$100,000 in FY22](#)

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:

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

Jay Kenton is non-voting.

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

The motion passed.

IV. PUBLIC COMMENT

Komp asked Hagemann if anyone had signed up for public comment. No individuals were signed up to address the Board in public comment.

V. STAKEHOLDER UPDATES

1) SHARED GOVERNANCE

a. ASWOU

Komp called on incoming ASWOU Vice President Hunter Hall and ASWOU Senate President Connor Goehring for a brief ASWOU report. Hall and Goehring addressed the following topics: student body safety and institutional changes. Trustee Allen asked about the information about safety. Hall discussed inoperable emergency lights, emergency buttons, and inaccurate campus maps. Trustee Larson welcomed the students to the Board meeting.



b. Faculty Senate

Komp called on Dr. Elisa Maroney, Faculty Senate president, for a brief Faculty Senate report. Maroney addressed the following topics: appreciation for the Board's service, gratitude for stakeholders' ability to address the Board at meetings, faculty accomplishments in the written report, and acknowledgement of incoming Faculty Senate president Dr. Steve Scheck.

c. Staff Senate

Jenna Otto, Staff Senate president, was unable to attend the Board meeting.

2) UNION

a. SEIU

Komp called on Jackson Stalley, SEIU president, for a brief ASWOU report. Stalley addressed the following topics: the impact of interim president Dr. Jay Kenton's service, culture changes, and value of sincere and honest communication. Trustee Castillo acknowledged Stalley's message and thanked him for his report.

b. WOUFT

Komp called on Dr. Melanie Landon-Hays, WOUFT president, for a brief WOUFT report. Landon-Hays addressed the following topics: importance of regular communication and the ability of stakeholder participation at Board meeting, gratitude for May Day event, joint labor-management committee meetings, bargaining preparation, cluster hires, faculty development awards, collaboration with university leadership, understanding the impact of inflation on upcoming bargaining, development of a WOUFT code of conduct, completion of grievance training for WOUFT stewards, and appreciation for Dr. Jay Kenton's service as interim president. Komp acknowledged Dr. Landon-Hays' service on the presidential search committee.

VI. COMMITTEE REPORTS

1) ACADEMIC & STUDENT AFFAIRS COMMITTEE (ASAC)

Komp recognized ASAC Chair Arredondo for a brief ASAC report. Arredondo updated the Board on the following topics: recognition of ASAC trustees and staff, Amazon Career Choice, SEIU tuition discount program, EAB marketing, positive trends in sponsored projects and grants, and renewal of the Upward Bound five-year grant. Trustee Arredondo asked if Dr. Robert Winningham, Provost and Vice President for Academic Affairs or Tina Fuchs, Interim Vice President for Student Affairs had any contributions. Fuchs echoed the comments about the Upward Bound and creation of student recognition awards. Winningham added more information about the SEIU tuition program, partnerships with Chemeketa Community College, and analysis of the number of credits transfer students have upon graduation.

2) DIVERSITY, EQUITY, INCLUSION, & ACCESSIBILITY COMMITTEE (DEIAC)



Komp turned to DEIAC Chair Castillo and asked for a brief DEIAC report. Castillo updated the Board on the following topics: introduction of Dominique Vargas as the incoming Executive Director of Diversity, Equity and Inclusion, recognition of trustee service on the committee, and Board's focus on DEIA work, including an external equity audit. Vargas introduced herself and described her initial possible approaches to the equity audit. Castillo reminded the Board that after the equity audit, the committee will use that information and turn its attention to the development of a DEIA dashboard.

3) EXECUTIVE GOVERNANCE & TRUSTEESHIP COMMITTEE (EGTC)

Komp updated the Board on the last EGTC meeting. She shared information about trustee recruitment and asked Trustee Morse to expand upon the process to develop trustee candidates. Komp also updated the Board about efforts to develop a new onboarding process for both the incoming president and new trustees.

4) FINANCE & ADMINISTRATION COMMITTEE (FAC)

Komp asked FAC Chair Koontz for a brief FAC update. Koontz shared that the majority of the committee meeting was focused on the budget and the Board will address that topic later.

VII. BREAK

The Board recessed for a 15-minute break.

1) LUNCH/PRESENTATION: [Occupational Therapy Doctorate](#)

Komp asked Dr. Rob Winningham, Provost and Vice President for Academic Affairs, to introduce the lunch presentation on the Occupational Therapy Doctorate. Winningham was joined by Dr. Hillary Fouts, Dean for Graduate Studies and Research. Winningham observed that all necessary external approvals—other than accreditation—were in order to advance the Occupational Therapy Doctorate. Fouts shared information about faculty engagement with an external consultant to craft the Occupational Therapy Doctorate program. Winningham described the breadth of occupational therapy's impact, ranging from work sites to schools to home health care. He continued with information about the competitiveness of occupational therapy programs and Oregon's need for more occupational therapists. Winningham also shared that a new OTD program would be beneficial for WOU students.

After introductory information, Winningham reviewed the fiscal information for the OTD program, observing that, with a conservative estimate and all cohorts on campus, the university would net \$2 million. Winningham also shared that a OTD program would have a significant impact on undergraduate students, including the possibility of offering WOU students additional points in the OTD admission process. Fouts reviewed the approval processes again. Winningham stressed that doctorates were now the industry standard for occupational therapists. He outlined the work the university has engaged with external experts to develop the program and prepare to hire a program director. He also returned to the details of the financial pro forma and shared how conservative estimates were, outlining



the revenues and expenses until the program was running with three full cohorts. Komp asked the trustees if there were any questions.

Trustee Foster asked if there would be differential tuition. Trustee Mitchell expressed her support for the program and stressed for WOU to consider national trends when setting tuition and running the program. She also expressed support for offering WOU students additional points in the admission process. Winningham shared that the university could create various pathways into the OTD program. Foster acknowledged the collaborative work across many faculty members to create the OTD program. Trustee Morse stated that he had several questions about the proposal.

