



**MEETING OF THE WOU BOARD OF TRUSTEES  
MEETING NO. 56 – APRIL 18-19, 2023**

**APRIL 18, 2023**

**3:00-5:00PM**

**WERNER UNIVERSITY CENTER | COLUMBIA ROOM**

To observe the meeting: [wou.edu/livestream](https://wou.edu/livestream)

Audio only, call: +1 346 248 7799 US | Meeting ID: 810 4838 3366

**AGENDA**

- I. CALL-TO-MEETING / ROLL CALL**
- II. CHAIR'S WELCOME**
- III. PRESIDENT'S WELCOME**
- IV. STAKEHOLDER UPDATES**
  - 1) SHARED GOVERNANCE**
    - a. ASWOU | Hunter Hall
    - b. Faculty Senate | Dr. Steve Scheck
    - c. Staff Senate | Jenna Otto
  - 2) UNION**
    - a. SEIU | Jackson Stalley
    - b. WOUFT | Dr. Melanie Landon-Hayes
- V. TRUSTEE COMMENTS, OBSERVATIONS, AND QUESTIONS**
- VI. BOARD CONVERSATION: [Student Success Center Update](#) | Chelle Batchelor, WOU Design Team co-chair & Brad Lest, Gensler (pg. 4)**
- VII. RECESS**

*Following the recess, members of the Board of Trustees will participate in a reception with members of the campus community at the Richard Woodcock Education Center.*



**APRIL 19, 2023**

**CAMPUS COFFEE CHAT**

**9:00-9:45AM**

**WERNER UNIVERSITY CENTER | FIRST FLOOR, ACROSS FROM THE FREEDOM CENTER**

— . . . — . . . — . . . —

**PUBLIC MEETING**

**10:00AM-3:00PM**

**WERNER UNIVERSITY CENTER | COLUMBIA ROOM**

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**AGENDA**

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

**II. CHAIR'S WELCOME**

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

- 1) [February 14-15, 2023 Meeting Minutes](#)
- 2) [FY23 Management Report](#) (As of February 28, 2023)
- 3) [Undergraduate Certificate: Healthcare Administration](#)

**IV. FIRST PUBLIC COMMENT**

**V. STAKEHOLDER UPDATES**

- 1) **WOU FOUNDATION REPORT** | Katie Wojke, Vice President for Advancement
- 2) **LEGISLATIVE REPORT** | Ricardo "Rico" Lujan Valerio, Director of Government Relations

**VI. [PRESIDENT'S REPORT](#) | President Jesse Peters (pg. 21)  
(Senior Leadership Reports in ([Appendix B](#)))**

**VII. BREAK**

**VIII. LUNCH / SHOWCASE PRESENTATION: [Athletics](#) | Randi Lydum, Executive Director of Intercollegiate Athletics (pg. 27)**

**Participants:**

Octavious Gillespie, Head Cross Country and Track & Field Coach



Zach Holloway, Assistant Cross Country and Track & Field Coach  
Damon Hickok, Football Student Athlete  
Genelle Hursley, Track & Field Student Athlete  
Maliyah Thompson, Track & Field Student Athlete

**IX. FINANCE & ADMINISTRATION COMMITTEE (FAC)**

- 1) Committee Chair Report | Trustee Gayle Evans
- 2) Committee Recommendations for Board Discussion/Action
  - a. [Tuition & Fees for 2023-2024 Academic Year & Summer 2023](#) (pg. 33)
  - b. [Recommend for Approval Occupational Therapy Doctorate Tuition for 2024-25](#) (pg. 51)
  - c. [Supplemental Tuition & Fee Book](#) (pg. 53)
  - d. [Capital Budget: Renovation of Salem Building](#) (pg. 75)
  - e. [Revision of FAC Charter](#) (pg. 91)

**X. ACADEMIC & STUDENT AFFAIRS COMMITTEE (ASAC)**

- 1) Committee Chair Report | Trustee Leah Mitchell & Chair Betty Komp
- 2) Committee Recommendations for Board Discussion/Action
  - a. [Revision of ASAC Charter](#) (pg. 95)

**XI. DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY COMMITTEE (DEIAC)**

- 1) Committee Chair Report | Trustee Susan Castillo
- 2) Committee Recommendations for Board Discussion/Action
  - a. [Revision of DEIAC Charter](#) (pg. 101)

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

- 1) Committee Chair Report | Chair Betty Komp
- 2) Committee Recommendations for Board Discussion/Action
  - a. [Internal Audit Plan 2023-2024](#) (pg. 104)

**XIII. SECOND PUBLIC COMMENT**

**XIV. ANNOUNCEMENTS/COMMENTS**

**XV. ADJOURNMENT**

# WOU Student Success Center

**April 2023 Report to the Board of Trustees**

# Early Planning Process

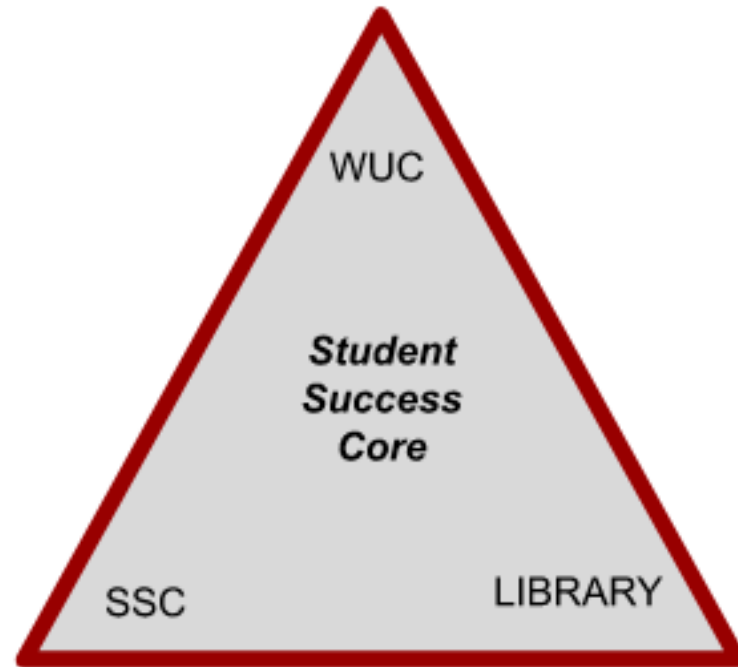
- Convened Stakeholder Group
  - Representatives from many student facing services
  - Three student representatives
- Developed a mission for the Student Success Center
- Engaged with students on campus
- Identified services that were aligned with the mission based on staff and student feedback

# SSC Mission

*The following mission statement was developed through conversations within the SSCSC committee, surveys that were administered to the committee members, and a card sort activity that was conducted with students.*

The Student Success Center is an inclusive gathering place that provides individualized support for every student to be successful in their academic goals. This welcoming and accessible campus hub provides complementary academic support resources, collaborative space, and opportunities for the celebration of traditionally underrepresented student identities. In this non-judgemental community space, each student is the agent in their learning.

# Creating a Student Success Core



# SSC Vision

**Lobby: Welcoming space that connects the Student Success Center with the rest of campus.**

**Campus Navigator (peer / student employee)**

A service point near the main entrance that leverages the expertise of existing student employees (student ambassadors, PLUS team, etc.) to help students find any service on campus they are looking for. Multiple languages available. Staff from all student facing services would have opportunities to provide Navigators with training and resources.

**Student Support Hub**

A collaborative one-stop flex space where student-facing campus services (including those that are not *housed* in the Student Success Center) can provide drop-in consulting services, workshops, and other student success programs.

**Programs / Suites**

Tutoring	Advising	Office of Disability Services
<ul style="list-style-type: none"> <li>•Writing Center</li> <li>•Math Center</li> <li>•General Tutoring (SSA)</li> </ul>	<ul style="list-style-type: none"> <li>•Student Success and Advising</li> <li>•Student Enrichment Program</li> </ul>	<ul style="list-style-type: none"> <li>•ODS</li> <li>•Testing Center</li> </ul>



# Building Design Team

- **WOU Employees**

- Chelle Batchelor, Library & Academic Innovation (Co-Chair)
- Mike Elliot, Capital Planning and Construction (Co-Chair)
- Adry Clark, Center for Professional Pathways
- Rian Gayle, Office of Disability Services
- Paige Jackson, Student Success & Advising
- Dr. Katherine Schmidt, Writing Center

- **WOU Students**

- Clark Callahan
- Coral Davis
- Daizy Hernandez Soriano

# Architects

- **Gensler**

- Melissa Mizell, Principal in Charge / Interior Design Director
- Deborah Shepley, Principal / Planner
- Francesly Sierra, Design Manager
- Brad Iest, Design Director
- Brandon Lambrecht, Technical Designer
- Nicole Ramirez, Interior Designer

# Past & Present Contributors

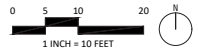
- **WOU Employees**

- Chelsee Blatner, Student Engagement
- Luanne Carrillo, Multicultural Student Services & Programs
- Amber Deets, Graduate Programs
- Arne Ferguson, Athletics
- Tina Fuchs, Student Affairs
- Dr. David Foster, Center for Leadership and Creativity
- Anna Hernandez-Hunter, Admissions
- Ana Karaman, Finance and Administration
- Jason Krawczyk, Capital Planning & Construction
- Malissa Larson, Student Affairs
- Christopher Mansayon, Library
- Jessica Murfin, Center for Leadership and Creativity
- Jasmine Miller, Athletic Compliance and Student Services
- Kristen Perry, Abby's House
- Dr. Rajeeb Poudel, Business/Economics Division
- Kelly Rush, Student Success & Advising
- Chris Solario, Student Enrichment Program
- Dona Vasas, Bursar
- Rob Winningham, Academic Affairs

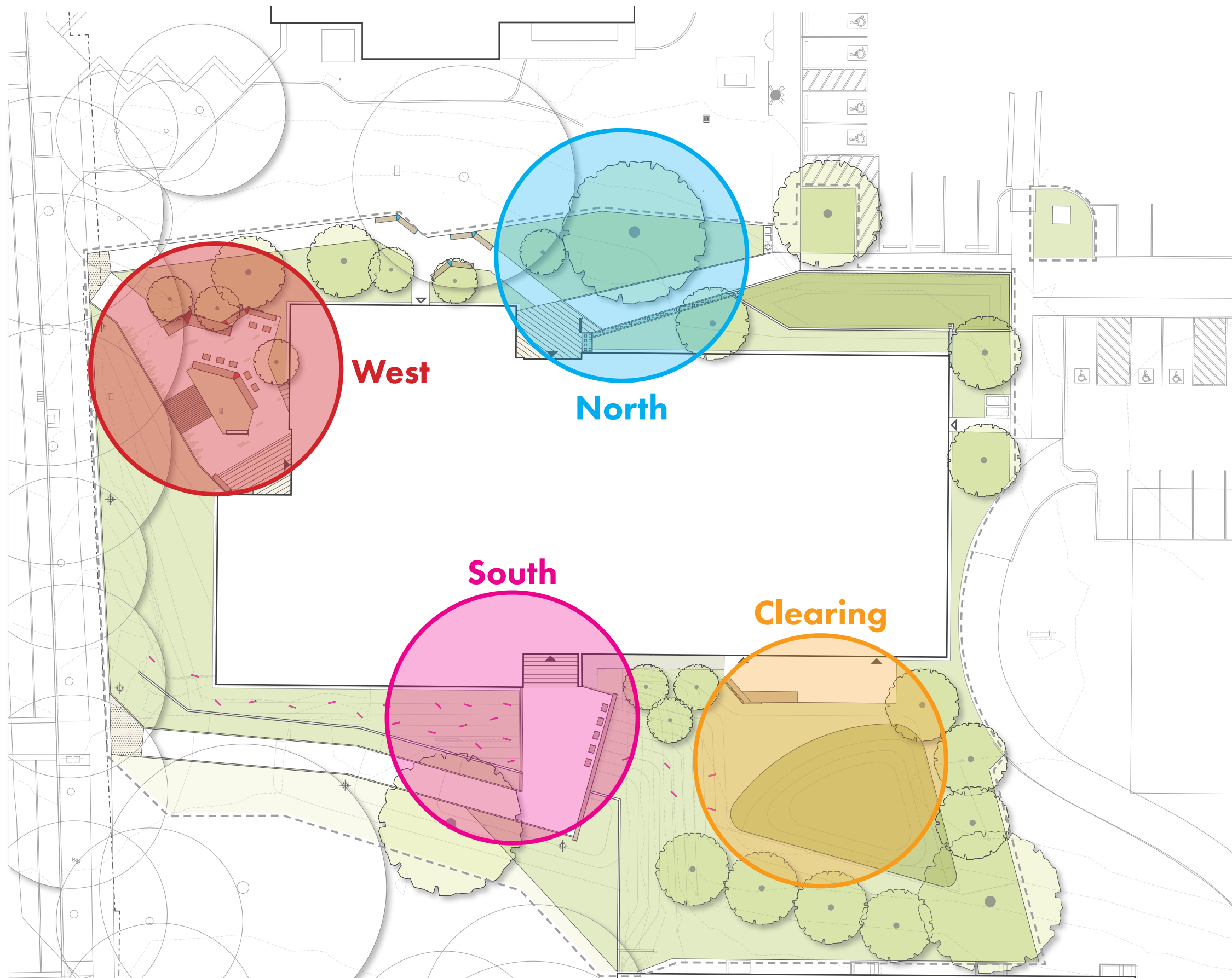
# Past & Present Contributors

- **WOU Students**
  - Kodee Harwood
  - Hunter Hall
  - Logan Jackson
  - Courtney Severns
  - Arlette Tapia
  - Devin Thongdy
  - Makana Waikiki

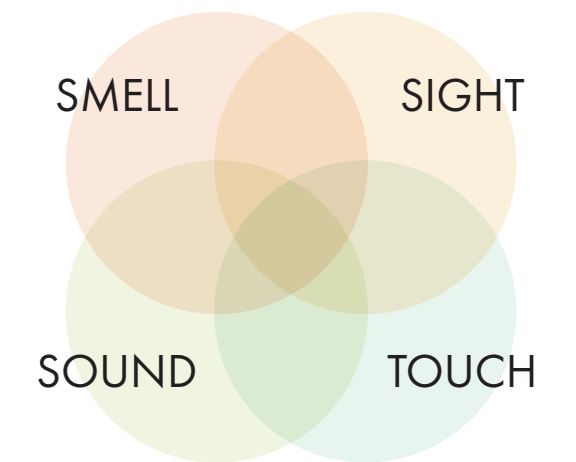




# Area Identities

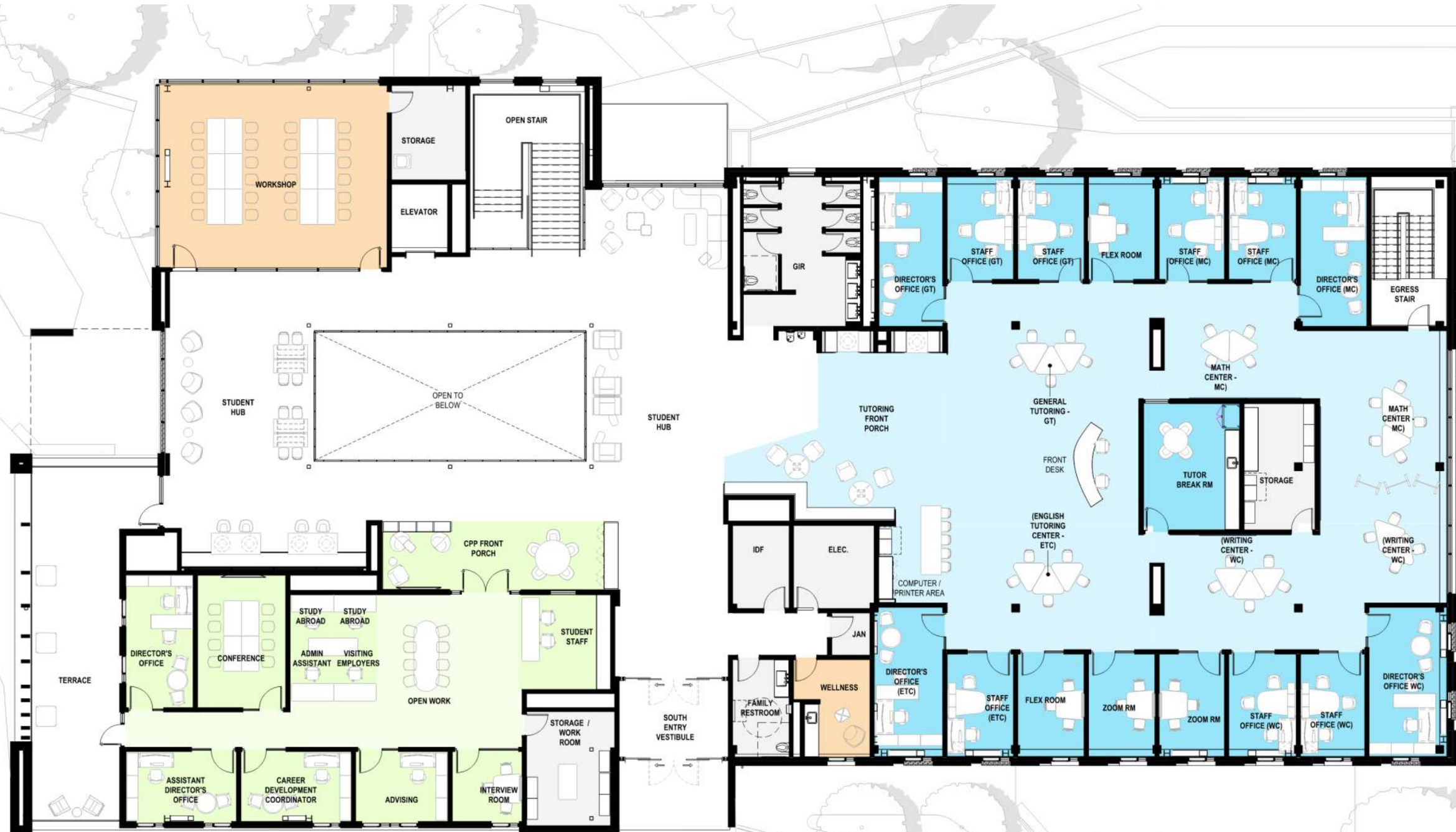


Senses in the landscape











South Elevation from Monmouth



Approach from SE



West Entry at Monmouth



North Entry



West Entry L01



South Entry L02



Student Hub Looking SE L02



Student Hub Looking NE L02



Student Lounge L01



North Entry "Navigator Desk" L01



Student Hub Looking SW L02



Tutoring Front Porch L02

April 18, 2023

President's Report to the Board of Trustees:

By the time you read this, we will have hosted our accreditation visit by a team from NWCCU. This is a key moment for our campus; we will be receiving feedback from a team of external professionals who will examine our institutional practices and measure them against best practices in higher education. We know we can improve, but I also know that there are significant strengths at Western Oregon University. The report we receive from NWCCU will connect nicely with both our strategic planning process and our campus equity assessment work. I firmly believe we are headed in the right directions.

As you will recall, we have a plan to reach 5000 students in five years. You also know that we reduced our E&G budget base by \$5 million for the next fiscal year. Additionally, we have asked the campus to reduce spending this fiscal year with a goal of saving \$3 million. These strategies will allow us to extend our runway and reach financial sustainability; a combination of budget reduction, increased enrollment and retention, and new revenue streams set WOU on a path to stability and growth.

Western Oregon University is poised to take its place as *the* institution that specializes in student support and guidance, particularly for historically underserved and first-generation students. I recently discovered that, of the twelve people who report to me, eight are first-generation college graduates. I point that out because they have a unique perspective and connection with many of our students, and I know they work every day to improve how we serve those students. And it will take work and planning; we must be willing to assess our systems, engage in new strategies, analyze our failures, and learn from our successes.

I am also in the process of joining Presidents for Latino Student Success in *Excelencia* in Education, and I am pursuing membership for Western Oregon in the Council of Public Liberal Arts Colleges.

Currently, we are engaged with the following major initiatives. More detail can be found in the reports from the senior leadership and in additional comments below:

- 1) Establishing a strategic planning process
- 2) Hosting an accreditation visit with NWCCU
- 3) Continuing the equity assessment process
- 4) Actively pursuing HSI status
- 5) Searching for a Provost, an Executive Director of HR, a Director of Marketing and Communications, and a Director of Admissions

### Areas of Focus:

- 1) **Enrollment & Budget:** On March 2nd, I hosted a zoom town hall meeting focused on the budget reductions. This was a meeting where I informed the campus about the plan to reduce the budget by \$5 million. Members of the WOU community were invited to ask questions and make comments. Though budget reductions are never good news, I am heartened by the collaborative and innovative spirit I see on this campus. The leadership team, along with their own teams, worked to identify cuts in ways that would result in elimination of the fewest possible positions. Maintaining a focus on people as the lifeblood of the institution is one of my guiding principles throughout this process. And I appreciate that people are talking about strategies for efficiencies, new ways of operating, and innovative moves that strengthen the university.

And most importantly, we are doing this with a clear focus on the students. How can we make them successful? How can we support their needs? How can we provide them the strongest academic and student life experiences?

If you are following the national and regional conversations around enrollment in higher education, you know that there is still much uncertainty. Our work with EAB is helping our recruitment of undergraduate, graduate, and adult learners. The admissions team is seeing marked increase in campus visits and is better strategizing their personal visits to schools and college fairs. They are also connecting directly with any groups of k-12 students that visit campus. We are improving systems of advising and student support as well. And we will continue to explore innovative ways to foster student success. MarCom is connecting throughout the region to increase our visibility and name recognition. They are actively working on website improvements, and our social media footprint is larger and more active than it was eight months ago. I remain hopeful and encouraged that all of these actions, along with numerous others, will eventually get us to where we need to be. As I've said before, everyone can have a positive impact on enrollment and retention. Whether it's compiling data that helps us refine efforts, interacting with a visiting family on campus, working on the grounds, delivering an exciting course, or improving our internal spaces, all of our activities establish the positive and student-focused environment that is WOU.

We must work together and focus on student recruitment, enrollment, and retention. We can't ignore the fact that if enrollment continues to fall and/or if state support does not increase, we may have to examine our budget again in the future. We can all have a positive influence on the retention of our students, regardless of our role.

- 2) **Strategic Planning:** As I indicated in my last report, I have asked Associate Provost Judy Sylva to serve as project manager for our strategic planning process. We are putting together a team that will lead this work for us. Our timeline has been pushed back a bit, largely because of our budget reduction process. Now we anticipate bringing a new strategic plan to

the trustees late in the Fall. I like to move quickly and efficiently, but I also want to balance having time for quality discussion and deliberation. The team is below:

- Malissa Larson, AVPSA
- Rian Gayle, Interim Director, ODS
- Jasmine Miller, Assistant Athletic Director
- Omar Melchor Ayala, Assistant Professor, Criminal Justice
- Denise Thew, Associate Professor, Division Chair, Deaf Studies and Professional Studies
- Connor Goehring, Student Senate President
- Chelle Batchelor, Dean, Library & Academic Innovation
- Luanne Carrillo, Interim Director, Multicultural Student Services & Programs
- Katie Wojke, VP Advancement & University Relations

- 3) Searches: First, I'd like to formally welcome Mr. Evan Sorce as the new Secretary to the Board of Trustees and Special Assistant to the President. Evan is a proud graduate of Western Oregon University and has spent the last eight years as Chief of Staff for State Representative Paul Evans. He brings a wealth of experience to the position, and I am confident he will serve the BOT and the university well.

We are still engaged in the following searches. Note that most of these have either been vacant or filled by an interim for over a year, but I believe we will have them all filled by July 1st.

Executive Director of HR (Rebecca Chiles & Micheal Reis, co-chairs)  
Director of Marketing and Communication (Katie Wojke, Chair)  
Director of Admissions (Chelle Bachelor, chair)

Candidates for Director of Admissions are currently visiting campus. The Provost Search is also well underway, and the search firm indicates that there is a strong pool of candidates. As a reminder, Dominique Vargas is the chair of the search committee.

Below is the current anticipated timeline for this search:  
Week of April 3 – Search committee review (complete)  
Week of April 17 – Zoom interviews with search committee  
Week of May 1 – Begin on campus interviews with finalists

- 4) HSI Summit: As we work towards our federal designation as an HSI institution, we are building professional networks across the state and region. The HSI Advisory Committee has planned the upcoming summit, and we are actively seeking collaborative partners as we engage with this journey. The goal is to serve our students in the best ways possible. We learn. We act. We share.

### Western Oregon University HSI Summit

#### **Making Conexiones**

8:15 a.m. to 3:30 p.m. • April 26, 2023 • Werner University Center

Western Oregon University, Monmouth, Oregon

Join students, faculty, staff, community members, and guests from across the state as we learn, discuss, and network around becoming an HSI and what that means within our community, statewide, and regionally.

Time	Activity	Presenter(s)
8:15am	Check-in/Coffee/Networking	
9:00am*	Introduction	Dr. Jesse Peters, WOU President
9:10am*	Higher Education Coordinating Commission (HECC) Overview	Ben Cannon, Executive Director, HECC
9:40am*	Student Panel	WOU Students
10:50am*	Keynote Presentation	Jennifer Gomez-Chavez, Ed.D., Vice President for Institutional Engagement, Excelencia in Education
12:00pm	Lunch and Entertainment	Los Conquistadores de WOU
1:00pm	Concurrent Sessions <ul style="list-style-type: none"> <li>• Becoming an HSI</li> <li>• Columbia Gorge Community College's Trajectory as HSI: Scaling to Serve</li> </ul>	Concurrent Sessions Facilitated by: Western Oregon University, Columbia Gorge Community College, Chemeketa Community College



	<ul style="list-style-type: none"> <li>• Student Round Table (for students only)</li> </ul>	
2:00pm	Student Presentation and Round Table Discussions	
3:00pm	Dessert/Networking	

- 5) Government Relations: Lobbying efforts continue, particularly the request to fund the PUSF at \$1.05 billion dollars. Additionally, the TRU presidents, along with union leadership, are lobbying for the \$15 million outlined in the Governor’s budget that would go to help the TRUs implement strategies for sustainability. The joint Ways and Means Committee budget met neither of those goals, but there is still a lot of time for lobbying efforts in this session. TRU Lobby Day is May 4th, and Rico Lujan Valerio is actively planning strategies to make sure WOU has an impactful message and presence with legislators.
  
- 6) NWCCU Accreditation: There will be a team from NWCCU on campus April 12-14. This is an extremely important visit, and they will be meeting with many members of the WOU community. One thing that they will be very interested in is our road to financial sustainability; we should all remember that we are using a balanced approach that includes 1) reducing the base E&G budget by \$5 million dollars, 2) limiting our spending this year and next as a way to increase our fund balance, 3) developing new revenue streams such as the OTD program and professional development/classes for state employees, and 4) achieving increased enrollment through new efforts in recruitment, advising, and retention.
  
- 7) Academic Restructuring: The restructure Taskforce has completed the work that was started before I arrived at WOU. Their report was given to me and the Provost in December, followed by a presentation to us in January. I have indicated in a couple of venues that the next step would be a smaller implementation team. However, we also needed to engage in a major budget reduction process as we also worked out an extension of the current CBA with WOUFT and prepared for the upcoming accreditation visit. In addition, we will be welcoming in a new Provost by July 1st and then launching a search for the next permanent Dean of LAS. And we are also still actively searching for an Executive Director of HR. Since there was never any intent of a major implementation of a restructure before Fall 2024, and since I feel it will be paramount to have input from the new leader in Academic Affairs, I have chosen to move forward cautiously.

But I also don’t want to pause the momentum completely; there was much good work done by the Taskforce. After a lot of consideration and conversation, I plan to follow this process: I’ve asked Provost Winningham to choose a small team that will produce some specific

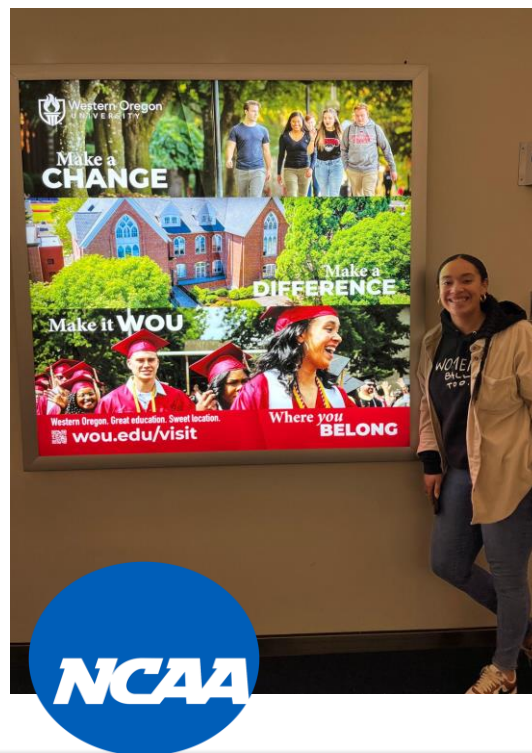
recommendations/advice with regards to a potential restructure. I see this as a refining of the report produced by the Restructure Taskforce. Those recommendations should address questions such as: Are there multiple options for the configuration of an academic restructure? What would a gradual implementation look like? What does cost neutrality look like specifically? How would a new structure better serve students?

I expect to have this report by the first of June. Then, once the new Provost has been identified, that person and I will meet to discuss the recommendations and decide on timeline and actions for implementation. We must all bear in mind that there will be further room for adjustments to the recommendations and additional input as needed. And as always, we will be keeping a close eye on enrollment trends.

- 8) Equity Assessment: Our consultant, Jordan Shelby West, will be back on campus the first week of May to share her first report with the campus. We will then develop a list of actions to be implemented in the 23-24 academic year as we address these recommendations. Phase II of the process will be a review of students-related policies, practices, procedures, and programming.

# WOU ATHLETICS

M/W Cross Country, Football, M/W Soccer, Volleyball, M/W Basketball, Baseball, Softball,  
M/W Indoor and Outdoor Track & Field, Cheer



# 410 NCAA DII Student Athletes

(6) Asian

(50) Black

(54) Hispanic

(20) Native Hawaiian/Pacific Islander

(1) Native American/Alaska Native

(67) Two or more

(210) White/Non-Hispanic

(2) Other

(193) Oregon

(86) Washington

(68) California

(21) Hawaii

(10) Nevada

(4) Idaho, (4) Texas

(3) Arizona, (3) Montana, (3) Wyoming

(2) Alaska, (2) Colorado, (2) Utah, (2)  
Minnesota, (2) Japan

(1) Kansas, (1) Georgia, (1) North Dakota, (1)  
Samoa, (1) Great Britain



# Quick Facts...

83% Academic Success Rate

WOU GPA Men's teams- 3.06 and Women's teams - 3.44

Members of the Great Northwest Athletic Conference (GNAC)-  
Washington, Oregon, Idaho, Montana, Alaska, British Columbia

Members of the Lone Star Conference (LSC) for Football-  
Washington, Oregon, Texas, New Mexico



# Athletics Visibility & Community Engagement

- Spectators at NCAA athletic events
- Live streamed events
- Social media followers
- Youth sport camps & clinics
- Middle/High school sporting events
- Recruitment visits
- Community engagement
- Campus partnerships
- Walking billboards in airports and other communities on away trips



# Funding Sources

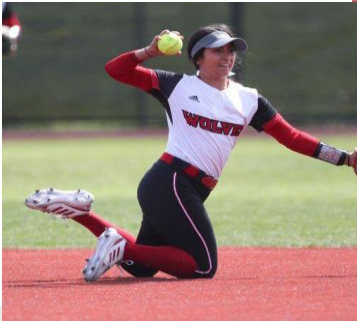
General  
Fund

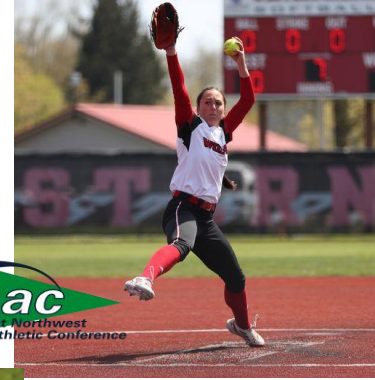
Oregon  
Sports  
Lottery

Incidental  
Fee

Fundraising  
&  
Sponsorship

Game  
Guarantees  
& Camp  
Revenue





# Questions??





## Finance & Administration Committee (FAC), Tuition & Fees for 2023-24 Academic Year & Summer 2023

### SUMMARY OF RECOMMENDED CHANGES IN TUITION AND FEES FOR 2023-24

#### Undergraduate:

- 3.09% increase to resident undergraduate tuition (\$6 per credit increase from \$194 to \$200 per credit)
- Flat non-resident undergraduate tuition (\$638 per credit)
  - Currently, our non-resident undergraduate tuition is 3.3 times our resident rate; keeping non-resident flat reduces that ratio to 3.2. Other Oregon public universities' non-resident tuition ranges from 2.6-3.2 times their resident rates.

#### Graduate:

- Flat graduate tuition (\$460 per credit)
  - Graduate tuition is assessed at the same rate regardless of residency.

#### Overall:

- An increase in the health service fee of \$8, bringing the fee to \$162 per term
  - Additionally, the fee will be assessed at \$120 per term to completely online/Salem-campus students (currently the fee is opt-in for students not taking any courses on the Monmouth campus).
- No increases to the building, student health building, student rec center building, and matriculation fees
- Online course fee remains at \$53/credit, to be charged to both undergraduate and graduate students based on online course modality
- 11.56% increase to incidental fee for on-campus students (\$43 per term increase from \$372 to \$415 per term)
  - 5% increase to incidental fee for fully online/off-campus students (\$10 per term increase from \$200 to \$210 per term)

#### Summer:

Summer 2023 tuition rates are included at the same rates as the 2023-24 academic year. Building and student rec center building fees are slightly less than the academic year (as is consistent with historical summer fees). The summer incidental fee increases by 20% (from \$125 to \$150) to reflect the difference in service level during summer.

#### Room and board rates:

Housing residence hall rates include a 2.5% increase. Dining rates reflect a 2.5% increase to meal plan overhead.

## TUITION & FEE ADVISORY COMMITTEE

The Tuition & Fee Advisory Committee (TFAC)'s formal role is to advise the University President on the President's recommendation to the Board of Trustees regarding resident tuition and mandatory enrollment fees for the upcoming academic year. TFAC met five times over the course of winter term to learn about the University budget, how state funding is allocated, review financial projections as well as historical context, hear from the Student Health & Counseling Center, and learn about the overall tuition setting process. TFAC also conducting a campus-wide survey via their Portal and received 432 responses. Their recommendation letter is provided, along with the full survey results.

## GRADUATE TUITION ADVISORY COMMITTEE

The Graduate Tuition Advisory Committee is composed of staff, faculty, and graduate students. Their recommendation as well as the Dean of Graduate Studies and Research's recommendation for graduate tuition are included.

## TUITION & FEE ADVISORY COMMITTEE RECOMMENDATION

March 20, 2023

To: President Peters and the WOU Board of Trustees  
Subj: Recommendation from the Tuition & Fee Advisory Committee

After several months of continuous meetings, gathering student input, and discussions as a Committee while trying to keep the student at the forefront of our minds, we recommend a resident undergraduate tuition rate increase of 3.09%, \$6 per credit hour. Alternatively, we were in support of a tuition plateau based on the current tuition rate of \$194 per credit, structured so that students taking 12-18 credits all pay the same rate where the price is set at the equivalent of 15 credits, in hopes to remove price as a barrier to taking more credits. However, we support taking another year to continue to research the tuition plateau and potential impacts to students before implementing such a structure.

In our student survey with 432 respondents, 313 students said that our current tuition rate of \$194/credit (for resident undergraduates) is the rate they would be most supportive of (Question 1). Additionally, we asked students to rank their priorities between affordability, access to health services, access to academic support, on-campus experiences, maintaining quality programs, and other (Question 5). 277 students ranked affordability as their top priority. On our student survey, we also asked students if they were in support of a tuition plateau (Question 2); 263 students responded yes.

We understand that the university has many financial pulls that continue to increase in cost. We also are aware that the university has developed a five-year sustainability plan that focuses on reducing expenses while trying to grow enrollment and come to a balanced budget so that the university no longer has to draw on their one-time reserves. As a result, our recommendation attempts to balance the needs to sustain the institution as well as the need for affordability for our students. While we recognize that a tuition increase is a component to university financial sustainability, enrollment is even more important.

Additionally, we recommend a 5.19%, \$8/term increase (from \$154 to \$162 per term) for health service fee. Currently students who do not take Monmouth campus courses do not pay this fee unless they opt in; we recommend making this a mandatory fee for completely online and Salem campus students charged at \$120 per term. The logic for this recommendation is that the majority of health services can be accessed remotely by online students.