First, he asked when the university decided to move into considering OTD. Winningham shared information about Stamats to survey emerging program markets in 2016. Morse inquired whether or not existing programs would present competition to WOU's OTD program. Morse and Fouts discussed the impact of clinical sites on the competitiveness of WOU's proposed program. Morse asked if there were any expenses or impacts on the 2022-2023 budget and Winningham offered that the primary expense would be the onboarding of a new OTD director. Morse asked how much of the approval on the Board's docket would be approving the budget for the program. Winningham stressed the need for a "go-no go" decision. He observed that since WOU first considered a doctorate in physical therapy, other institutions had entered the space and he did not want the same to occur with occupational therapy. Winningham offered to go back and examine the proposed financial pro forma carefully to determine if cuts could be made. Koontz asked whether or not the finance departments had reviewed and commented on the pro forma. Trustee Allen inquired about the "break even" point and if the university was prepared to carry the program until that time.

Foster noted that there might be "hidden" revenues in the pro forma due to a possible increase in undergraduate enrollment for those students interested in moving into the OTD program and Mitchell echoed Foster's comments. Trustee Evans asked about the comprehensive campaign and the possibility of funding from external fundraising and Winningham noted that health sciences were a part of the fundraising campaign.

VIII. ACTION ITEMS

2) [Occupational Therapy Doctorate](#)

After presentation, Komp called for a motion to approve the Occupational Therapy Doctorate as presented and included in the written docket materials. Larson moved approval and Castillo seconded the motion. Koontz asked whether or not the OTD personnel expenses, including the director, were included in the 2022-2023 budget proposal. Castillo inquired if there were still opportunities in the future to "go/no-go" and Winningham answered there were. Morse echoed Winningham's offer to go back to the budget to determine if there were expenses that could be cut from the proposal. Morse requested clarification on what the Board was voting and Komp asked Hagemann to provide context. Hagemann noted that the Board typically does not vote on budget line items, but, because the Board is expressing its budgetary concern at a public meeting, it would be easy to ensure the Board gets periodic updates on the OTD budget work. The following trustees voted in favor of the motion:



Zellee Allen
Susan Castillo
Gayle Evans
David Foster
Betty Komp
Cec Koontz
Malissa Larson
Leah Mitchell
Doug Morse

Jay Kenton is non-voting.

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

The motion passed.

3) [FY2023 Preliminary Budget](#)

Komp acknowledged Koontz and Dr. Ana Karaman, Vice President for Finance & Administration to present on the FY2023 Preliminary Budget. Koontz and Karaman were joined by Camarie Moreno, Director of Budget and Planning and Cara Groshong, Interim Executive Director of the WOU Foundation.

Koontz described the role the University Budget Advisory Committee (UBAC) played in crafting assumptions for the budget presentation. Groshong joined the presentation as the UBAC co-chair and described how the committee considered various assumptions and scenarios, including deliberate monitoring of enrollment numbers. She observed that UBAC landed on a five percent down in undergraduate enrollment and flat enrollment for graduate students as the enrollment assumption that would be used to build the budget. Karaman outlined the difficult process of trying to predict fall enrollment. Koontz reminded the Board that this docket item was the preliminary budget. Karaman returned to the written docket materials to review the budget creation process and review the various funds that comprise the university's budget. She reviewed various funds, including the auxiliaries, so she could delve into the E&G portion of the budget.

After going through auxiliaries and designated operations, Karaman turned to the E&G portion of the university's budget and reviewed the projected \$6.3M deficit. She walked the Board through both the revenue and expense sides of the fund and described the impact of personnel costs on the university's budget, including an outstanding question as to what the university would do with unclassified salaries. Karaman outlined the revenue components of the budget and described enrollment fees, including tuition, and state appropriation. Morse asked if the expenses would remain the same, regardless of the assumptions and the enrollment numbers. Karaman clarified that any budget deficit would be covered by the university's fund balance. Morse inquired about the expenses between the June meeting and the November meeting when the Board would approve the university's budget. Karaman outlined typical payrolls and the slower spending period over the summer.



Trustee Larson asked Karaman about whether or not unclassified salary increases were budgeted and Karaman shared that they were not incorporated into the budget. Trustee Evans inquired about the enrollment management strategies and why the assumption was that the university would be down five percent for undergraduate enrollment. Evans asked whether or not the return-on-investment matched expectations. Karaman described some of the interventions and explained the EAB contract specifically. Evans observed that the Board and university might need more discipline with understanding big decisions and the potential for return-on-investment. Morse reiterated his observations about changing behavior regarding expenses if the university faced enrollment declines. Koontz stressed that any budget development would rely on assumptions.

After presentation, Komp called for a motion to approve the FY2023 Preliminary Budget as presented and included in the written docket materials. Koontz moved approval and Morse seconded the motion. Komp asked Kenton about whether or not he would build a budget based on assumptions as described and Kenton offered the assumptions were conservative, but the Board would have the opportunity in November to adjust based on actual numbers. Foster echoed his support for Trustee Evans's comments about metrics and monitoring return-on-investment. Komp stated that she did not like the approach and the assumptions on which the preliminary budget was constructed. The following trustees voted in favor of the motion:

Zellee Allen
Susan Castillo
David Foster
Betty Komp
Cec Koontz
Malissa Larson
Leah Mitchell
Doug Morse

Jay Kenton is non-voting.

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

The motion passed.