COMMITTEE RECOMMENDATION:

It is recommended that the Western Oregon University Board of Trustees approve the 2023-2024 Academic Year & 2023 Summer Session Tuition and Fee Book as presented in the docket materials.

ADDITIONAL INFORMATION

Resident UG Credit Rate	\$ Increase	% Increase	Estimated Change in Gross Tuition		
			Scenario 1 -5% Enroll	Scenario 2 -3% Enroll	Scenario 3 0% Enroll
194	-	0.00%	(1,466,827)	(880,419)	-
195	1	0.52%	(1,355,440)	(766,686)	117,251
196	2	1.03%	(1,224,136)	(632,616)	255,468
197	3	1.55%	(1,112,749)	(518,883)	372,719
198	4	2.06%	(981,445)	(384,813)	510,936
199	5	2.58%	(870,058)	(271,080)	628,187
200	6	3.09%	(738,754)	(137,010)	766,404
201	7	3.61%	(627,367)	(23,277)	883,655
202	8	4.12%	(496,063)	110,793	1,021,872
203	9	4.64%	(384,676)	224,526	1,139,123

Figure 1: Estimated change in gross tuition revenues for FY2023 for each respective resident undergraduate tuition rate given the various enrollment scenarios.

TFAC uses an interactive model while they are developing their recommendation. This model is two-fold, with the first estimating the impact on tuition revenues for the university of different enrollment and tuition rate scenarios that the individual can change, as well as projecting the ending fund balance.

**Western Oregon University**

**Tuition and Fees Projection Model**      **UG Enrollment Assumption**      0.00%  
**University Revenue Impact**              **GR Enrollment Assumption**      0.00%

	<b>Current Credit Rates</b>	<b>Projected FY24 Credits</b>	<b>FY24 Credit Rates % Increase</b>	<b>Rounded % Rate</b>	<b>Rate</b>	<b>Projected FY24</b>
<b>Revenues</b>						
UG Tuition						
UG Resident	194	96,285	3.10%	3.09%	200	19,257,000
UG WUE/Texas	291	20,966			300	6,289,800
UG Non-Resident	638	1,412	0.00%	0.00%	638	900,856
GR Tuition	460	7,906	0.00%	0.00%	460	3,636,760
Other		-				2,360,000
Total Gross Tuition		126,569				32,444,416
Online Fees						2,994,924
Other Fees						950,000
Fee Remissions						(5,500,000)
Total Net Tuition & Fees		45.7%				30,889,340
State Appropriations		48.5%				31,965,913
Gifts Grants & Contracts						1,180,000
Investment						2,000,000
Sales & Services						500,000
Other Revenues						100,000
<b>Total Revenues</b>						66,635,253
<b>Expenses</b>						
Personnel						60,032,723
Service & Supplies						9,763,436
Capital Expense						189,691
Total Expenses						69,985,850
Net Transfers						3,626,991
Permanent expense reductions						(3,500,000)
<b>Total Expenses and Transfers</b>						70,112,841
<b>Recurring Net Revenues less Expenses</b>						(3,477,588)
One Time Activites						-
<b>Net Revenues less Expenses</b>						(3,477,588)
Beginning Fund Balance						10,420,000
Projected Ending Fund Balnce						6,942,412
% of Revenues						10.42%

Figure 2: A snapshot of TFAC's university revenue projection interactive model

The second piece of the TFAC model looks at the individual student and how that will impact their cost. The model allows the student to change the credit hour load as well as personalize their financial aid awards to see their net impact.

**Western Oregon University  
Tuition and Fees Projection Model  
Individual Impact Estimation**

13 UG Credit Hours (average 13/term)  
9 GR Credit Hours (full-time 9/term)

	Current Credit Rates	FY24 Credit Rates	Tuition	Building	Mandatory Fees* Health Incidental	Total 2023-24 Cost	Total 2022-23 Cost	Incr. for \$ Increase	Cont. Students % Increase	
Undergrad:										
Resident	194	200	2,600	98	162	372	9,696	9,375	321	3.42%
WUE/Texas	291	300	3,900	98	162	372	13,596	13,158	438	3.33%
Non-Resident	638	638	8,294	98	162	372	26,778	26,691	87	0.33%
Graduate	460	460	4,140	98	162	372	14,316	14,229	87	0.61%

**\*Mandatory Fee Assumptions**

Building Fees includes \$45 Building Fee (staggered for less than full-time), \$11 Student Health Building Fee, and \$42 Student Recreation Center Building Fee  
Health Service Fee is currently \$154, assessed at in-person Credit 1  
Incidental Fee is currently at \$372 assessed at Credit 1 for in-person, \$200 for completely online/Salem students; determined by the Incidental Fee Comm

**Out-of-Pocket Cost Analysis (Resident Undergrad):**

Total Tuition & Fees	9,696	Financial Aid Award Package based on Total Cost of Attendance <a href="https://wou.edu/admission/tuition-and-aid/">https://wou.edu/admission/tuition-and-aid/</a>
Aid:		
Pell	6,895	Approx. 40% of our students are Pell-eligible; maximum is \$6,895
Oregon Opportunity Grant	-	Maximum is \$4,692
Federal Direct Loans	5,500	Maximum for first-year dependent student is \$5,500
Parent PLUS Loans	-	Maximum for first-year student is \$9,500
Private Scholarships	1,000	WOU Scholarships, or external private scholarships
WOU Fee Remissions	1,500	Varies by individual; some students receive up to \$6,000, average award is \$1,500
Total Aid (including loans)	14,895	
Net Cost/(Refund)	(5,199)	Students also need to pay for housing/other bills

**Some examples of Fee Remissions:**

Presidential (Merit)	1,000-5,000	Starting at 3.5 GPA
New Student Merit	1,000-5,000	Starting at 3.0 GPA; for incoming students Fall 2022
Bilingual Teacher Scholarship	3,000	
Diversity Commitment	6,000	

Full details can be found here: <https://wou.edu/finaid/scholarships/incoming-students/>

Figure 3: A snapshot of TFAC's individual impact estimation interactive model

The graphs and figures below were presented to TFAC to provide additional context related to tuition and fees.

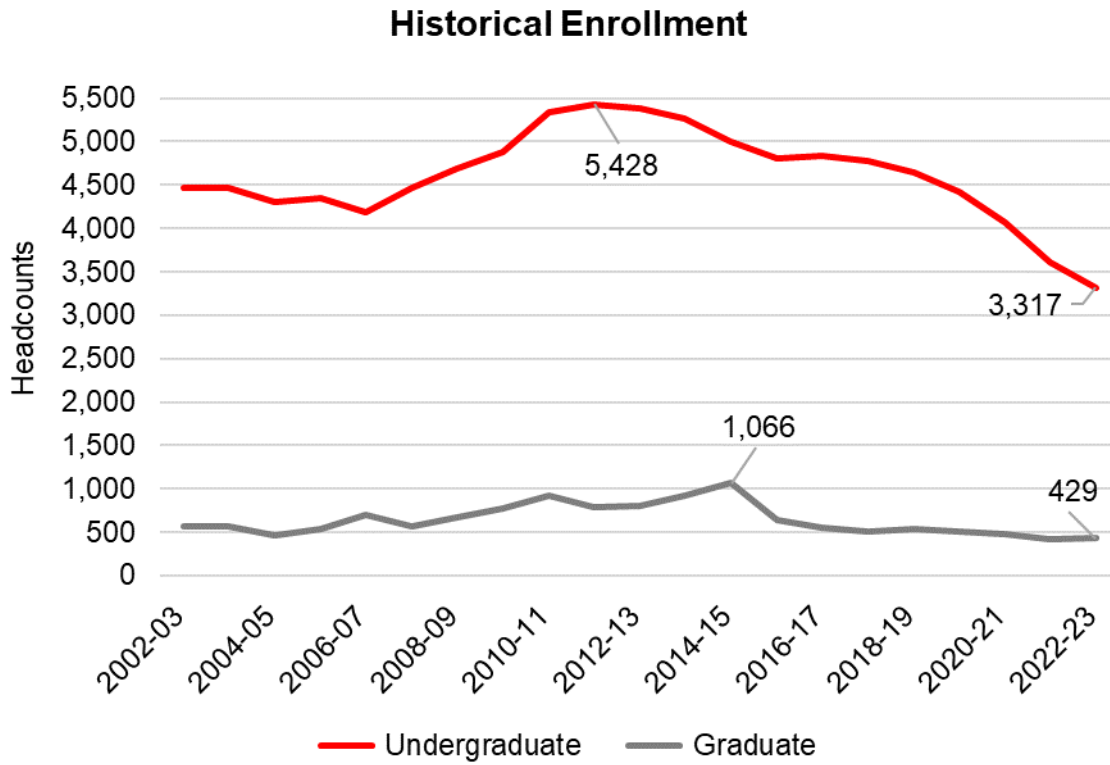


Figure 4: Historical enrollment headcounts (fall-term census)



### Historical E&G Revenues

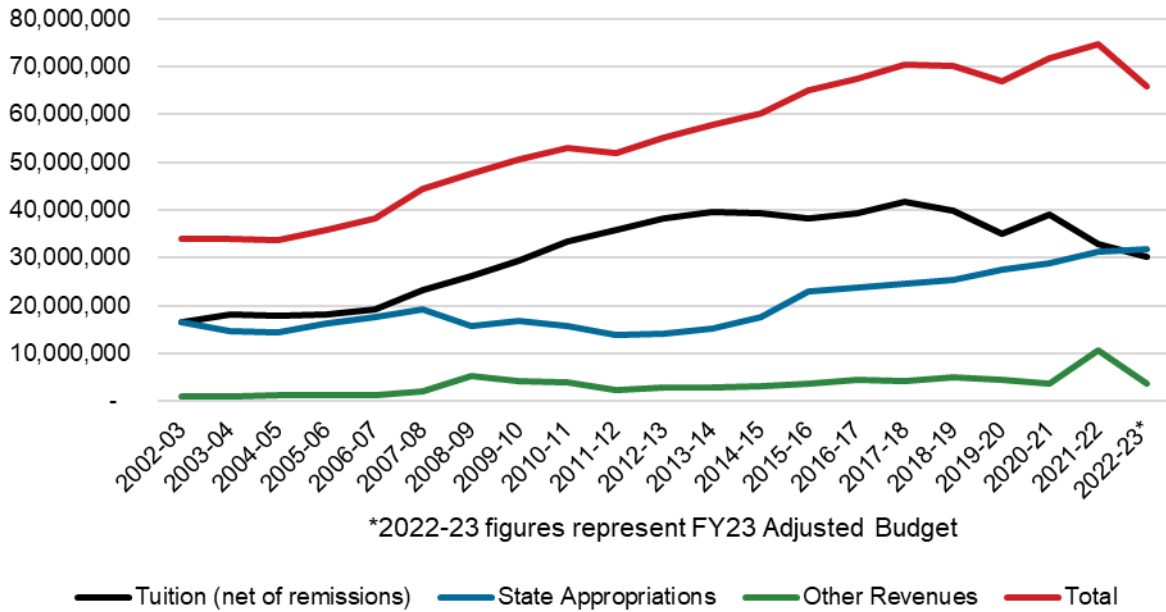


Figure 5: Historical Education & General fund revenues

### Historical E&G Expenses

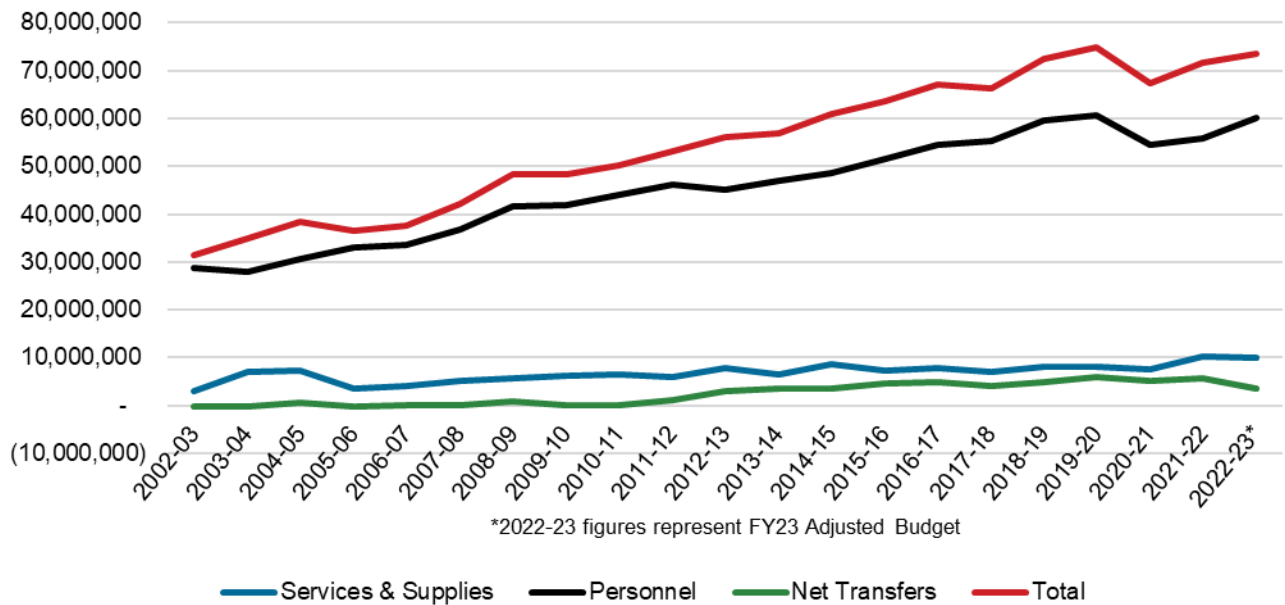


Figure 6: Historical Education & General fund expenses

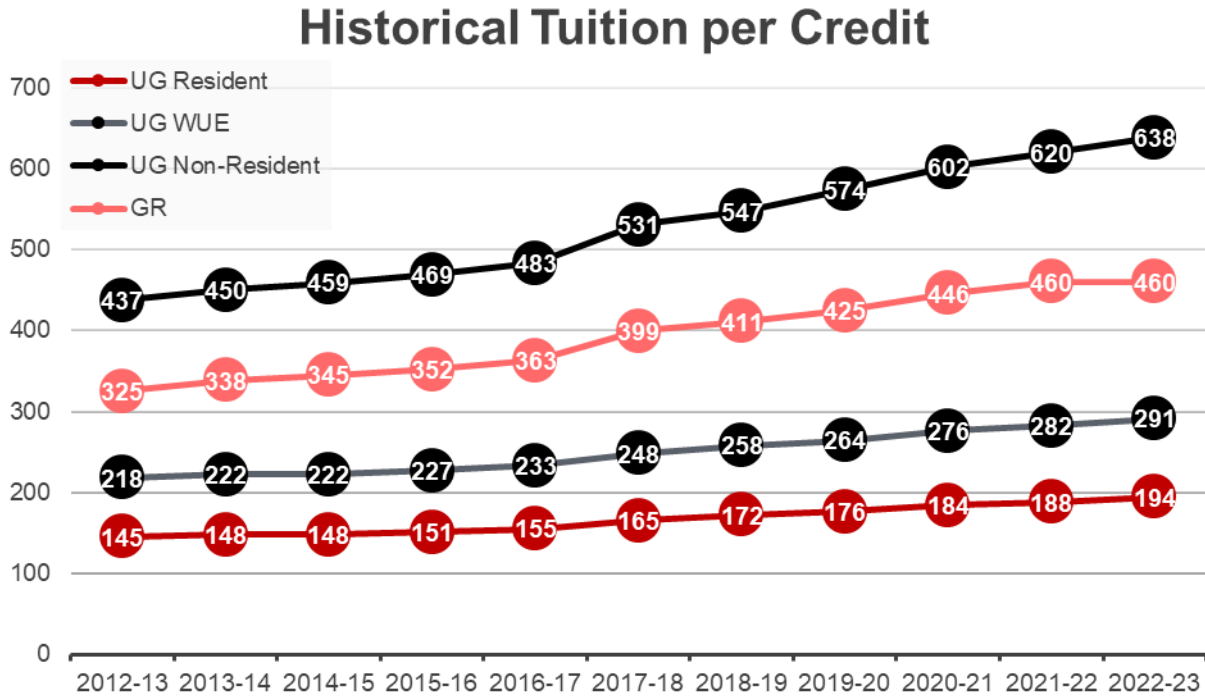


Figure 7: Historical tuition rate per credit

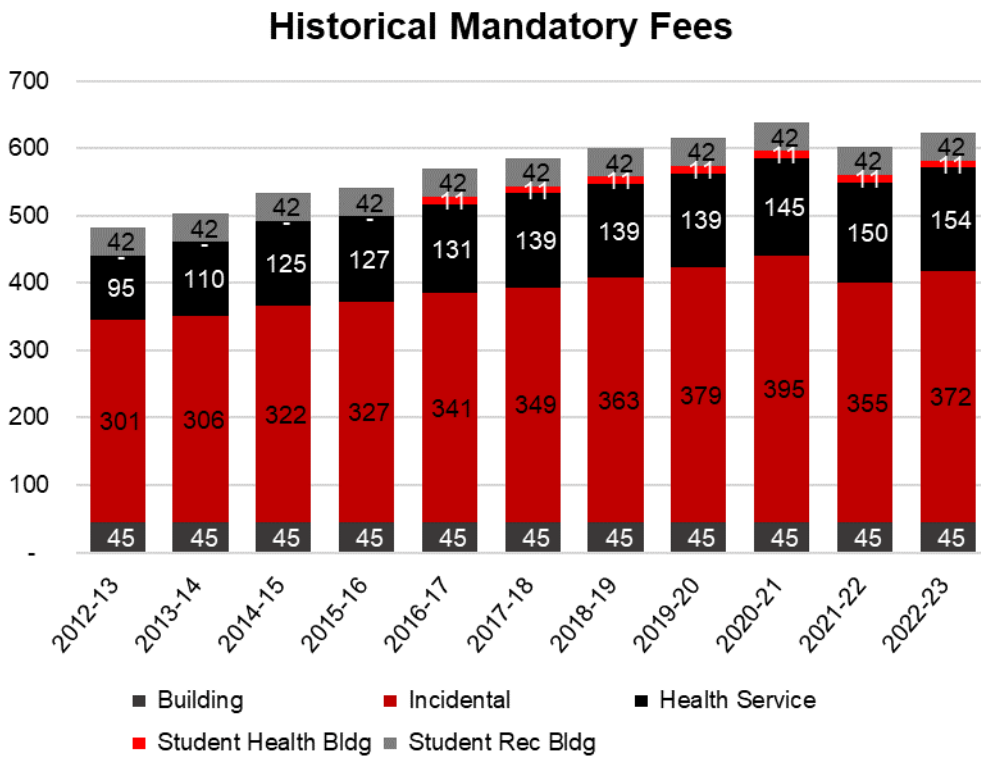


Figure 8: Historical mandatory fees

## Oregon Public Universities 2022-23 Cost Comparison

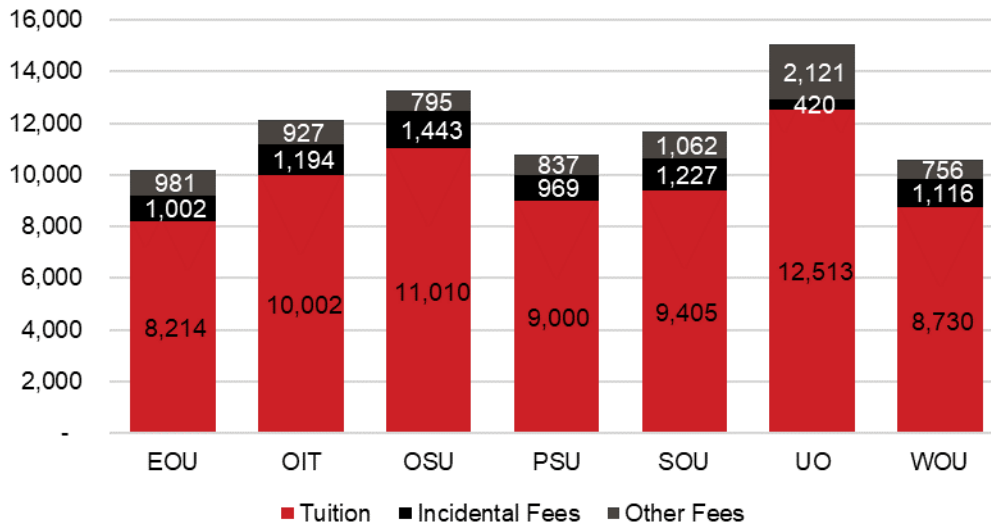
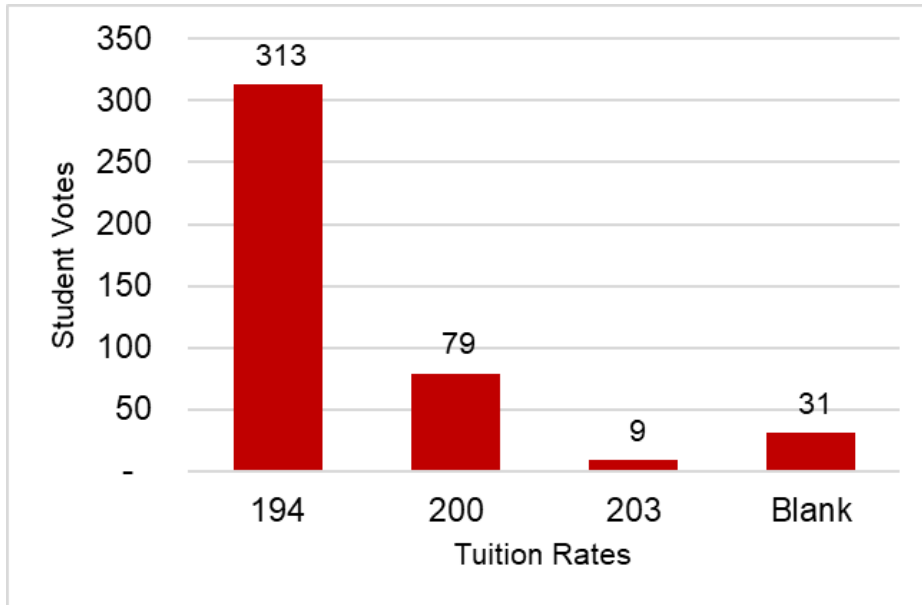


Figure 9: Oregon public universities' cost comparison for resident undergraduate (assumes 15 credits/term)

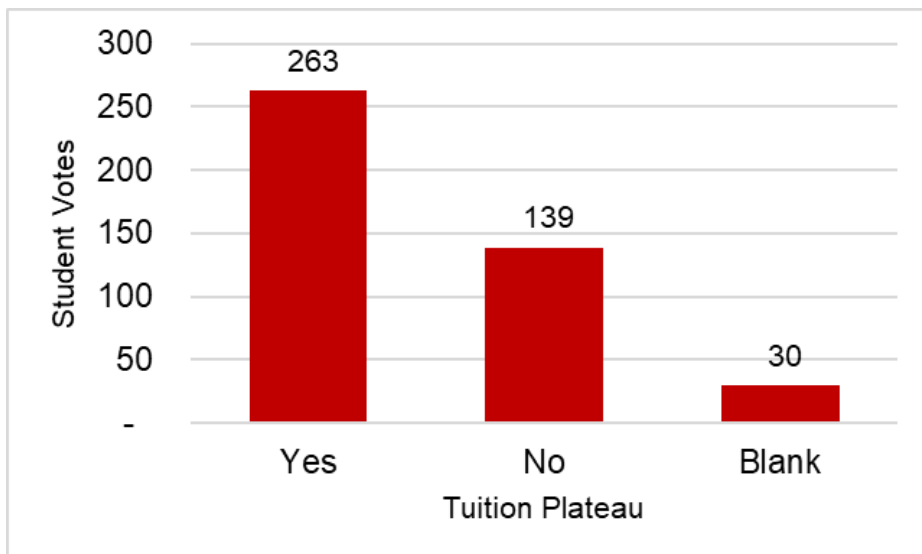
## TFAC CAMPUS-WIDE SURVEY RESULTS

Total Responses: 432

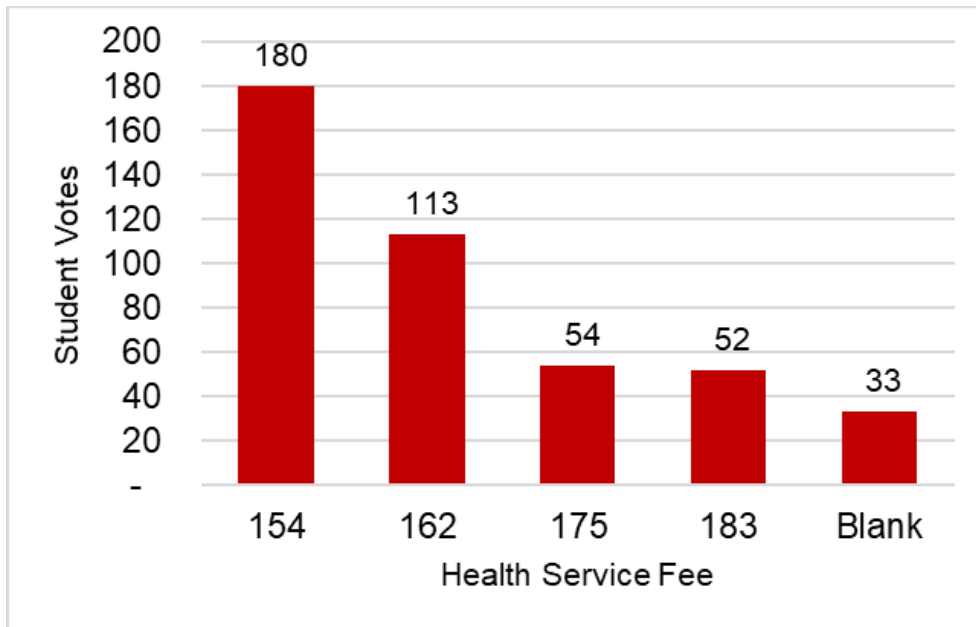
Question 1: The students and faculty of the Tuition and Fee Advisory Committee (TFAC) are considering the following options to recommend to the President for the resident undergraduate tuition rate increase next year -- which would you be most supportive of?



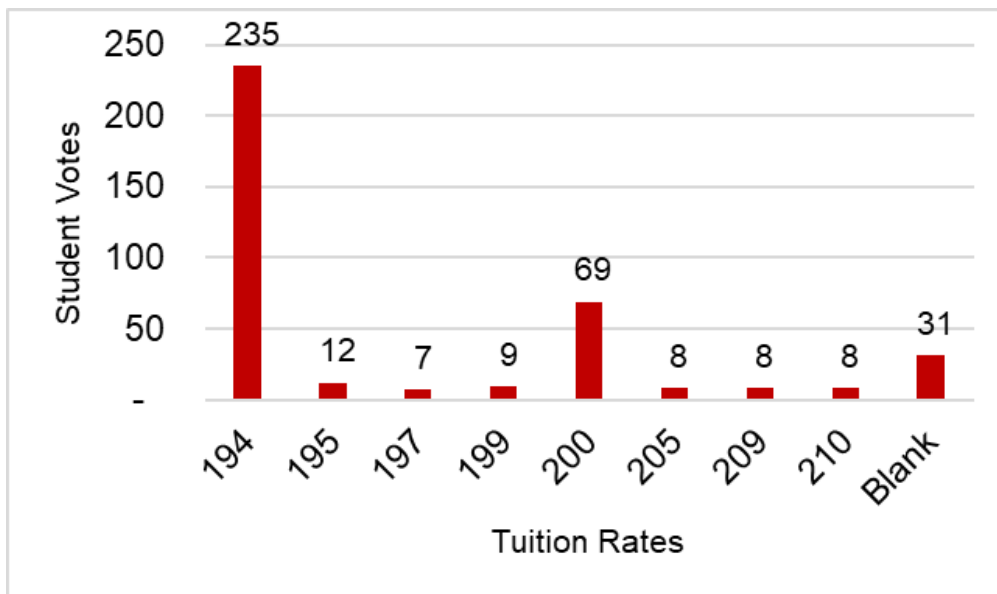
Question 2: Would you support a tuition plateau structure?



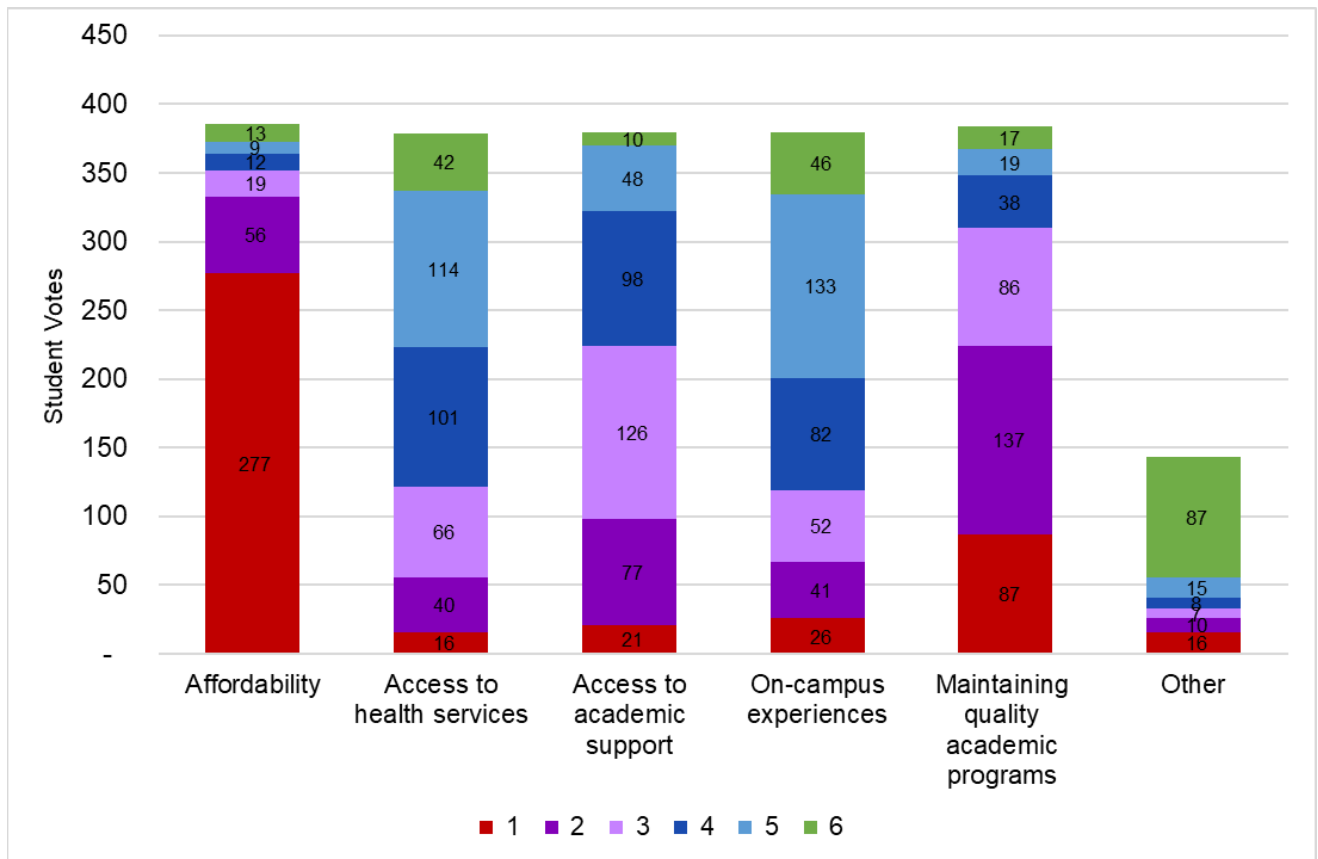
Question 3: What is the maximum fee you would pay for the Student Health and Counseling Center?



Question 4: What is the maximum per credit you would pay for your WOU classes?



Question 5: Please rank your priorities for next year from 1 (highest) to 6 (lowest):



Other responses:

- Access to student recreation and club sports
- Advisor help
- Affordability
- Affordable on-campus housing
- ATHLETICS
- Athletics
- Better cafeteria food
- Better food options in Valsetz
- Bring back Library Starbies
- campus gym
- Career Fairs
- decent food
- Excellent professors
- Faculty Payment, and Resources for them
- family priorities
- Financial Aid/Work

Financial survival

Free parking

Getting into Arbor Park so I don't have to pay for a meal plan

Getting rid of Dax - it was an unnecessary addition if you were already struggling with money

graduating

Graduation Prep and Advisement

gym

Health and wellness center

IFC Funding

Increase our fees so that we can open up the R&R room please! Make students aware of the changes

increased quality of classes/education neighboring OSU or U of O style of education.

Make western a better school. Offer more for students

More online courses for full time parents and employees

n/a

N/A

n/a

n/a

N/A

Online class availability

online classes

online options

Parking

prices already are too high please don't raise them. Students are drowning.

Rec center

rent/gas

The gym

To develop a depth and breadth of understanding using a schooling model built on evidence.

Website design

WRITING SUPPORT

To: Dr. Ana Karaman, VP for Finance & Administration

From: Dr. Hillary Fouts, Dean of Graduate Studies and Research

Date: February 27, 2023

Re: Recommendation for 2023-2024 Graduate Tuition and Fees

Dear Dr. Karaman,

In January 2023, I convened the Graduate Tuition and Fee Committee to provide recommendations to me on Graduate Tuition and Fee rates for the 2023-2024 academic year. The committee was made up of two current graduate students, two faculty representatives from the Graduate Studies Committee, and a representative from the Graduate Programs staff. The committee was only charged with making recommendations on the master's level tuition rate for AY23-24.

The committee reviewed comparative data of the tuition and fee rates at the other Oregon Public Universities, which was prepared by the Director of Budget and Planning, Camarie Moreno. The committee expressed concern that our online graduate tuition and fee rates are not the most affordable option in Oregon and in fact, WOU is very close to the overall costs of online graduate rates at OSU and PSU. They concluded that in order to effectively recruit and retain students, WOU cannot afford to increase our tuition rate this point in time. Furthermore, the committee projected that there was a strong likelihood that the incidental fee would increase for AY23-24. Thus, the committee has recommended that graduate tuition remain at \$460 per credit for AY23-24. I am attaching a memo from the committee that describes their rationale and also includes the data that they considered. I support the committee's recommendation and agree that master's level graduate tuition should remain at \$460 per credit for AY23-24.

I appreciate the opportunity to provide a recommendation. Please let me know if you have any questions or would like to further discuss graduate tuition.

CC: Dr. Robert Winningham, Provost and VP for Academic Affairs

Attachment: Graduate Tuition and Fee Committee Recommendation for AY23-24



Memorandum

To: Dr. Hillary Fouts, Dean of Graduate Studies and Research

From: Amanda Smith, Program Coordinator of Master of Arts in Interpreting Studies  
 Amber Deets, Director of Graduate Student Success and Recruitment  
 Dr. David Foster, Program Coordinator of Master of Arts in Organizational Leadership  
 Lory Cruz-Esquivel, Graduate Student of Master of Science in Education  
 Alexis Ferdig, Graduate Student of Master of Arts in Interpreting Studies

Date: February 27, 2023

Re: Recommendation for Tuition Formula for the 2023-2024 Academic Year

The recommendation of the Graduate Tuition Advisory Committee was formulated based on ensuring the sustainability of these programs through enhanced enrollment and retention.

The Graduate Tuition Advisory Committee reviewed tuition and fee structures at the other Oregon public universities (OPUs). Below is the information discussed:

**2022-2023 Tuition and Fee Rates at OPUs**

	<b>Tuition</b>	<b>Incidental Fees</b>	<b>Other Fees</b>	<b>Total Fees</b>	<b>Total Cost</b>
<b>In-person rates/fees, per term</b>					
EOU	-	-	-	-	-
OIT	4,601	398	303	701	5,301
OSU - Cascades	4,482	375	146	521	5,003
OSU	4,482	481	265	746	5,228
PSU	4,104	323	279	602	4,706
SOU	4,725	409	343	752	5,477
UO	5,337	140	688	828	6,165
WOU	4,140	372	252	624	4,764

<b>Online rates/fees, per term</b>					
EOU	4,595	-	-	-	4,595
OIT	3,762	-	195	195	3,957
OSU	5,040	-	-	-	5,040
PSU	4,104	323	477	800	4,904
SOU	4,725	-	675	675	5,400
UO	5,337	70	98	168	5,505
WOU	4,140	200	477	677	4,817

The committee discussed WOU rates relative to the OPUs and came to the conclusion that the cost of graduate education at WOU is too close to the costs of competitor institutions for WOU to effectively recruit and retain adequate graduate enrollment to be sustainable.