4) [Quasi Endowment](#)

Koontz and Karaman continued with the presentation of the quasi endowment transfer proposal. Koontz reviewed the purpose of the quasi-endowment and the proposal to transfer another \$850,000 into the endowment. Karaman clarified that the endowment is invested consistent with an investment policy. After presentation, Komp called for a motion to approve the quasi endowment transfer as presented and included in the written docket materials. Koontz moved approval and Evans seconded the motion. Allen asked about the interest rates and Karaman noted that the quasi-endowment was managed by the Oregon State Treasury. Larson asked about on what the Board and university could spend the quasi-endowment and



reiterated her concern about unclassified salaries. Kenton noted that the proposed transfer did not preclude using funds for unclassified salaries. The following trustees voted in favor of the motion:

Zellee Allen
Susan Castillo
Gayle Evans
David Foster
Betty Komp
Cec Koontz
Malissa Larson
Leah Mitchell
Doug Morse

Jay Kenton is non-voting.

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

The motion passed.

5) [Interim President Employment Agreement Amendment](#)

Komp asked Hagemann to introduce the proposed amendment to the interim president's employment agreement as included in the written docket materials. After presentation, Komp called for a motion to approve the amendment to the interim president's employment agreement. Komp moved approval and Morse seconded the motion. The following trustees voted in favor of the motion:

Zellee Allen
Susan Castillo
Gayle Evans
David Foster
Betty Komp
Cec Koontz
Malissa Larson
Leah Mitchell
Doug Morse

Jay Kenton is non-voting.

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

The motion passed.

6) [Board Chair Election](#)



Komp introduced the recommendation to reelect Betty Komp as Board Chair consistent with the Board's bylaws. After presentation, Komp called for a motion to reelect Betty Komp as Board Chair for a two-year term from July 1, 2022 to June 30, 2024. Komp moved approval and Morse seconded the motion. The following trustees voted in favor of the motion:

Zellee Allen
Susan Castillo
Gayle Evans
David Foster
Betty Komp
Cec Koontz
Malissa Larson
Leah Mitchell
Doug Morse

Jay Kenton is non-voting.

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

The motion passed.

IX. BREAK

The Board did not take its afternoon break because of time.

X. [PRESIDENT KENTON Update](#) (Cabinet full reports in [Appendix B](#))

Dr. Jay Kenton directed the Board to his written comments because of time, but highlighted the employee recognition event and the new Werner University Center mural. Komp took time to recognize Dr. Kenton's service as interim president.

XI. PRESIDENTIAL APPOINTMENT

Komp turned to the appointment of WOU's next president and shared information about the accomplishments and experiences of Dr. Jesse Peters.

After presentation, Komp called for a motion to appoint Dr. Darrell Jesse Peters as the WOU's next president. She asked Hagemann to read the formal motion into the record. He stated:

The Western Oregon University Board of Trustees appoints Dr. Darrell "Jesse" Peters to serve as the Western Oregon University president at 1.0 FTE at an annual salary of \$340,008, a monthly housing stipend of \$3,500, and a monthly vehicle stipend of \$1,000 in lieu of mileage reimbursement for a term from August 1, 2022 to June 30, 2027 and delegates to the Board Chair or her designee the authority to negotiate and execute an employment agreement consistent with the terms and conditions outlined in this motion.

Komp moved approval and Koontz seconded the motion.



After the motion, several trustees offered statements of support, including Trustees Foster, Morse, Evans, Castillo, Koontz and Allen.

The following trustees voted in favor of the motion:

Zellee Allen
Susan Castillo
Gayle Evans
David Foster
Betty Komp
Cec Koontz
Malissa Larson
Leah Mitchell
Doug Morse

Jay Kenton is non-voting.

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

The motion passed.

After the motion, Dr. Peters offered some words to the Board and campus community. Peters shared:

I'm honored to serve as president of Western Oregon University.

I look forward to working with the Board of Trustees as we move WOU into the next phase of its history.

My interactions with the BOT and the search committee during the interview process show how committed people are to the institution.

My meetings with faculty and staff are full of vision.

And I'm glad to add my own voice to those conversations.

Thank you, Chair Komp, and all the Board Members for this.

As many of you know I grew up on a farm in rural Georgia and I'm a first-generation college student.

I remember the excitement of going off to college, stepping into a new world full of new people and ideas.

But I also remember the fear and the uncertainty.



I remember all of the moments I struggled and how easily it can be to be turned away from opportunity.

But education is transformational.

It changes us in positive ways and provides access to choices throughout our lives.

It gives us the power to help people and communities grow and change.

Here at Western Oregon University, we will continue the tradition of quality education and strengthen the efforts to make our students successful graduates.

In order to achieve our common goals, we must carry a commitment to diversity, equity, inclusion, and access.

This is especially true coming out of the global pandemic.

So many of us have experienced trauma and disruption.

So many of us have suffered and felt the pain of loss and uncertainty.

But we also found some things too.

We found new ways to communicate, new strategies for connection, new voices in the room, and new strength to take us into the future.

Now is the time to join hands and take those steps.

As I often like to say, we work best when we work together and many eyes make for stronger vision.

Thank you again for this appointment.

As president I will serve this institution with dedication and honor.

XII. FINAL ANNOUNCEMENTS

Komp shared information about commencement on Saturday and the reception for incoming president Dr. Peters following the Board meeting.

XIII. ADJOURNMENT

Komp adjourned the meeting with a quorum at 3:26 PM.



Western Oregon UNIVERSITY

A handwritten signature in blue ink, appearing to read 'Ryan James Hagemann', with a long, sweeping flourish extending to the right.

RYAN JAMES HAGEMANN
Secretary to the Board of Trustees



**SPECIAL MEETING OF THE WOU BOARD OF TRUSTEES
MEETING NO. 52 – AUGUST 24, 2022
4:00 PM**

DRAFT MINUTES

I. CALL-TO-MEETING / ROLL CALL

Chair Betty Komp called the special meeting to order at 4:03 PM and asked Secretary Hagemann to take the roll. The following trustees were present:

Jerry Ambris
Gayle Evans
Angela Fasana
David Foster
Betty Komp
Cec Koontz
Leah Mitchell
Kari Nelsestuen
Jesse Peters

The following trustees were absent:

Zellee Allen
Danielle Campbell
Susan Castillo
Linda Herrera
Doug Morse
Michael Reis

II. CHAIR'S WELCOME

Chair Komp welcomed the trustees to the special Board meeting and asked President Peters and the new trustees to introduce themselves.