As such, the Graduate Tuition Advisory Committee recommends that graduate students pay no more than \$460 per credit for online or in person graduate courses.

## **Finance & Administration Committee (FAC), April 7, 2023, Occupational Therapy Doctorate Tuition for 2024-25**

The Occupational Therapy Doctorate (OTD) was approved at the June 8, 2022 Board meeting. The inaugural class is anticipated to begin Fall 2024. As part of the accreditation process as well as being able to recruit students, our initial tuition rate for the program needs to be posted online in advance of the regular tuition setting timeline.

In line with WOU's mission of affordability, the proposed tuition rate will be the lowest for Occupational Therapy in Oregon and should place us in a competitive position while also sustaining the university. The attached pro forma continues to be refined, but shows the upfront investment in the program (administrative staff, faculty, equipment, general S&S, etc.) and anticipated revenues based on annual tuition of \$34,900. It assumes an initial cohort size of 30 students that grows to 40 students in five years, with relatively high retention, as typical for OT programs. The program is predicted to become operationally sustainable by FY26, and return on the investment beginning FY28. Note, the proforma does not capture the expense of remodeling the WOU:Salem building to house the program as Capital Improvement & Renewal funds will be used to fund the project.

### COMMITTEE RECOMMENDATION:

It is recommended that the Western Oregon University Board of Trustees approve the Occupational Therapy Doctorate annual tuition rate of \$34,900 for the 2024-25 academic year (including summer).

## Occupational Therapy Pro Forma

<b>Academic Year</b>	<b>22-23</b>	<b>23-24</b>	<b>24-25</b>	<b>25-26</b>	<b>26-27</b>	<b>27-28</b>	<b>28-29</b>	<b>29-30</b>
<b>Total Students</b>	0	0	30	60	92	100	108	112
<b>Expenses</b>								
Personnel	103,000	872,893	1,558,540	1,783,053	1,858,187	1,961,157	2,012,078	2,123,758
Accreditation & memberships	4,500	9,595	5,000	10,920	27,090	11,310	11,470	11,630
Lab equipment & supplies	-	317,700	165,885	139,363	118,086	125,449	133,253	140,452
General S&S	8,500	17,000	17,850	18,743	19,680	20,664	21,697	22,782
Reference & faculty development	-	75,000	78,750	82,688	86,822	91,163	95,721	100,507
Program development	-	15,000	15,750	16,538	17,364	18,233	19,144	20,101
Placement costs	-	3,000	5,150	5,408	5,678	5,962	6,260	6,573
<b>Total Expenses</b>	116,000	1,310,188	1,846,925	2,056,711	2,132,907	2,233,937	2,299,623	2,425,804
<b>Total Tuition Revenue</b>	-	-	1,047,000	2,156,820	3,406,338	3,813,617	4,242,268	4,531,371
<b>Net Revenue</b>	<b>\$ (116,000)</b>	<b>\$ (1,310,188)</b>	<b>\$ (799,925)</b>	<b>\$ 100,109</b>	<b>\$ 1,273,431</b>	<b>\$ 1,579,681</b>	<b>\$ 1,942,644</b>	<b>\$ 2,105,567</b>
<b>Cumulative Net Revenue</b>	(116,000)	(1,426,188)	(2,226,113)	(2,126,004)	(852,573)	727,107	2,669,752	4,775,319



Western Oregon  
UNIVERSITY

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## Supplemental Tuition and Fee Book

## Tuition Structure and Assessment

Tuition rates for students admitted to academic programs are established via student classification (undergraduate, graduate, and doctoral), residency, and credit hours taken. Tuition revenue supports all facets of the University operations including the instructional and administrative costs of WOU and varies based on factors including class sizes, faculty salaries, specialized programs and equipment, as well as facilities required to teach courses. Undergraduate nonresident students pay a larger share of instructional costs than resident students when the market allows and, on average, cover the full cost of instruction. Nonresident rates should be competitive with those charged at peer institutions and be sensitive to the institutional nonresident enrollment trends and objectives.

There are three basic tuition and fee structures at WOU: the regular academic year, summer session, and continuing education programs.

### *Academic Year:*

Charges assessed to students during the academic year are comprised of Tuition, Mandatory Enrollment Fees, One-time Fees, and Other Student Fees. The revenue generated by each component is dedicated to a specific purpose, independent of the other components. Enrollments during the academic year are usually referred to as “in-load” enrollments.

### *Summer Session:*

As with the academic year, tuition supports the direct instruction and administrative costs of summer session programs.

## Student Residency

A resident student is one who fulfills Oregon residency requirements. Oregon residency is generally based on the following criteria: a person with a bona fide fixed and permanent physical presence established and maintained in Oregon of not less than 12 consecutive months immediately prior to the term for which residence status is requested. State funded graduate students who become Graduate Teaching or Research Assistants are automatically converted to resident status for fee purposes.

A nonresident student is one who does not meet Oregon residency requirements.

## Fees

Fees fall into three distinct categories: Mandatory Enrollment Fees, One-time Fees, and Other Student Fees. Fees are established via the campus of the course the student is enrolled (Monmouth, Salem, online, etc.)

### 1. Mandatory Enrollment Fees

Mandatory enrollment fees include the Building, Health Service, Incidental, Recreation Center and Student Health Building Fees. Mandatory Enrollment Fees are published in the Tuition & Fee Book and approved by the Board of Trustees. Tuition & Fee Advisory Committee reviews any requests for revising an existing fee as part of their process. Students enrolled part-time are subject to these fees at a rate appropriate to the specific number of credit hours taken each term. Mandatory enrollment fees are assessed during the summer session at rates comparable to those assessed in the academic year.

#### *Building Fee:*

This fee is assessed up to \$45 per student per term and is allocated to pay debt service associated with past construction and renovation projects on the WOU campus. Any additional funds collected are put into a reserve or used for small construction projects. The building fee is a mandatory fee assessed to all students taking 1 or more credit hours on the Monmouth campus and varies depending on the number of credits a student is enrolled in.

#### *Incidental Fee:*

Incidental fee recommendations are made by the student incidental fee committee on campus. Funds generated by incidental fees are used to fund services such as Abby's House, Food Pantry, Access, ASWOU, Athletics, Campus Recreation, Childcare, Creative Arts, Student Engagement, Student Activities Board, Student Media, and WOLF Ride.

The president reviews the student committee recommendation for establishing incidental fees for the subsequent year. Once approved, WOU President submits recommendation to the WOU Board of Trustees. Generally, there are fewer incidental fee supported activities during the summer term, resulting in lower rates than those assessed during the academic year.

#### *Health Services Fee:*

This fee is used to support the Student Health & Counseling Center.

### *Recreation Center and Student Health Building Fees:*

The Recreation Center and Student Health Building Fee is used to fund the construction and debt service of these student centers as the mandatory Building Fee assessed per term is not adequate to fund or operate projects of this scale.

## **2. One-time Fees**

The Matriculation fee is an example of one-time fee charges to new or transfer students. These fees are one-time assessments and were developed to reduce the large number of enrollment-related fees for student orientation. The fees are also used to support academic programming for freshman interest groups and learning.

## **3. Other Student Fees**

### *Fees for Instruction Related Services:*

Laboratory and Course Fees must be published in the institution's catalogue and/or time schedule of classes. Laboratory and Course Fees are limited to materials and supplies to be consumed, retained, or used by the student. Items including, but not limited to, chemicals, solutions, gloves, artists' media, art supplies, glassware, expendable lab equipment, course specific software license fee, software retained by the student and other one-time use items; breakage of lab supplies; special class activities (transportation, lodging, admission costs, meals, private music lessons, equipment rental, contracted services); instructional equipment (maintenance and services); travel for supervision of practica and internships and for mentor teacher stipends in the College of Education; other materials, supplies or services necessary to provide a special supplemental educational experience of direct benefit to the student.

Academic units begin the process for requesting a new fee or revising an existing fee by preparing the course fee request form and submitting it to the Provost for review and approval. The fee requests must include information regarding the academic unit initiating the fee, subject courses, justification of need and intended use, and amount of fee.

Online courses are subject to an additional fee of \$53 per credit.

### *Fees and Fines for Non-Instruction Related Services and Materials:*

The Board requires that the level of charges be sufficient to ensure recovery of the cost of providing the services and materials as well as to recover the indirect costs associated with these activities. These include charges for auxiliary services, e.g., housing, food services, student centers, parking, and bookstores; charges for facilities use; etc. Institutions also set the level of fines for violation of campus regulations, such as late fines for library books, parking fines, etc.



### *Application Fee*

The President or designee determines application fees. The University may assess greater application fees for admission to selected programs. The relevant application fee must be received before the application will be evaluated. Application Fees are not refundable.

### *Application Fee Deferral Program*

Institutional executives may, upon request, defer the Application Fee for first-time freshmen or transfer students who, at the time of application, are either eligible for or participate in any of the following:

- 1) Free or reduced school lunch program;
- 2) TRIO-type college preparatory programs (e.g., Upward Bound, Talent Search, EOC, HEP);
- 3) State of Oregon or U.S. public assistance; and/or
- 4) College Board fee waiver
- 5) Foster Youth Tuition and Fee Waiver

Application fees deferred under this provision become payable upon the student's enrollment and receipt of financial aid funds. If a student does not complete the application process or does not enroll, the Application Fee is canceled.

## **Post baccalaureate, Non-graduate Student Classification**

A holder of an accredited baccalaureate degree who has not been admitted to a graduate degree program and who submits an official application for admission to pursue a second baccalaureate degree or enroll in course work not to be used for graduate credit is called a post baccalaureate, non-graduate student and is assessed tuition at undergraduate rates.

Baccalaureate degree holders who are admitted to postbaccalaureate, non-graduate status at undergraduate tuition rates are precluded from claiming graduate credits for graduate courses taken while in this status. However, individual institutions may allow the reservation of not more than six of their graduate credits per term to apply in their institution's graduate programs. Graduate credits reserved in combination as an undergraduate and post baccalaureate, non-graduate cannot exceed 15 credits. Baccalaureate degree holders who are not admitted to postbaccalaureate, non-graduate status will be assessed graduate tuition rates.

Students who are admitted to an advanced degree program may convert to post baccalaureate, non-graduate student status only if the graduate degree has been awarded, if a student has been dropped from the degree program by the institution, or

upon a request approved by the dean of the Graduate School for voluntary relinquishment of graduate status.

Students in the education programs who are admitted to the 45-hour standard norm certificate program are not eligible for the post baccalaureate, non-graduate student status. Graduate tuition rates are applicable whether students in the program seek graduate credit.

## **Reduced Tuition Policies**

WOU's commitment to 40-40-20 is achieved through an array of innovative reduced tuition programs and policies. These programs and policies promote the goals of providing accessibility to higher education by assuring college is affordable and relevant to the realities of today's student population.

### **Approved Programmatic Student Financial Aid Programs**

Student financial aid programs are funded through institutional resources. The policies governing each program specify the extent to which the enrollment fees are to be reduced. The combined total aid for a student may not exceed the total enrollment fees for that student.

Western Oregon University's student financial aid offerings are comprised of programs like others offered across the country (often referred to as "fee waivers", "tuition discounts" or "tuition remissions") enhanced by innovative initiatives specific to the state of Oregon. The objective of programmatic student aid programs is to provide financial incentives for certain student groups to enroll. As an enrollment management tool, programmatic student aid allows an institution to target specific campus enrollment goals including recruitment of needy or meritorious students, international students, athletes, and other student populations. The following are summaries of WOU student financial assistance programs:

### ***Diversity Programs***

#### **WOU Educational Diversity Initiative**

**Criteria:** This program is open to all students, resident or nonresident, undergraduate or graduate. Under the guidelines approved, each campus may have a program of its own design and may describe the program in the manner it wishes. Similarly, the program may consider different factors in making awards and may offer one or more tuition and fee remission programs if it maintains its commitment to diversity. Under these guidelines, campuses may consider different factors in support of their educational mission.

**Awards:** Rather than a prescribed allocation of funds for educational diversity fee remissions, each institution has the discretion to determine the remittance amount and allocation schedule. Campuses may make partial or full waivers based on need or to expand the number of students who receive at least some funding support. Awards are not transferable. Students may not take a tuition

remission with them if they move to another public university but will be evaluated based on the receiving school's educational diversity needs.

### ***Contract and Grant***

#### ***Contract and Grant: Academic Year***

*Criteria:* This provision is for students who participate in specific courses or programs during the academic year funded by grant or contract with an outside agency or firm.

*Awards:* Awards are generally for remission of Tuition only, depending upon agreement with the granting agency.

#### ***Contract and Grant: Summer Session***

*Criteria:* This provision is for students who participate in specific courses or programs during the summer session funded by grant or contract with an outside agency or firm.

*Awards:* Awards are generally for remission of Tuition only, depending upon agreement with the granting agency.

### ***WOU Supplemental Tuition Grant Program***

*Criteria:* The WOU Supplemental Tuition Grant is a need-based tuition grant program available to qualified Oregon resident students.

*Awards:* These supplemental tuition grants may vary at institutional discretion but may not exceed the total Tuition assessed for the regular academic year.

### ***VOYAGER Fee Remission***

The Voyager Tuition Assistance Program (Voyager) was implemented in the Fall of 2005 in response to a direct gubernatorial request and is intended for National Guard and Reservists who have been in an area of hostility since September 2001 (9/11).

*Criteria:* Voyager is a tuition benefit that is available to Oregon veterans who served as members of the National Guard or Reserves in an active-duty capacity in a combat zone on or after September 11, 2001.

Under this program, eligible student veterans will be awarded a fee remission for no more than the difference between campus tuition and mandatory fees and expected military tuition benefits. This program is meant to work in conjunction with other educational aid programs; thus, you are still responsible for obtaining federal military tuition benefits. If you are not eligible for federal tuition benefits, you must demonstrate proof of ineligibility.

*Awards:* Voyager is a "last dollar award," meaning it works to ensure that you do not pay tuition costs if your other federal military education benefits fall short. The typical maximum length of the award is four years for undergraduate programs (a

fifth year may be approved under certain programs). This benefit is only available to those seeking their initial bachelor's degree, and it carries a maximum credit limit of 15 course credits beyond the minimum needed for degree completion.

The Voyager Tuition Assistance Program does not cover E-Campus or Distance courses. This benefit is not transferable to a veteran's spouse or dependents.

### ***Veteran's Dependent Tuition Waiver***

*Criteria:* The Veteran's Dependent tuition waiver is for qualified students accepted into a baccalaureate or master's degree program at a public university. A qualified student is a child (includes adopted child or stepchild), spouse, or an un-remarried surviving spouse of a service member or a child of a Purple Heart recipient.

The service member is one who:

- 1) Died on active duty;
- 2) Has a 100% total and permanent service-connected disability rating as certified by the United States Department of Veterans Affairs; or
- 3) Died as a result of a military service-connected disability.

The Purple Heart recipient is a person, alive or deceased, who:

Was relieved or discharged from service in the Armed Forces of the United States with either an honorable discharge or a general discharge under honorable conditions; and

Was awarded the Purple Heart in 2001 or thereafter for wounds received in combat.

An eligible child must be 23 years of age or younger at the time the child applies for the waiver. A child who is older than 23 years of age is eligible for a waiver for a master's degree program if the child:

- 1) Applied for and received a waiver for a baccalaureate degree when the child was 23 years of age or younger; and
- 2) Applied for a master's program waiver within 12 months of receiving a baccalaureate degree.

The qualifying new, transfer, or community college co-enrolled student must meet Oregon residency requirements, which generally describes an Oregon resident as a person with a bona fide fixed and permanent physical presence established and maintained in Oregon of not less than 12 consecutive months immediately prior to the term of entry.

*Awards:* The award may be granted for credit hours for courses that are offered at an eligible post-secondary institution. The award does not cover other mandatory

enrollment and course specific fees. The maximum waiver granted under this remission program shall be:

- 1) The total number of attempted credit hours equal to four years of full-time attendance for a baccalaureate degree; and
- 2) The total number of attempted credit hours equal to two years of full-time attendance for a master's degree.

Notwithstanding sections 1 and 2 of this paragraph, a waiver may not exceed the total number of credit hours the qualified student needs to graduate with a baccalaureate or a master's degree. Transferred credit hours accepted for a degree program may or may not count toward the total credit hours needed for degree completion. The amount of tuition waived may be reduced by the amount of any federal aid scholarships or grants, awards from the Oregon Opportunity Grant program established under ORS 348.205, or any other aid from the eligible post-secondary institution, received by the qualified student. The amount of tuition waived may not be reduced by the amount of any Survivors' and Dependents' Educational Assistance under 38 U.S.C. Chapter 35 paid to a qualified student.

Awards to children of Purple Heart recipients apply only to students admitted as new but not continuing for Fall 2013 or thereafter.

*Statutory Authority: ORS 351.656 Waiver of tuition for family members of deceased veterans; limits on waiver; conditions*

### ***Nonresident Veteran Fee Remission***

As required by Law, every public university shall participate to the fullest extent allowed in the federal educational assistance programs under the Supplemental Appropriations Act of 2008 (e.g., Post 9/11 G.I. Bill and its component Yellow Ribbon Program), to reduce the overall tuition rate for students eligible under this policy.

*Criteria:* The Nonresident Veteran Fee Remission is a tuition and fee reduction for qualified students who are attending classes as an admitted undergraduate or graduate at a public university, and who meet one of the following sets of criteria:

- 1) Is not an Oregon resident and:
  - a. Served in the Armed Forces of the United States;
  - b. Was relieved or discharged from that service with either an honorable discharge or a general discharge under honorable conditions as shown on an original or certified copy of the student's DD-214; and
  - c. Provides proof that the student has established a physical presence in Oregon within 12 months of being enrolled at one of the public universities.

OR

- 2) Was a resident of Oregon who left the state within the previous five years to serve, and who subsequently served, in the Armed Forces of the United States or in an international position with the state, federal government or a humanitarian aid organization.

OR

- 3) Was a resident of Oregon who left the state more than five years ago to serve, and who subsequently served, in the Armed Forces of the United States or in an international position with the state, federal government or a humanitarian aid organization and never established residence in another state.

*Award:* Qualified **undergraduate** students who meet criteria 1 and are admitted for enrollment for an academic term prior to Fall 2013 are charged tuition and fees no greater than the resident rate, plus 50 percent of the difference between the resident tuition and fee total and the nonresident tuition and fee total with the following listed qualifications; students admitted as new but not continuing undergraduate students for the Fall 2013 term or later are charged tuition and fees no greater than the resident rate with the following listed qualifications:

Qualified **graduate** students who meet criteria 1 and are admitted for enrollment for an academic term prior to Fall 2014 are charged tuition and fees no greater than non-resident tuition and fee total with the listed qualifications; students admitted as new but not continuing graduate students for the Fall 2014 term or later are charged tuition and fees no greater than the resident rate with the following listed qualifications:

Qualified **undergraduate or graduate** students who meet criteria 2 or 3 and are admitted as new but not continuing students for the Fall 2015 term or later are charged tuition and fees no greater than the resident rate with the following listed qualifications:

A student who served in the Armed Forces of the United States or in an international position with the state, federal government, or a humanitarian aid organization *and* who receives federal tuition benefits in excess of the tuition and fees charged under this policy shall pay tuition and fees equal to the federal tuition benefits received.

Distance education and self-support courses as identified by each public university are excluded from this discount.

If a nonresident student is otherwise eligible for tuition benefits under this discount and receiving federal vocational rehabilitation education benefits, that student shall pay full nonresident tuition and fees charged by the enrolling public university.

*Statutory Authority: ORS 352.375*

### ***Foster Youth Tuition Waiver***

The Foster Youth Tuition and Fee Waiver originated with the passage of House Bill 3471 in the 2011 Regular Session of the Oregon Legislative Assembly and is intended

to “increase access to higher education for current and former foster children by providing a Tuition and Fee Waiver” to minimize the amount of tuition absorbed by the student. It was further amended by HB 2095 in the 2013 Regular Session to align the definition of “former foster youth” with the federal standard.

*Criteria:* The Foster Youth Tuition and Fee Waiver is open to qualified current and former foster children enrolled as undergraduate students in an institution of higher education in Oregon for the purposes of pursuing an initial undergraduate degree (as evidenced by admission into an undergraduate degree program). This program waives tuition and fees for current and former foster youth who enroll prior to reaching 25 years of age until the student receives “the equivalent of four years of undergraduate education.”

To qualify for the program, the student must:

- 1) Have spent at least 180 days in substitute care after age 14, was not dismissed from care prior to reaching 16 years of age and either left foster care (had wardship terminated) or completed high school/GED within the previous 3 years; and
- 2) Be admitted to an undergraduate degree program and enroll prior to reaching 25 years of age; and
- 3) Submit a completed FAFSA (Free Application for Federal Student Aid) for each academic year they are eligible for the program; and
- 4) Four years after the first academic year at an institution of higher education, have completed a minimum of 30 volunteer service hours in the previous academic year performing community service activities such as mentoring foster youth or assisting in the provision of peer support service activities, according to policies developed by the institution of higher education at which the current or former foster child is enrolled.

*Awards:*

A qualified student for The Foster Youth Tuition and Fee Waiver is entitled to waiver of tuition and fees as noted below:

Tuition for academic credit courses (at base or differential rates depending upon program to which student is admitted) but not for noncredit courses.

Mandatory enrollment fees: building, incidental, health service, recreation center, or other mandatory fees that may be added from time to time.

One-time fees: matriculation.

Fees required for instruction related services such as lab or course fees that are assessed upon registration for a particular course.

The waiver excludes all fees and fines for non-instruction related services and materials such as residence hall room and board, dining services, parking fees and fines, library fines, etc. In addition, textbooks and other course materials not assessed as part of a course fee are also excluded. Fees considered as “pass

through” fees, paid to an outside provider, are exempt from the Tuition and Fee Waiver.

Eligible students may receive the Foster Youth Tuition and Fee Waiver for up to 12 terms of full-time study or the equivalent. Attendance at less than full-time will be prorated accordingly.

If a student meets all other criteria for eligibility but does not require the Foster Youth Tuition and Fee Waiver, the student shall remain eligible until the student receives the equivalent of 4 years of undergraduate education.

As noted previously, to be considered eligible for this program, the student must complete and submit a FAFSA for each academic year they are eligible for the program. Awards made under The Foster Youth Tuition and Fee Waiver shall be applied after the following:

- Any federal Pell or Supplemental Educational Opportunity Grants (SEOG)
- Oregon Opportunity Grant established under ORS 384.205
- Any other gift, grant or scholarship received from the institution of higher education which may be applied to the tuition and fees covered under this program.

For purposes of this program, non-tuition scholarships from sources outside of the University, which pass through either OSAC or the institution, are not included in the calculation of the tuition and fee waiver award amount.

*Definition of Terms:* For purposes of this waiver, the following terms are defined as follows:

A “former foster child” is defined as an individual who, for a total of six or more months while between 14 and 21 years of age, was: (a) A ward of the court pursuant to ORS 419B.100(1)(b) to (e) and in the legal custody of the Oregon Department of Human Services (or one of the nine federally recognized Tribes in Oregon) for out-of-home placement and not dismissed from care before reaching 16 years of age; or (b) An Indian child subject to the Indian Child Welfare Act (25 U.S.C. 1901 et seq.), under the jurisdiction of a tribal court for out-of-home placement and not dismissed from care before reaching 16 years of age.

The “equivalent of four years of undergraduate education” and “equivalent of four academic years” is defined as up to 12 terms of full-time study or the equivalent. Attendance at less than full-time will be prorated, accordingly.

*Statutory Authority: ORS 351.293 Tuition waiver for foster child*



## Other Reduced Tuition Policies

### ***Western Undergraduate Exchange***

Tuition for students admitted under the Western Undergraduate Exchange (WUE) program is assessed at 150% of the prevailing resident undergraduate tuition rate. The WUE program allows first-time enrolling, nonresident undergraduate students from participating states to pay 150% of resident tuition when enrolled in selected programs at Oregon Public Universities. Students participating in this program must maintain enrollment in these designated programs to retain qualification. The time spent as a WUE student cannot apply toward residency status. Students previously or currently enrolled in Oregon Public Universities are not eligible for this program. The institutions are not obligated to notify prospective, admitted, or enrolled students who are eligible for this program. Institutions that implement this program must report WUE enrollment as directed and validate WUE students quarter to quarter. Consistent with the policy of nonresident students covering the full cost of instruction, institutions participating in the WUE should carefully consider whether high demand programs should be eligible for the reduced rates.

### ***Tuition Equity***

In keeping with Oregon's commitment to creating innovative programs that make college more affordable and more relevant to the realities of today's workforce and economy, the 2013 Oregon Legislature passed the Tuition Equity Act.

The Tuition Equity Act, as outlined in House Bill 2787 (2013), became law on April 2, 2013, and exempts the following students from paying nonresident tuition and fees for enrollment in Oregon's public universities:

- 1) Students who are not citizens or lawful permanent residents of the United States provided the student:
  - a. During each of the three years immediately prior to receiving a high school diploma or leaving school before receiving a high school diploma, attended an elementary or a secondary school in Oregon;
  - b. During each of the five years immediately prior to receiving a high school diploma or leaving school before receiving a high school diploma, attended an elementary or a secondary school in any state or territory of the United States, the District of Columbia, or the Commonwealth of Puerto Rico;
  - c. No more than three years before initially enrolling in a public university listed in ORS 352.002 (EOU, Oregon Tech, OSU, PSU, SOU, UO, and WOU), received a high school diploma from a high school in this state or received the equivalent of a high school diploma (such as a GED); and

d. Shows intention to become a citizen or a lawful permanent resident of the United States by submitting to the public university the student attends or plans to attend:

i. An official copy of the student's application to register with a federal immigration program or federal deportation deferral program or a statement of intent that the student will seek to obtain citizenship as permitted under federal law; and

ii. An affidavit stating that the student has applied for a federal individual taxpayer identification number or other official federal identification document.

2) Students who are financially dependent upon a person who is not a citizen or a lawful permanent resident of the United States if the student:

a. During each of the three years immediately prior to receiving a high school diploma or leaving school before receiving a high school diploma, attended an elementary or a secondary school in this state and resided in this state with the person upon whom the student is dependent;

b. During each of the five years immediately prior to receiving a high school diploma or leaving school before receiving a high school diploma, attended an elementary or a secondary school in any state or territory of the United States, the District of Columbia, or the Commonwealth of Puerto Rico and resided with the person upon whom the student is dependent;

c. No more than three years before initially enrolling in a public university listed in ORS 352.002 (EOU, Oregon Tech, OSU, PSU, SOU, UO, and WOU), received a high school diploma from a secondary school in this state or received the equivalent of a high school diploma; **and**

d. For a student who is not already a citizen or lawful permanent resident of the United States, shows intention to become a citizen or a lawful permanent resident of the United States by submitting to the public university the student attends or plans to attend:

i. An official copy of the student's application to register with a federal immigration program or federal deportation deferral program or a statement of intent that the student will seek to obtain citizenship as permitted under federal law; and

ii. An affidavit stating that the student has applied for a federal individual taxpayer identification number or other official federal identification document.

A student will continue to qualify for exemption from nonresident tuition and fees (e.g., be able to pay in-state tuition rates) under subsection (1) or (2) above for five years after initial enrollment.

A student who is a citizen or a lawful permanent resident of the United States and who has resided outside of Oregon for more than three years while serving in the Armed Forces of the United States, but who otherwise meets the requirements of subsection (1) or (2) above, shall qualify for exemption from nonresident tuition and fees for enrollment in a public university listed in ORS 352.002 without having to reestablish residency in Oregon.

### ***SEIU Employee Benefit***

The SEIU reduced tuition benefit provides a 20% discount on undergraduate or graduate tuition for up to 12 credits per term. The benefit is open to eligible SEIU Local 503 members.

### ***Employee Tuition Benefit***

The academic term rate for employees is 30% of resident undergraduate tuition assessed at the teaching institution, rounded to the nearest dollar. For campuses where an undergraduate differential tuition structure is in effect, the staff fee rate will be *charged at the "regular" (not differential) resident undergraduate tuition rate for both undergraduate and graduate student employees*. Charges for Building, Health Service, Recreation, Student Union, and Incidental Fees do not apply; nor are employees entitled to health services or incidental fee services through this program. No Application Fee will be required for employees and no breakage or other deposit is required when registering for classes. Other fees such as lab or course fees are assessed at the full rate and no discount is provided.

Staff fees are not applicable to certain courses. For a complete reference list of excluded programs, please go to <http://www.wou.edu/hr/benefits/stafftuitiondiscount/>. Excluded programs are determined at the discretion of the institution's president and the notice of exclusion must be filed with the institution's Registrars' office prior to the first day of registration for a term.

1. On approval of the president or designee of the teaching institution and with the concurrence of the employee's immediate supervisor, the staff fee is available to employees appointed at half-time (.5 FTE) or more (not including temporary classified employees or other student employees).

2. To qualify for this fee, the staff member must meet the criteria no later than the first day of classes of the term of enrollment. The maximum number of credits to which the staff fee may be applied is 12 credits per quarter or per semester. Some exceptions made for retired employees and employees on leave.

3. Employees enrolled for more than 12 credits in one term will pay for each additional credit at the campus designated per credit tuition rate applicable to resident undergraduate or graduate students, depending upon the employee's degree status.
4. For purposes of this rule, the term "employee" may include persons with full-time courtesy appointments who provide a benefit to the institution in the form of teaching, research, or counseling, under the direction of the institution and using the facilities of the institution.
5. Retired employees and employees on leave are eligible for staff fee privileges. Subject to the approval of the president or designee of the teaching institution, the maximum credit limitation may be waived for retired employees and for employees on leave. See exception under Senior Citizen Tuition.
6. Employees who use the staff fee for courses away from their home institution are subject to staff fee policies and procedures of the instructing institution. *There is no fee plateau at any campus for employees, family and dependents, or retired staff.*
7. Employees may be permitted to take *noncredit* courses at *one-third* of the fee assessed to other registrants. Teaching units are not required to extend staff fees for noncredit courses, self-sustaining workshops, or self-support credit courses.
8. Employees on furlough or lay-off status may be eligible for staff fees in accordance with provisions of a collective bargaining agreement.
9. No tuition shall be assessed to courses enrolled in by employees with a grading option of 'audit.' Attendance under such condition must be with the instructor's consent and on a space-available basis. Institutions are required to maintain a record of the courses audited. Courses approved for audit by the instructor confer no credit to the student, are not charged staff fee rates or regular tuition, and may be used in addition to staff fee privileges during a term. However, any applicable course, lab or material fees associated with auditing for-credit classes will be assessed by the institution and is the responsibility of the employee. This provision cannot be subdivided in conjunction with the Employee Family Member and Domestic Partner Transfer provisions.
10. The benefit may be used at any Oregon public university.

### ***Reduced Tuition Benefit for Family Members and Domestic Partners of Employees***

To improve the recruitment and retention of high-quality faculty and staff at Oregon's public universities, the staff fee policy is extended to qualified family members, eligible dependents, as well as domestic partners and their eligible dependents on a limited basis. The academic term rate for family members is 30% of resident undergraduate tuition assessed at the teaching institution, rounded to the nearest dollar. For campuses where an undergraduate differential tuition structure is in effect, the staff fee rate will be *charged at the "regular" (not differential) resident undergraduate tuition rate for both undergraduate and graduate student employees.* Qualified family members including spouse, domestic partners, and dependents receiving the transferred benefit are

responsible for all mandatory enrollment fees such as Building, Health, Recreation, Student Union, Incidental, Matriculation, and Other fees (Laboratory/Course Fees, Late fees, and Registration fees), if applicable. Breakage and/or other mandatory application deposits are required of the participating family member to register for classes.

Staff fees are not applicable to certain courses. For a complete reference list of excluded programs, please go to <http://www.wou.edu/hr/benefits/stafftuitiondiscount/>. Excluded programs are determined at the discretion of the institution's president and the notice of exclusion must be filed with the institution's Registrars' office prior to the first day of registration for a term.

1. The staff fee provisions may be transferred to a qualified family member or domestic partner of employees appointed at half-time (.5 FTE) or more (not including temporary classified employees, graduate assistants, or other student employees). Employee eligibility is verified through Human Resource System records. To qualify for this fee, the family member, domestic partner, or eligible dependent must meet the criteria no later than two weeks prior to the first day of classes of the term of enrollment.

2. For purposes of this policy, the eligible family members include spouse, domestic partner, dependent children, and dependent children of domestic partners in accordance with IRS Code 152 and Section One of the Public Employees Benefit Board. If requested to do so, the employee is expected to verify family member or domestic partner eligibility by providing documented proof such as a tax return from the prior year.

3. The maximum number of transferrable credits is 12 credits per quarter or per semester. Only one staff member, spouse, domestic partner, or dependent may use the staff fee benefit per term or semester. The benefit may not be subdivided among family members during a term.

4. The qualified family member or domestic partner enrolled for more than 12 credits in one term must pay for *additional credits* at the per credit tuition rate applicable to resident undergraduate or graduate students, depending upon the family member's or domestic partner's degree status. All applicable credits will be charged at the relevant resident tuition rate.

5. The President of a public university may exclude certain programs from the policy. For a comprehensive list of excluded programs please visit the website for the Office of Human Resources.

6. The transfer of staff fee benefits is not available for retired employees.

7. Qualified family members or domestic partners of employees who use the staff fee for courses away from the employee's employing institution are subject to staff fee policies and procedures of the instructing institution. *There is no fee plateau at any campus for employees, retired staff, domestic partners, or eligible dependents.*

8. Qualified family members or domestic partners of employees may be permitted to take noncredit courses at approximately one-third of the fee assessed to other

registrants. Teaching units are not required to extend staff fees for noncredit courses, self-sustaining workshops, or self-supported credit courses.

9. Eligibility of employees on furlough or lay-off status is subject to applicable collective bargaining agreements.

### ***Graduate Assistants***

Graduate students appointed by the institution and paid at established institutional salary rates as graduate teaching assistants, graduate research assistants, or graduate fellows are exempt from the payment of tuition up to the first 12 credits per term subject to institutional policy. Appointment as an assistant may not be for less than .49 FTE for the term of appointment.

The Tuition will be assessed to the employing account or department within the institution, not to exceed the graduate resident, full-time student tuition per term. When an assistant is authorized to exceed 12 credits per term, the institution shall charge the assistant the resident overload tuition for the excess credits. The enrollment privilege does not apply to self-support courses.

If an assistant has been on an academic year appointment, serving in that appointment Spring term, and the institution intends to reappoint the assistant in the following Winter & Spring terms, the assistant may exercise the study privilege during the interim summer term upon approval of the institution.

Graduate assistants are assessed and are individually responsible for payment of the Building, Health, Incidental, Recreation Center, Student Union, and other mandatory fees as approved for the institution and program in which they are enrolled at the credit hour level carried, and at rates applicable to graduate students. Overload Tuition is assessed at the resident graduate student Tuition rate for each overload hour.

### ***Resident Oregon Senior Citizen Program***

The Senior Citizen Program is designed for persons not seeking credit or working toward a degree. If credit is sought, charges for special materials or fees, if any, will be assessed according to applicable tuition schedules and records will be maintained. Self-support classes are excluded from this benefit and Incidental Fee services are not available. Oregon resident senior citizens, age 65 or older, may attend classes on a space-available basis.

*Statutory Authority: ORS 351.658 Waiver of tuition for Oregon residents at least 65; conditions for waiver; rules*

### ***Auditors***

Students enrolled in a combination of credit and audit courses or audit only will be assessed for the total credits under the credit tuition and fee schedule appropriate to their classification and residency.

## ***University/School Partnership Voucher Program***

School districts having contracts with a public university to supervise educator professionals preparing for Oregon licensure may exercise these provisions.

### ***Earning the Voucher***

For each permissible activity provided under contract with a cooperating district (see 'a' and 'b' below), a district earns a voucher to be used by any licensed educational professional employed by the district at the public university voucher fee rate. The rate is currently one-third of the tuition charged for the course.

A 'voucher' allows one individual to register for up to 8 quarter credit hours in the term it is used. The total reduced fee credits awarded for practica and student teaching may not exceed 11 in a year, per each university student provided services by the district.

a. Supervised full-time student teaching: Voucher privileges of 5 credit hours may be awarded for supervision of the final full-time student teaching per quarter. Student teaching is the culminating, full-time supervised teaching experience provided for students completing a program approved by the Teacher Standards and Practices Commission, leading to Initial Licensure in one or more of four authorizations: Early Childhood, Elementary, Middle, and High School; and specialty endorsements.

b. Experiential preparatory practica or part-time student teaching: Voucher privileges of 3 credit hours may be awarded for supervision of students in experiential preparatory practica or part-time student teaching per academic quarter. These are practica assigned to or required of the student prior to or concurrent with student teaching and block practica and/or other miscellaneous practica offered by colleges and divisions of education for students completing a program approved by the Teacher Standards and Practices Commission, leading to Initial Licensure in one or more of four authorizations: Early Childhood, Elementary, Middle, and High School; and specialty endorsements.