III. ACTION ITEMS

1. [Delegation of Contract Authority](#)

Chair Komp recognized Trustee Koontz, and key personnel, to introduce the docket item. Koontz introduced Vice President for Finance and Administration Dr. Ana Karaman and she introduced Director of Capital Planning Jason Krawczyk and Construction and Assistant Vice



President for Safety and Operations Rebecca Chiles. Karaman offered a brief explanation of the Student Success Center capital project and the roof projects under the capital improvement and repair program. Komp asked Krawczyk for additional comments about the Student Success Center project and Chiles about the roof projects. Trustee Foster asked about the timeline for the projects and whether or not Parking Lot F would be closed during the construction. Karaman observed supply chain issues might impact the timeline of the roof projects and the vendor, Garland, would start ordering materials now. After presentation and discussion, Komp called for a motion to approve the delegation of authority as described in the written docket materials. Koontz moved approval and Ambris seconded the motion. Before the motion, Trustee Evans asked about the Board Statement on the Delegation of Authority and the approval of the capital construction project budget. Staff explained that when the university brought the proposed projects to the Board before submitting them to HECC and the Oregon Legislature, the project budgets were approved at that time. The proposed action today was to delegate contract authority to the president for both the Student Success Center and roofing projects as described in the written docket materials.

Chair Komp asked Hagemann to take roll call for the vote. The following trustees voted in favor of the motion:

Jerry Ambris
Gayle Evans
Angela Fasana
David Foster
Betty Komp
Cec Koontz
Leah Mitchell
Kari Nelsestuen

President Peters is non-voting.

No trustees opposed the motion.

No trustees abstained from the motion.

The motion passed.

IV. FINAL ANNOUNCEMENTS

After the motion, Chair Komp asked Provost and Vice President for Academic Affairs Dr. Rob Winningham to introduce himself.

V. ADJOURNMENT

Chair Komp adjourned the special meeting with a quorum at 4:23 PM



Western Oregon UNIVERSITY

RYAN JAMES HAGEMANN

Secretary to the Board of Trustees



**WOU BOARD OF TRUSTEES RETREAT
MEETING NO. 53
SEPTEMBER 1, 2022 | 2:00PM-5:00PM
SEPTEMBER 2, 2022 | 9:00AM-4:00PM
WOU:SALEM, 525 Trade Street, Salem, Oregon**

DRAFT MINUTES

Thursday, September 1

I. Call-to-meeting | Roll Call

Chair Komp called the retreat meeting to order at 2:15 PM and asked Secretary Hagemann to take roll. The following trustees were present:

Jerry Ambris
Gayle Evans (arrived at 2:47 PM)
Angela Fasana
David Foster
Betty Komp
Cec Koontz
Doug Morse
Kari Nelsestuen
Jesse Peters
Michael Reis

The following trustees were absent:

Zellee Allen
Danielle Campbell
Susan Castillo
Linda Herrera
Leah Mitchell

II. Introductions

Komp asked President Peters to kick off the retreat with some observations and introductions. Peters and the trustees introduced themselves, as did Executive Director for Diversity, Equity, and Inclusion Dominique Vargas.

III. DEI Training: The Importance of DEI Awareness & Initiatives to Shape the Future of WOU (Dominique Vargas)

After introductions, Vargas engaged the Board in DEI training. She started with a focus on self-reflection and shared guiding principles for the training. She asked trustees to consider several identities and to consider the identities that each trustee thought about



frequently and those identities that the individual trustees did not think about often. She observed that trustees might consider doing this exercise each year to see if there are changes. After self-reflection on various identities, Vargas asked the trustees to continue the self-reflection exercise individually.

After trustees completed the experience, various trustees shared observations about their own identities and vulnerabilities. Several trustees mentioned privilege as a part of their self-reflection and Vargas noted that it was important how individuals used their privilege; it is possible for those in positions of privilege to use that privilege to open doors and create access. Vargas shared self-reflective activities such as those incorporated into the training could be instrumental in breaking down barriers and creating an accessible community at WOU.

After trustees shared various observations, Vargas moved to a second reflective question and provided trustees with the opportunity to review individually. After reflection, several trustees shared their individual observations about the questions.

After the self-reflections, Vargas turned the Board to the Board's own Statement on Diversity, Equity, Inclusion and Accessibility and asked what the statement meant to the trustees individually and as a Board. Trustee Foster offered that everyone in the WOU community should have the opportunity to be who they are. Komp stressed accessibility. Trustee Koontz shared personal reflections about her education. Peters noted that HSI status and DEI work does not work unless the commitment to the values is genuine. Vargas continued, noting the importance of an equity lens in developing policies, procedures and processes for the university. Trustee Nelsestuen observed that an equity lens could be for more than policies and asked the Board to consider how an equity lens might be other initiatives, such as the creation of spaces. Vargas summarized the action steps related to DEIA that the University had accomplished and had planned for the upcoming academic year. The initiatives include creation of the DEIA office, an equity audit, cultural competence work related to HB 2864, and HIS status. Vargas asked trustees if there were any questions.

Nelsestuen inquired about the equity audit. Trustee Evans observed that the Board and University would undertake substantial work in the coming year and that it was important to "clear the fog" and get the information that it needed. She stressed the importance of the Board to exercise change management. Trustee Ambris emphasized the need to be sincere in DEIA work. Morse asked Vargas what she needed from the Board. Vargas noted the sustainability of DEIA work was very important. Evans observed that transparency was key, as well, and that there should be mechanisms in place for the Board to be informed. Peters noted that a part of the retreat was for trustees to get to know him and his accessible leadership style.

IV. How to be a Self-Reflective Board Member – Part 1 (Ernest House, Jr.)

Ernest House, Jr., the retreat facilitator, turned the Board's attention to a conversation about how to be a self-reflective board member. He started with a land acknowledgement and stressed its importance. House posed several questions that the



trustees should review individually and as a Board about their expectations of Board service, including expectations about community with President Peters and the nature of information shared with the Board. House offered several issues with which universities are grappling and whether or not the WOU Board had a perspective on the issues, including the influx of students facing mental health challenges and shared governance. He stressed the notion of creating a runway for the president to tackle initiatives, meet challenges, and foster student success. House asked: What type of Board do you want to be?

House turned the conversation to results from the Board's self-assessment. He shared that he would send out the survey results overnight to trustees and that certain themes, such as onboarding and the identification of new trustees, jumped out. House stated that as trustees reviewed the survey results overnight, it might surface clarifications and questions. House noted that the retreat would return to self-reflective trusteeship in the morning and Peters added that tomorrow's agenda would include his candid observations since his arrival.

Chair Komp recessed the first day of the Board's retreat at 5:11 PM.

Friday, September 2

V. How to be a Self-Reflective Board Member – Part 2 (Ernest House, Jr.)

Chair Komp called the meeting to order and out of recess at 9:08 AM and asked Secretary Hagemann to take the roll. The following trustees were present:

Jerry Ambris
Gayle Evans
David Foster
Betty Komp
Cec Koontz
Doug Morse
Kari Nelsestuen
Jesse Peters
Michael Reis

The following trustees were absent:

Zellee Allen
Danielle Campbell
Susan Castillo
Angela Fasana
Linda Herrera
Leah Mitchell

Komp and Peters turned to House to kick off the second day of the retreat. House asked for Board reflections about the self-assessment materials emailed the previous evening.



Trustee Reis shared that as a new trustee he did not complete the survey, but observed how often the center was selected in the survey questions. Nelsestuen echoed Reis's observations and noted that the results demonstrated different experiences for the trustees. Reis asked the Board if it felt empowered. House asked trustees to identify some ideas that emerged from the survey and which questions that they would like to ask. Komp observed that Board meetings are full of information told to trustees as opposed to information and conversation among trustees. Ambris echoed Komp's observations about a daunting docket. Nelsestuen turned to the strengths and observed, from the survey results, Board meetings are run well, but the Board might turn its attention to community engagement. Peters asked the Board how it might operationalize the survey results. House posed whether or not the Board felt that various voices were heard at meetings. Evans added that the Board asked for a transformational leader and that the Board cannot continue with the current structure; she noted that there was too much engineering and not enough dialogue. Reis echoed Evans's observations and worried about whether or not the Board was handled. He stressed the importance of the Board being conscious about its customs. Komp and Evans discussed working with campus stakeholders. Morse shared that the conversation was great and that good boards do two things well: Boards know what their role is and they know what the institutional priorities are. Trustee Foster echoed Morse's observations and reflected on what his role was as a trustee.

House summarized the conversation and turned to how the Board could assist with an effective presidential onboarding. Nelsestuen contributed that the Board cannot suffer some "solutionitis"; rather, the Board should figure out what the problem is before searching for a solution. Evans thought the Board should share the presidential prospectus with the new trustees. Reis suggested field trips. Peters wondered about whether two-day Board meetings would give trustees more opportunity to engage the community and get to know each other. Evans discussed the guiding principles of the presidential search and how stakeholders worked well together. Komp turned the Board's attention to the strategic plan and Reis noted that prior accreditation work might be useful. Evans wondered if the strategic plan should be revisited annually. Peters noted that the current plan was set to expire and that a new plan might take a different, more succinct form.

Evans continued, observing that the university's vice presidents should be clear and empowered. She also suggested that trustees might attend one committee meeting of a committee of which they are not a member. Reis shared purposeful work from the PSU Board of Trustees on culture. Morse reflected on the dialogue and that vice presidents play a role in keeping the Board informed and Koontz added that building those relationships builds trust.

After the self-reflective Board member conversation, Komp and House announced a break before turning to President Peters' early observation and broad vision for the university.



VI. Early Observations and Broad Vision (President Peters)

After the break, Peters provided a high-level overview of some of the early observations, opportunities, and challenges he has seen thus far. He presented institution challenges like staff vacancies and enrollment decline but also offered opportunities for further discussion like increased teacher education programs to address the national teacher shortage to finalizing the Hispanic Serving Institution designation process. Peters offered additional strategies for success by leveraging university space in Salem, OR and EAB partnerships.

Turning to observations for each of the Board-identified priorities, Peters offered the following:

Campus Culture & Climate

1. Strong commitment to student success
2. Positive approach to DEI and HSI status
3. Good energy to move forward
4. Some denial of enrollment decline and budget issues

Campus Morale

1. Unclassified Staff – Improved with recent raise
2. Some tension between administration and staff/faculty

Strategic Planning

1. We need an inclusive process
2. We need a quick process
3. We need a simple plan with grounding ideals from which we develop actions
4. We need to define identity and differentiation

Enrollment Growth

1. Searching for a permanent Director of Admissions
2. We need larger market share of a declining funnel of students
3. We need data driven decisions and strategies
4. We need to articulate how we support the students we seek to attract
5. We need a strong MarCom unit to drive messaging and branding across the institution

Comprehensive Campaign

1. Great opportunities for growth in this area
2. Must hire VP of Advancement
3. Must use President, cabinet, faculty, trustees, etc. in strategic ways

Current Key Vacancies:



1. VP of Advancement
2. Director of Marketing and Communications
3. PIO and Director of Social Media
4. Director of Admissions
5. Director of HR
6. Assistant Director of HR
7. Director of Government Relations
8. Title IX Coordinator

Strategies for Success:

1. WOU Salem – Graduate Programs, Degree Completion, Space Rental
2. EAB Partnerships for Enrollment
3. Strong Leaders in MarCom & Admissions
4. HSI Status and Inclusive Campus – Identity & Brand Grounded in DEI Initiatives
5. OTD Program – Medical Industries
6. COPLAC Membership – Identity Differentiation
7. Grants – Title III
8. Branding / Messaging / Identity / Student Support

VII. The Role of the Board of Trustees in Presidential & Institutional Success
(Ernest House, Jr.)

After a lengthy conversation regarding Peters' early observations and broad vision, House moved the trustees to lunch and the breakout groups to identify the main challenges and strategies for success.

VIII. Lunch

IX. Identify Main Challenges and Strategies for Success - Breakout Groups
(Ernest House, Jr.)

- **Campus Culture & Climate**
- **Campus Morale**
- **Strategic Planning**
- **Enrollment Growth**
- **Comprehensive Campaign**

Trustees divided into small groups to discuss the Board's priorities. One group discussed campus culture, climate, and morale, a second group tackled enrollment, and the final group looked at the strategic plan and the comprehensive campaign.

X. Breakout Groups Report / Discussion (Ernest House, Jr.)



House asked for reports from each of the breakout session. Morse started with the enrollment breakout group. He observed that among the challenges was to understand what was driving the decline in enrolment and that the first step should be the collection of data. Morse noted that any solution to enrollment declines must be data-driven. Morse stated that the institution should review successes and failures and whether or not they are unique to WOU. Morse also noted that the university should consider the new expectations of students. Foster added that programs and curriculum should be faculty-driven and that the DPT and OPT proposals were an example of a faculty-driven proposal. House offered that the enrollment observations were why strategic planning was so important. Komp asked about HECC and any responsibility regarding the DPT or OPT proposals. Reis inquired about budget infrastructure and process regarding new programs and Foster agreed with the comments.

House asked Trustee Ambris for a report-out of the strategic planning and comprehensive campaign group. Ambris started with that the university should not make any promises that it cannot complete and that a strategic plan was very important. Nelsestuen mentioned that strategic plans have different audiences. Ambris noted that retention should be a part of the enrollment conversations and that, because we have never completed a comprehensive campaign, it would be critical to ensure it was right-sized. He also added that it might be helpful to have a roadmap with intermediate steps for the new strategic plan. Nelsestuen inquired as to the applicability of an equity lens on the new strategic plan.

Evans shared information from the campus climate culture/morale/climate breakout group. She observed that the conversation had come full circle and that it would be critical to bring everyone along in the development of the strategic plan. She stressed the significance of infusing the strategic plan with the university's DEIA imperative. Turning to strategies, Evans offered helping the president with visibility and accessibility and resource issues. Reis shared that trust and grace were critical elements to any engagement of campus culture/morale/climate conversations and used the quasi-endowment/unclassified salaries issue as an example. Evans stated that a consistent, transparent message was important to trust. Peters, Evans, and Koontz discussed budget literacy and the centrality of understanding budget reality. Morse noted that it would be difficult to share complicated budget scenarios with campus and Evans stated that a safe, open forum for campus to discuss the budget was advisable. Reis echoed that it was necessary to work with people. Evans asked if the university needed a new budget model and Peters observed it would be a drastic cut if the university right-sized to its current enrollment.

XI. Recap and Adjourn

House summarized the Board's deliberations and asked how the Board wanted the university to look. Peters added that WOU is a strong community and it should embrace its identify in moving forward.

Komp adjourned the retreat with quorum at 3:02 PM.



Western Oregon UNIVERSITY

RYAN JAMES HAGEMANN
Secretary to the Board of Trustees

Finance & Administration Committee (FAC), November 16, 2022

Management Report as of September 30, 2022

Period 3 YTD Actual to Actual Variance:

This report provides three months of actual revenue and expense activity (as of September 30, 2022) as compared to the same period in prior fiscal year (September 30, 2021).

Education & General Fund:

Revenues:

Tuition revenues are \$901K less than the prior year despite having a modest tuition increase (3.19% for resident undergrad) due to an approximate 7.0% enrollment decrease in Fall 2022 (relative to the same term prior year). Online course fees have decreased by \$222K because of decreased enrollment. Other fees are \$54K more than the prior year, and fee remissions have decreased \$48K from the prior year. Altogether, this results in net tuition and fees for Period 3 (encompassing fall term and majority of Summer 2022) being \$1.117M less than the prior year.

Government resources & allocations have increased by \$13K from prior year based on the HECC's Public University Support Fund (PUSF) allocation formula. This is the fifth quarterly distribution for the 2021-23 biennium. A true up in the allocation for the updated 3-year rolling averages is expected in the sixth quarter distribution.

Gift grants and contracts revenue has increased by \$118K from prior year, primarily reflecting increased grant indirect revenue. Other revenues have increased by \$50K from the prior year.

Overall, total revenues are \$24.995M, \$936K less than the prior year, primarily because of decreased enrollment.

Expenses:

Personnel expenses are \$92K more than the prior period and reflect variations in faculty/staff from the prior year.

Services and supplies expenses are \$353K more than the prior year.

Overall, total expenses are \$11.612M, \$438K more than the prior year.

Net Revenues less Expenses:

Net revenues less expenses have decreased by \$1.374M 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:

Enrollment Fees have decreased by \$259K, primarily because of the change to the incidental fee structure (in FY22, fee of \$355 was charged to all students at credit 1; in FY23, the fee is \$372, but a reduced fee of \$200 is charged to students not enrolled on the Monmouth campus). Sales and Services are up \$182K from the prior year. Other Revenue increased by \$205K. Altogether, our auxiliary revenue totals \$3.757M and has increased \$127K from the prior year.