### ***Redeeming Reduced Fee Credits***

c. Earned voucher privileges must be used by a licensed educator professional employed by the school district within five successive academic quarters (including summer session) following the quarter in which the supervision is provided, after which time the voucher is void.

d. The voucher is applicable only up to 8 credit hours in any academic quarter for any one licensed educator professional, including summer session, even though the district may have earned two or more enrollment privileges, or if the licensed educator professional using the privilege enrolls for fewer than 8 credits.

Unused portions of a voucher may not be carried to another term or used by another teacher.

- e. A voucher may be used during any academic term (including summer session) at the issuing institution, which has a teacher preparation program. Institutions may enter “partnerships of trade” with any sister institution if they are willing to accept vouchers from other institutions.
- f. Each institution may set limits on courses available for those redeeming vouchers (for example, courses in summer session, distance education, continuing licensure, continuing/extended education). Each institution will indicate on the voucher the existence of restrictions.
- g. The voucher may also be redeemed by an administrator, counselor, or other licensed educator professional in a cooperating district.
- h. Institutions with current contractual obligations may elect to defer compliance of the rate until the expiration of the existing contract.

### *Other Provisions*

- 4) If the licensed educator professional using a voucher registers for more than 8 credit hours, the first 8 hours may be taken at the institution’s voucher rate. Credit hours more than 8 shall be at the appropriate credit hour rate (graduate or undergraduate, resident or nonresident) and the institution shall charge all enrollment fees applicable to the total number of hours for which the licensed educator professional is registering.

### ***Other Remission Programs***

Institutions may create individual institution fee remission programs to address enrollment management and financial aid program needs. The institution will report to the Board on the creation of each program following guidelines approved by the WOU Board of Trustees.

*Awards:* Awards may vary in amount but cannot exceed the total nonresident undergraduate or graduate Enrollment Fees (Tuition, Building, Incidental, Recreation Center Building Fee, Student Health Building Fee and Health Service Fees).

## **Refunds, Waivers, and Accounts Receivable Policies**

### **A. Refund Policies**

Refund policies for course load reduction or withdrawal are separately developed by each campus and adopted under institution fees and charges procedures. Refunds may be granted to students in accordance with the refund schedule on file with the Registrars or Accounting & Business Services. This schedule shall be prepared annually.



### *Military Duty Refund Policy*

Any student with orders to report for active military duty may withdraw at any time during the term and receive a full refund. If sufficient course work has been accomplished and the instructor feels justified in granting credit for the course work completed, credit may be granted, and no refund will be given.

## **B. Waiver of Certain Student Fees**

Certain student fee charges may be waived when regulations of federal agencies or contract agreements preclude the assessment of those fees. Please contact Western Oregon University's Accounting & Business Services office to determine which fee charges are eligible, if any, for this waiver.

## **C. Institution Authority to Adjust Charges**

Authorized institution officials may make tuition refunds and waive fines or charges that result from circumstances beyond the student's control or are for the best interest of the institution.

## **D. Revolving Charge Accounts Policy**

Extended payment terms utilizing a revolving charge account method adopt rules creating the Revolving Charge Account Plan and describe the terms and conditions applicable to the Plan.

Transactions covered by the Plan may include (by way of description and not limitation) tuition, fees, housing charges and other obligations primarily involving students; facilities rentals, lease agreements, program user charges and other transactions with non-students; and fines and penalties, incurred by anyone.

These rules shall:

- 1) Describe the interest to be charged, as well as service charges, collection and other fees and costs, if any, and penalties that would apply should an account become delinquent.
- 2) Provide for an agreement to be signed by the obligor for charges, except for debts arising from fines, penalties and the like; and
- 3) Provide that tuition and fees incurred in any given term are paid in full prior to enrollment in any subsequent term.

## **E. Interest on Overdue Accounts**

*Section 1:* Western Oregon University may, pursuant to an institutionally adopted rule, charge nine percent interest on all liquidated debts that are past due. A liquidated debt is one in which the amount owed is certain, e.g., a standard fee or a debt based on a promissory note.

*Section 2:* Where the institution so provides by administrative rule and a contract or note signed by the obligor so specifies, the institute may charge not more than 12 percent interest on the obligation evidenced by the signed note or contract.

The University may not charge interest under both Sections 1 and 2, above, simultaneously on a single obligation; in no event shall the institution charge more than 12 percent interest.

Institution rules may provide for interest charges to begin immediately following the date on which a debt becomes overdue or after a specified waiting period.

## **Student Involvement in Development of Proposed Tuition Rates**

The Tuition and Fee Advisory Committee advises the University President on the President's recommendations to the Board of Trustees regarding resident tuition and mandatory enrollment fees for the upcoming academic year. As required by HB4141, the Committee consists of two members from the student government (ASWOU), two students from historically underserved populations, two faculty members, and two administrators; in addition, several at-large students serve on the Committee. All meetings are public.

# WOU Salem Occupational Therapy Doctorate

## Seismic Upgrade and Remodel



### Project Executive Summary Statement

The Occupational Therapy Doctorate program has many requirements that set it apart from other programs on campus, such as mock living quarters, sensory lab with overhead suspension equipment, therapeutic treatment labs, and a Virtual Cadaver lab.

We investigated housing this program at many different locations on the Monmouth Campus but determined the Salem WOU building was the best location from a cost and program needs perspective. In addition to the specialty building needs, the location provides excellent access to Salem Health, the Oregon State Hospital, and the State Capital, all of which will be important partners for the OTD program.

The historic Vick building in downtown Salem at 525 Trade St was purchased by Western Oregon University in 2019 for 2.735 million. The building was built in the 1920s to house an automobile and tractor dealership. Throughout the years it has seen many different tenants and different uses, but the initial design and building footprint has stayed the same. Upon purchase, WOU facilities started the process of conducting a remodel of the 100-year-old building. Most remodels have consisted of moving walls, adding HVAC services and an elevator. Knowing this and the structural design, we can say that we have a building with strong interior structure.

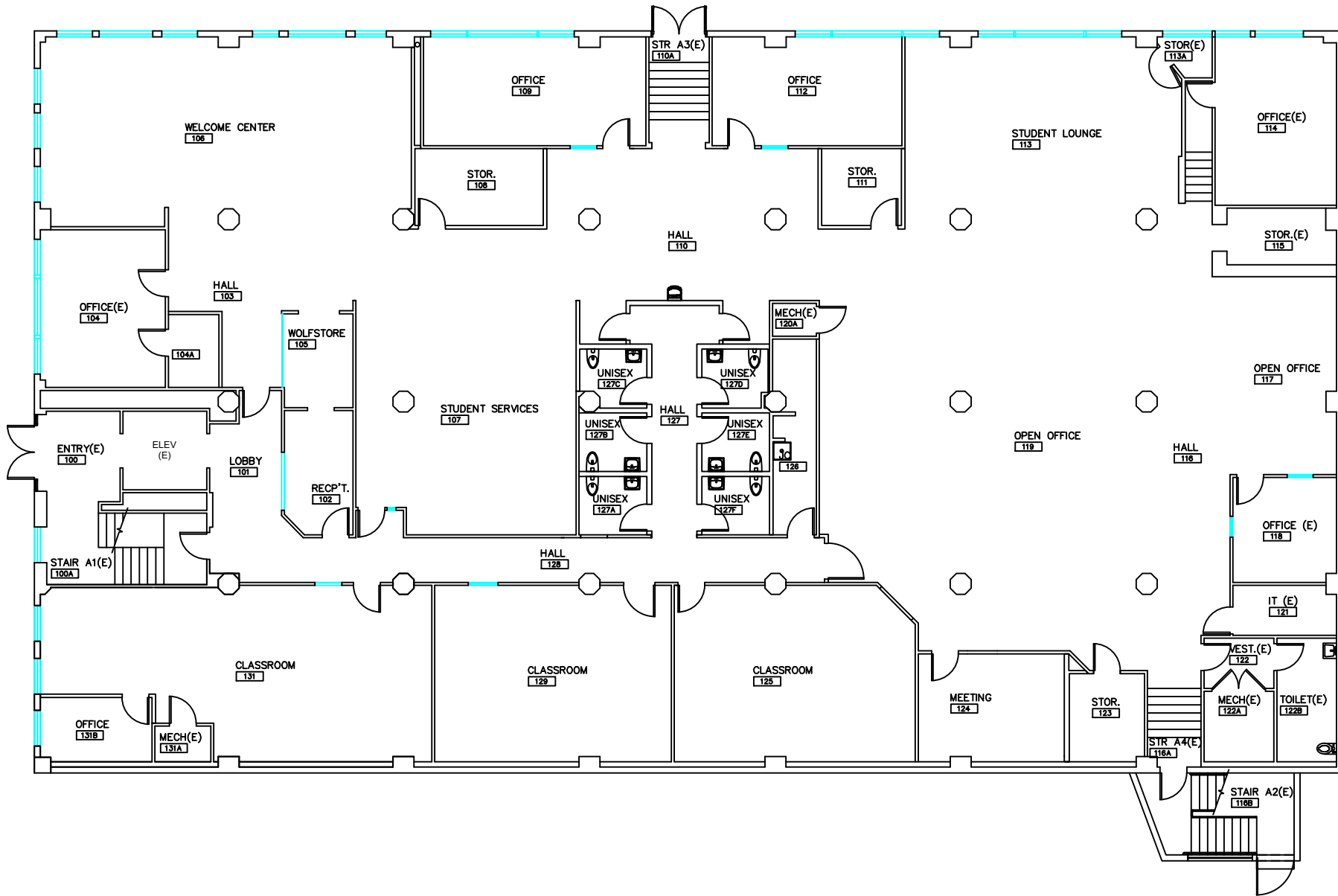
WOU's remodel was conducted on a tight budget in 2020 and 2021. In this time frame construction materials sky rocketed in price and this resulted in the project sustaining multiple Value Engineering phases and scope reductions. The building was originally remodeled to stay just below the requirements for mandatory upgrade to the fire suppression system and seismic retrofitting. This resulted in a building that has a total occupancy area of 24,000 square feet, with 10,668 square feet of open space, 6 class rooms, 1 computer lab and 5 offices. The large amount of open space and small amount of offices is a direct result of staying below the thresholds to require fire suppression upgrade and seismic retrofit. This also resulted in 12,000 square feet of daylight basement space that can only be used for storage.

The Occupational Therapy Doctorate program requires many of the amenities already in the Salem WOU building such as class rooms and large open areas, but will require a minimum of 10 offices to be added and will require the additional space in the basement to house the cadaver lab. The added offices will push the renovation square footage over the threshold of fire suppression and seismic retrofitting.

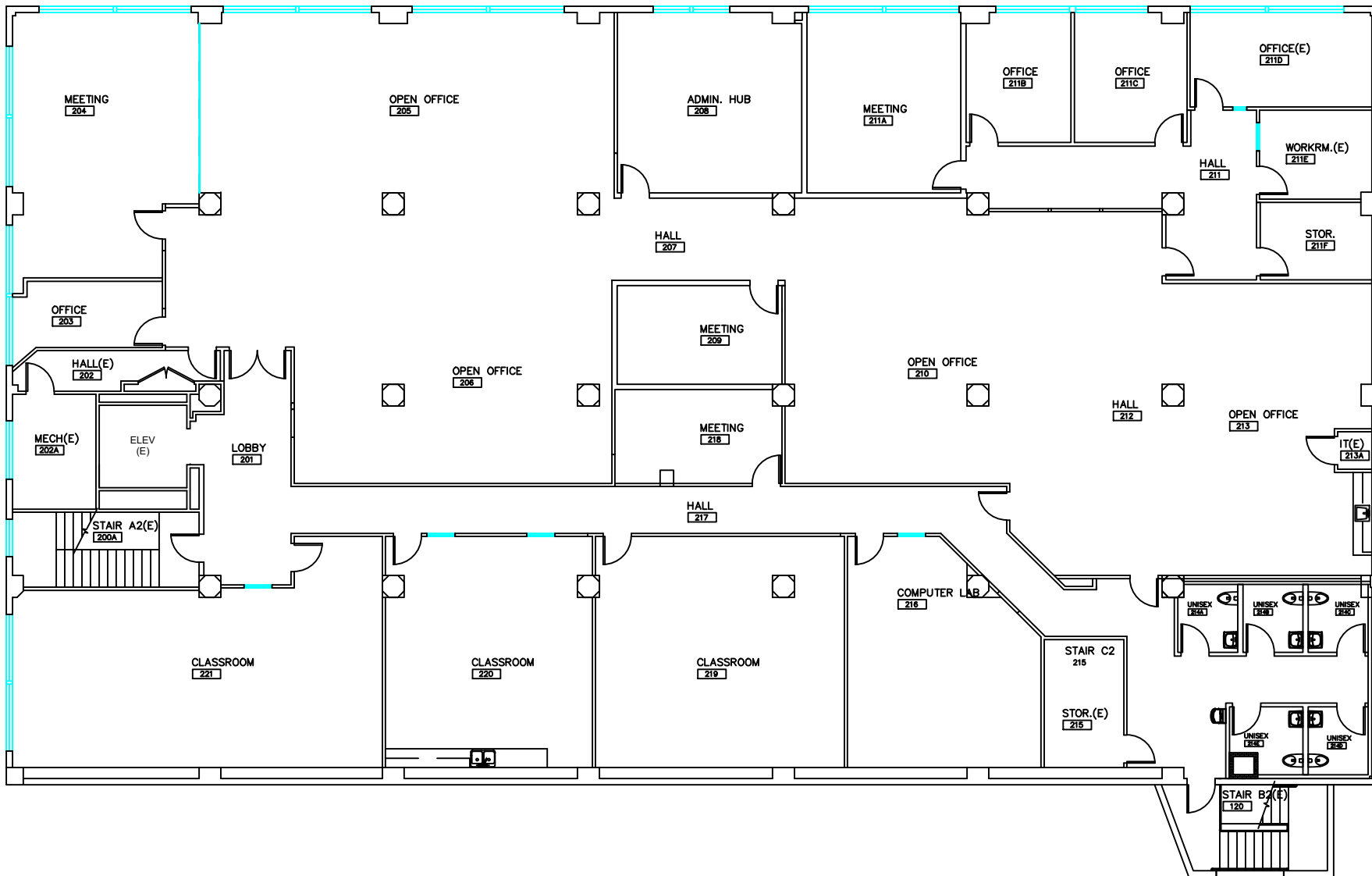
Western Oregon University's goal is that all its buildings go above ADA standards, meet current seismic standards and are fire sprinklered. This helps ensure student safety, increases building value and lowers insurance costs.

WOU Capital Planning and Construction, along with the Occupational Therapy Doctorate program, developed a remodel proforma in the amount of \$2,846,355 the WOU Salem building to add offices and laboratory spaces to accommodate OTD program, seismically retrofit the building and add fire sprinkler system. The funding source for this will be Capital Improvements and Renewal (CIR) funds.