Expenses:

Personnel expenses are \$469K more than the prior year. Service & Supplies are \$594K more than the prior year.

Net Revenues less Expenses:

Net revenues less expenses total -\$1.533M and have decreased by \$936K 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 comparable to prior year, with revenues up \$67K and expenses down \$147K, for a net difference from prior year of \$214K.

FY23 Projected Year-End:

This report provides year-end projections. With three months of actuals, our projection for the year matches our Proposed FY23 Adjusted Budget.

COMMITTEE RECOMMENDATION:

It is recommended that the Western Oregon University Board of Trustees accept the FY23 Projected Year-End Report and the overall Management Report as of September 30, 2022.

Western Oregon University
P3 YTD Actual to Actual Variance

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

As of September 30, 2022
For the Fiscal Year Ended June 30, 2023

	P3 FY22 Actuals	P3 FY22 Realization/ Burn Rate %	P3 FY23 Actuals	P3 FY23 % of Budget	Variance		Note
					Actuals	%	
Education & General Fund							
Revenues							
Tuition	13,074		12,174		(901)		Decreased enrollment.
Online Course Fees	1,478		1,256		(222)		
Other Fees	594		648		54		
Less: Fee Remissions	(1,382)		(1,430)		(48)		
Net Student Fees & Tuition	13,765	41.71%	12,648	41.99%	(1,117)	0.27%	
Government Resources & Allocations	11,456	36.65%	11,469	35.88%	13	-0.77%	
Gift Grants and Contracts	256	21.86%	374	31.70%	118	9.85%	
Other Revenue	455	10.66%	505	19.42%	50	8.76%	
Total Revenues	25,931	37.21%	24,995	37.95%	(936)	0.74%	
Expenses							
Personnel	8,469	15.19%	8,561	14.26%	92	-0.93%	
Service & Supplies	2,695	27.20%	3,048	31.21%	353	4.01%	
Capital Expense	11	4.47%	4	2.15%	(7)	-2.33%	
Total Expenses	11,174	16.96%	11,612	16.59%	438	-0.36%	
Net Revenues less Expenses	14,757		13,383		(1,374)		

Western Oregon University
P3 YTD Actual to Actual Variance

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

As of September 30, 2022
For the Fiscal Year Ended June 30, 2023

	P3 FY22 Actuals	P3 FY22 Realization/ Burn Rate %	P3 FY23 Actuals	P3 FY23 % of Budget	Variance		Note
					Actuals	%	
Auxiliary Enterprises Funds							
Revenues							
Enrollment Fees	2,118	37.26%	1,858	33.13%	(259)	-4.13%	
Sales and Services	792	7.31%	973	8.88%	182	1.57%	
Other Revenue	720	31.20%	925	46.23%	205	15.03%	
Total Revenues	3,630	19.28%	3,757	20.23%	127	0.95%	
Expenses							
Personnel	1,924	19.93%	2,393	22.60%	469	2.67%	
Service & Supplies	2,303	21.15%	2,896	27.64%	594	6.49%	
Capital Expense	-	100.00%	-	100.00%	-	0.00%	
Total Expenses	4,227	20.58%	5,289	25.10%	1,063	4.53%	
Net Revenues less Expenses	(597)		(1,533)		(936)		
Designated Operations, Service Departments, Clearing Funds							
Revenues							
Enrollment Fees	3	8.88%	73	152.17%	70	143.29%	
Sales and Services	25	17.75%	19	15.06%	(6)	-2.69%	
Other Revenue	296	15.07%	299	14.38%	3	-0.69%	
Total Revenues	324	15.15%	391	17.36%	67	2.22%	
Expenses							
Personnel	215	27.60%	173	17.02%	(42)	-10.57%	
Service & Supplies	360	25.11%	264	20.89%	(96)	-4.22%	
Capital Expense	8	8566.96%	0	100.00%	(8)	-8466.96%	
Total Expenses	584	26.37%	437	19.16%	(147)	-7.21%	
Net Revenues less Expenses	(260)		(46)		214		

Western Oregon University
 FY23 Projected Year-End
 (Unaudited, non-GAAP, for management purposes only)
 (in thousands)

As of September 30, 2022
 For the Fiscal Year Ended June 30, 2023

	FY22 Year-End Actuals	FY23 Projected Year-End	FY23 Preliminary Budget	Variance FY23 Projected Year-End to Prelim Budget	FY23 Proposed Adjusted Budget	Variance FY23 Projected Year-End to Prop Adj Budget	Note
Education & General Fund							
Recurring Operating Activities							
Student Fees & Tuition (net of remissions)	33,000	30,123	31,989	(1,866)	30,123	-	
Government Resources & Allocations	31,257	31,966	31,966	-	31,966	-	
Gift Grants and Contracts	1,171	1,180	1,180	-	1,180	-	
Other Revenue	4,270	2,600	2,600	-	2,600	-	
Total Revenues	69,697	65,869	67,735	(1,866)	65,869	-	
Personnel	55,759	60,033	59,728	305	60,033	-	
Service & Supplies	9,907	9,763	9,716	48	9,763	-	
Capital Expense	238	190	190	-	190	-	
Total Expenses	65,904	69,986	69,633	352	69,986	-	
Net Transfers	4,809	3,627	3,498	129	3,627	-	Projection is based on transfer schedule.
Total Expenses and Transfers	70,713	73,613	73,131	482	73,613	-	
Operating Net Revenues less Expenses	(1,016)	(7,744)	(5,396)	(2,348)	(7,744)	-	
One-Time Activities							
HEERF Reimbursement	5,168	299	-	299	299	-	
Quasi Endowment	(850)	150	-	150	150	-	
Salvage Savings Sweep	-	550	-	550	550	-	
Other	-	(1,151)	(891)	(260)	(1,151)	-	
Total One-Time Activities	4,318	(152)	(891)	740	(152)	-	
Total Net Revenues less Expenses	3,301	(7,896)	(6,287)	(1,608)	(7,896)	-	
Fund Balance at the Beginning of the Year	10,870	15,090	11,811		15,090		
Additions/Deductions to Fund Balance	918	-	-		-		
Fund Balance at the End of the Year	15,090	7,194	5,523		7,194		
Fund Balance as a Percentage of Revenues	20.16%	10.92%	8.15%		10.92%		

Western Oregon University
 FY23 Projected Year-End
 (Unaudited, non-GAAP, for management purposes only)
 (in thousands)

As of September 30, 2022
 For the Fiscal Year Ended June 30, 2023

	FY22 Year-End Actuals	FY23 Projected Year-End	FY23 Preliminary Budget	Variance FY23 Projected Year-End to Prelim Budget	FY23 Proposed Adjusted Budget	Variance FY23 Projected Year-End to Prop Adj Budget	Note
Auxiliary Enterprises Funds							
Enrollment Fees	5,683	5,608	5,608	-	5,608	-	
Sales and Services	10,836	10,964	10,964	-	10,964	-	
Other Revenue	2,309	2,001	1,998	3	2,001	-	
Total Revenues	18,828	18,573	18,571	3	18,573	-	
Personnel	9,654	10,592	10,420	171	10,592	-	
Service & Supplies	10,888	10,478	10,500	(22)	10,478	-	
Capital Expense	-	-	-	-	-	-	
Total Expenses	20,542	21,070	20,920	150	21,070	-	
Net Transfers	(2,827)	(1,461)	(1,350)	(111)	(1,461)	-	Projection is based on transfer schedule.
Total Expenses and Transfers	17,716	19,609	19,570	39	19,609	-	
Net Revenues less Expenses	1,112	(1,036)	(999)	(36)	(1,036)	-	
HEERF Funds	1,487	-	-	-	-	-	
Additions/Deductions to Fund Balance	(1,921)	(1,825)					
Fund Balance at the Beginning of the Year	6,339	7,017					
Fund Balance at the End of the Year	7,017	4,157					
Fund Balance as a Percentage of Revenues	37.27%	22.38%					
Designated Operations, Service Departments, Clearing Funds							
Enrollment Fees	34	48	113	(65)	48	-	
Sales and Services	140	127	127	0	127	-	
Other Revenue	1,965	2,078	2,034	44	2,078	-	
Total Revenues	2,139	2,253	2,274	(21)	2,253	-	
Personnel	781	1,019	1,034	(15)	1,019	-	
Service & Supplies	1,433	1,262	1,261	0	1,262	-	
Capital Expense	0	-	-	-	-	-	
Total Expenses	2,213	2,281	2,295	(15)	2,281	-	
Net Transfers	(46)	1	1	-	1	-	Projection is based on transfer schedule.
Total Expenses and Transfers	2,168	2,281	2,296	(15)	2,281	-	
Net Revenues less Expenses	(29)	(28)	(22)	(6)	(28)	-	
Additions/Deductions to Fund Balance	(277)	(239)					
Fund Balance at the Beginning of the Year	3,047	2,741					
Fund Balance at the End of the Year	2,741	2,474					
Fund Balance as a Percentage of Revenues	128.17%	109.81%					

Western Oregon University

Transfers Schedule - Projected FY23

(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)	(a)	
Actual			-	-		-	-	-
Upcoming			150,000	3,287,753		175,000	23,131	3,635,884
Transfers In AUX	(b)	(c)				(e)		
Actual	-	-				127,047		127,047
Upcoming	150,000	3,287,753				-		3,437,753
Transfers Out AUX						(e)	(f)	
Actual						-	-	-
Upcoming						128,372	1,975,371	2,103,743
Transfers In DO, SD							(g)	
Actual							-	-
Upcoming							-	-
Transfers Out DO, SD							(g)	
Actual							-	-
Upcoming							750	750

Type	Description
(a)	Miscellaneous (endowment matches, student vaccine initiative, etc.)
(b)	Child Development Center support
(c)	Athletic operations support
(d)	Small-Scale Energy Loan Program debt service
(e)	Auxiliary transfers to/from building/equipment reserves
(f)	Misc. auxiliary transfers, including debt payments for Housing and Recreation Center Building Fee
(g)	Misc. designated operations and service departments transfers

Academic and Student Affairs Committee (ASAC), Proposal for a new undergraduate certificate in Information Technology | November 16, 2022

The proposed undergraduate certificate in Information Technology is an 16-credit program that will provide students with the foundations of computing competency. Computing competency is needed in almost all careers in the 21st century. Someone with computing competency has a foundational set of skills and experience to begin crafting their own solutions to problems they encounter. This could be by programming, scripting, or integrating disparate data sources through industry standard tools and languages.

This certificate is closely aligned with skills needed at a foundational level in computing. It is developed for majors in fields outside of computing to enhance their career readiness. Computing competency, sometimes referred to as computational thinking, is required in many professions in the information age.

This certificate is unlike other programs available. Other institutions offer 'coding certificates' or 'coding micro credentials.' For example, UO and PSU have coding camps and coding bootcamps that offer similar coursework. Furthermore, Coursera (and similar sites) offer a range of these sorts of certificates. The undergraduate certificate in Information Technology is distinctly different from these programs because it will be transcribed for WOU students and offered by qualified WOU faculty.

The proposed undergraduate certificate in Information Technology received Faculty Senate Approval on May 24, 2022 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:

It is recommended that the Western Oregon University Board of Trustees approve the introduction of a new undergraduate certificate in Information Technology as included in the docket material.