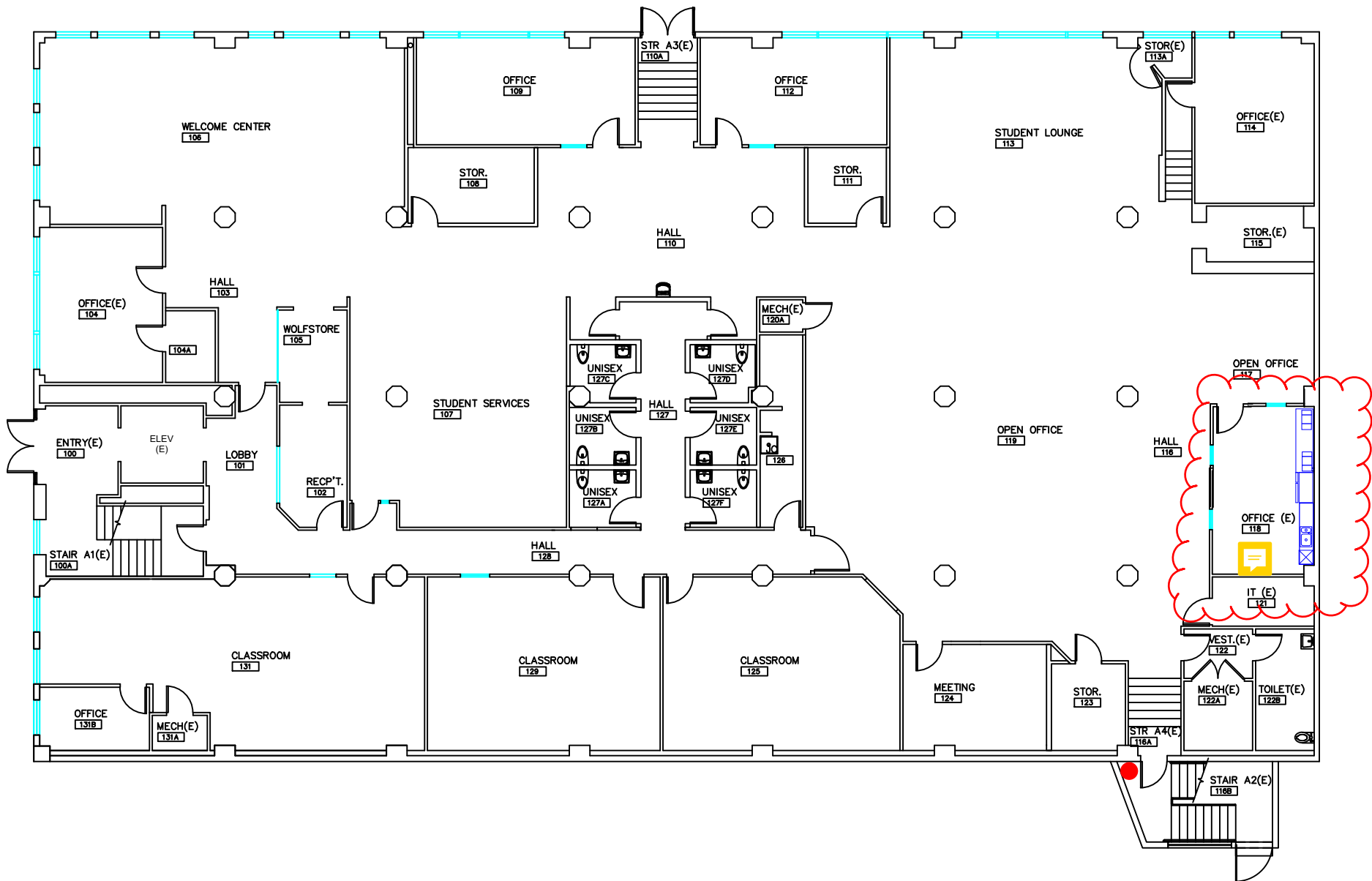
# EXISTING 1st Floor



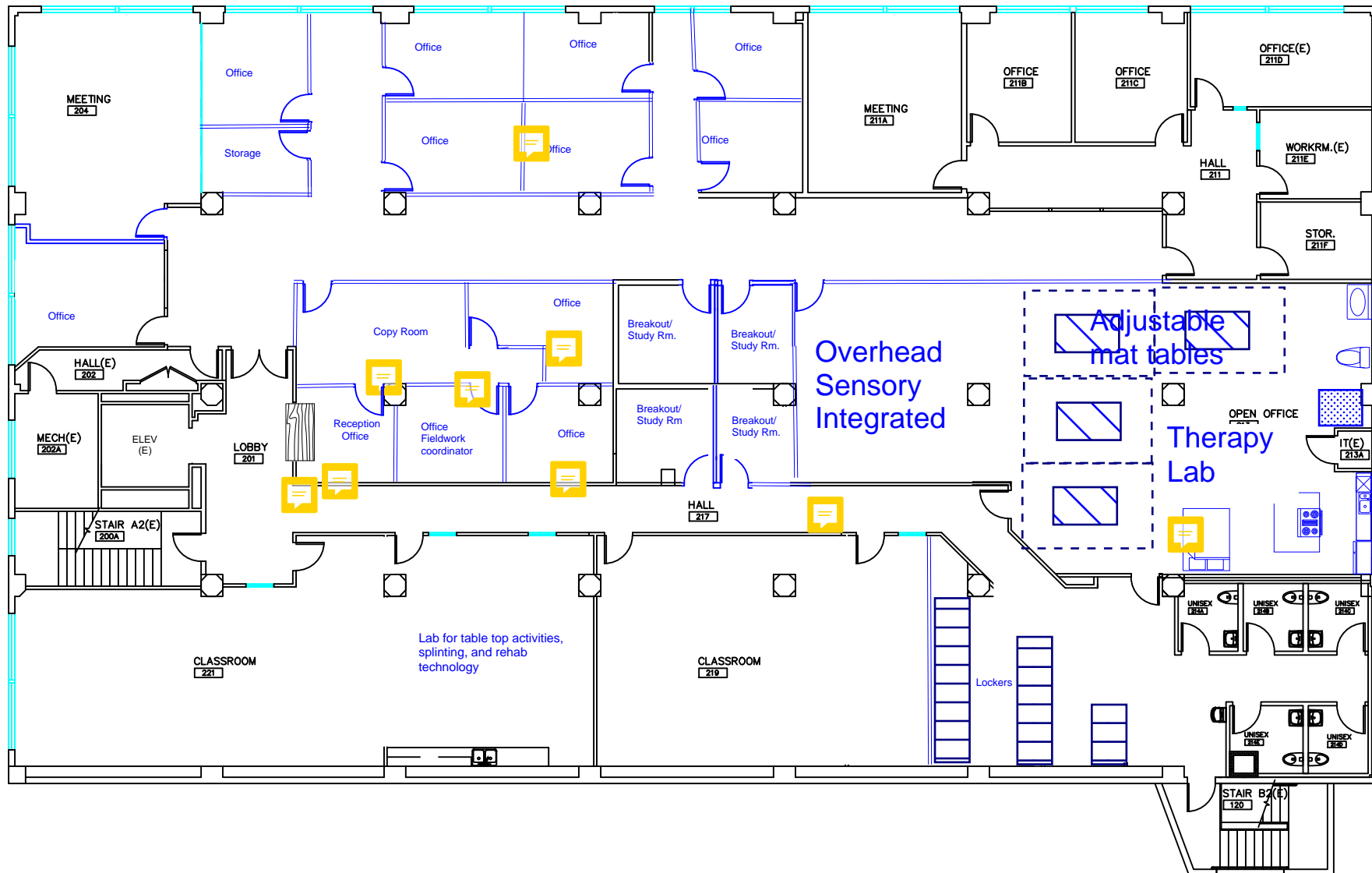
# EXISTING 2nd Floor



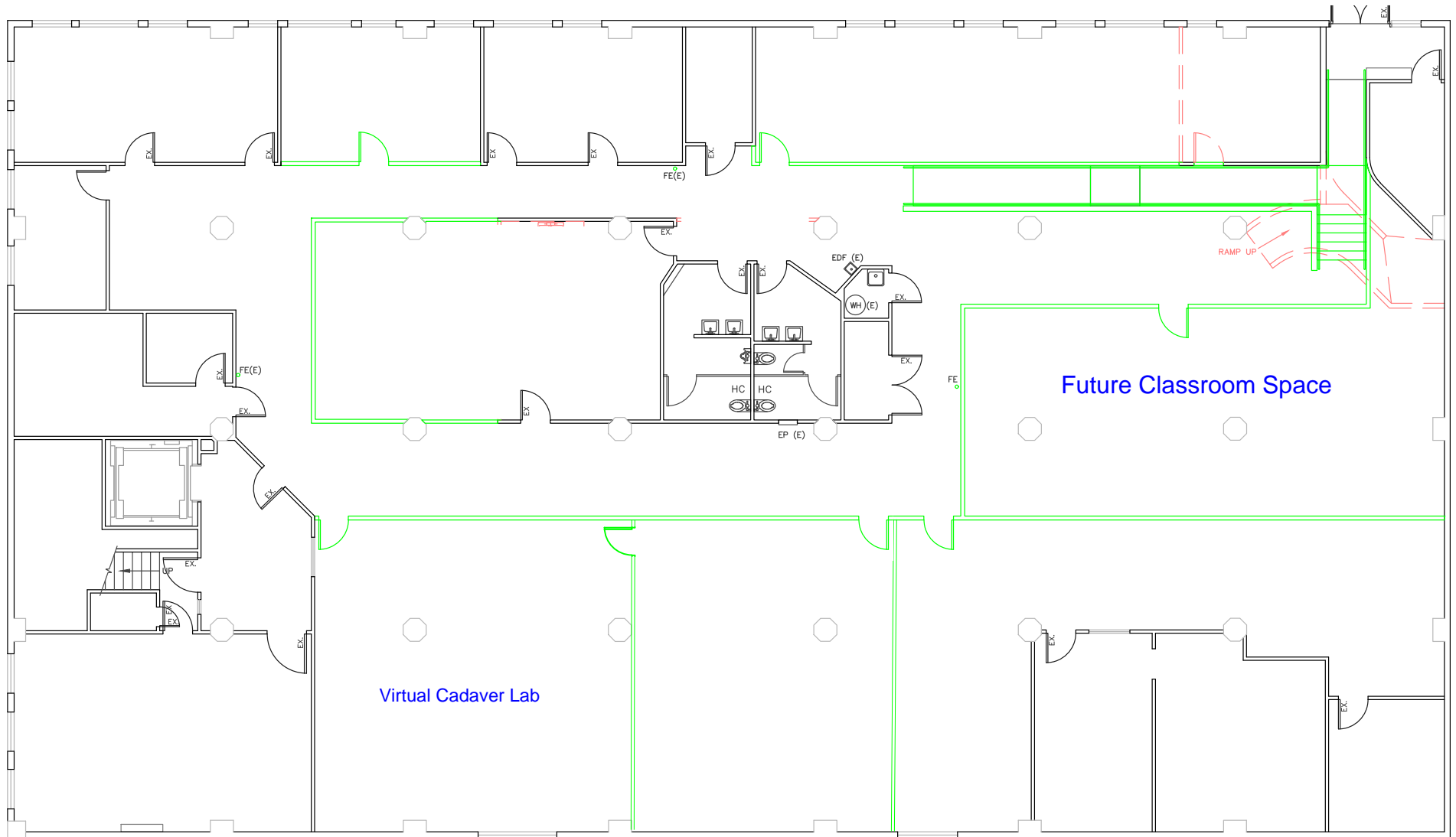
# Revised 1st Floor



# Revised 2nd Floor



# Revised Basement



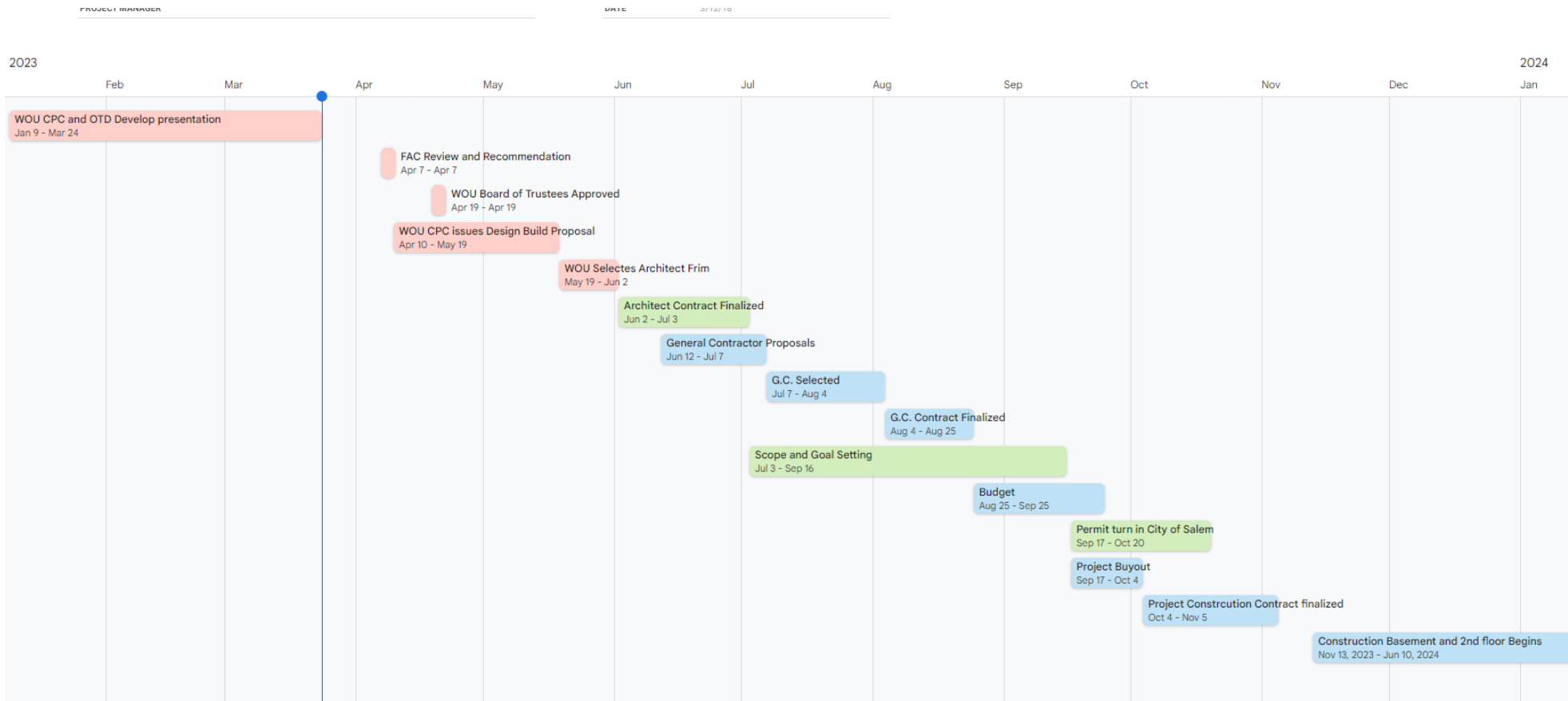


# Schedule



WBS NUMBER	TASK TITLE	TASK OWNER	START DATE	DUE DATE	DURATION	PCT OF TASK COMPLETE
<b>1</b>	<b>Project Conception and Onboarding</b>					
0.1	WOU CPC and OTD Develop presentation	WOU	1/9/23	3/24/23	75	100%
1.1	FAC Review and Recommendation	WOU	4/7/23	4/7/23	1	0%
1.1.1	WOU Board of Trustees Approved	WOU	4/19/23	4/19/23	1	0%
1.1.2	WOU CPC issues Design Build Proposal	CPC	4/10/23	5/19/23	39	0%
1.2	WOU Selectes Architect Firm	WOU	5/19/23	6/2/23	13	0%
1.3	Architect Contract Finalized	Legal	6/2/23	7/3/23	31	0%
1.4	General Contractor Proposals	CPC	6/12/23	7/7/23	25	0%
1.5	G.C. Selected	WOU	7/7/23	8/4/23	27	0%
1.6	G.C. Contract Finalized	Legal	8/4/23	8/25/23	21	0%
<b>2</b>	<b>Project Design and Planning</b>					
2.1	Scope and Goal Setting	WOU/Architect	7/3/23	9/16/23	73	0%
2.2	Budget	G.C.	8/25/23	9/25/23	30	0%
2.3	Permit turn in City of Salem	Architect	9/17/23	10/20/23	33	0%
2.4	Project Buyout	G.C.	9/17/23	10/4/23	17	0%
2.5	Project Construction Contract finalized	WOU CPC	10/4/23	11/5/23	31	0%
<b>3</b>	<b>Project Construction</b>					
3.1	Construction Basement and 2nd floor Begins	G.C.	11/13/23	6/10/24	207	0%
3.2	WOU OT programs moves in	WOU	6/14/24	9/20/24	96	0%
3.2.1	Construction on 1st floor Starts	G.C.	6/10/24	9/6/24	86	0%
3.2.2	WOU staff move into first floor	WOU	9/6/24	9/30/24	24	0%
3.3	Project receives final Occupancy from City of Salem	G.C.	9/20/24	9/30/24	10	0%
3.3.1	Project O & M's and Closeout	WOU	9/6/24	10/15/24	39	0%

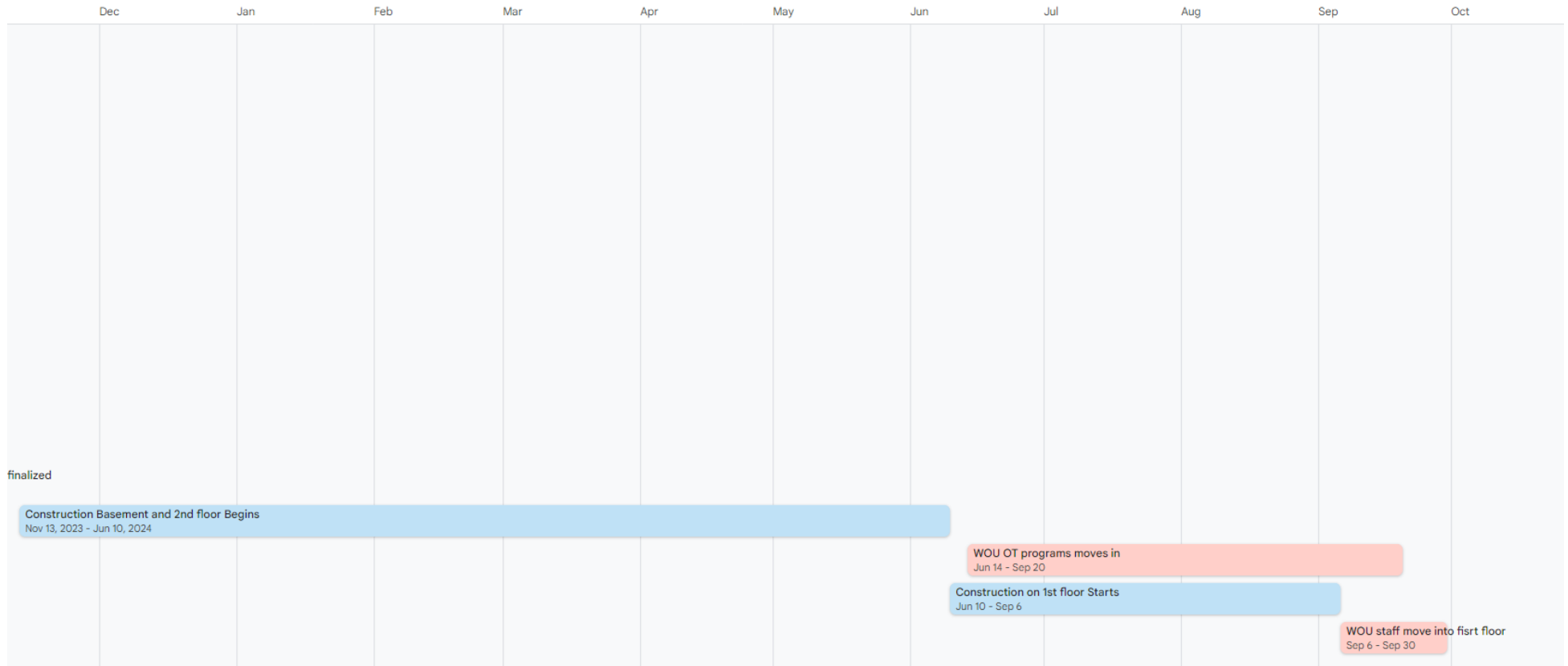
# Schedule



## Schedule Challenges:

- Keep 1st floor open for classes during Winter and Spring Term 2024
- ODP move in summer 2024, must have Temporary Certificate of Occupancy
- City of Salem Permit approval process and on-boarding contractors
- Material procurement for Fiber wrapped Columns

# Schedule



## Schedule Challenges:

- Keep 1st floor open for classes during Winter and Spring Term 2024
- ODP move in summer 2024, must have Temporary Certificate of Occupancy
- City of Salem Permit approval process and on-boarding contractors
- Material procurement for Fiber wrapped Columns

# Budget

## WOU Salem OTD Program Construction Budget

### Seismic Retrofitting

Fiber Reinforced Polymer						
	Columns		Pillars		Cost per	
Basement	18	Qty	17	Qty	\$10,475.00	\$366,625.00
1st Floor	18	Qty	19	Qty	\$11,750.00	\$434,750.00
2nd Floor	18	Qty	19	Qty	\$11,520.00	\$426,240.00
					<b>Total</b>	<b>\$1,227,615.00</b>

### Fire Supression System

Fire Sprinkler system						
	Ceiling		Fire Sprinkler		Cost per	
Basment	12693	Sq. Ft.	14113	Sq. Ft.	\$9.24	\$247,687.44
1st Floor	12282	Sq. Ft.	13702	Sq. Ft.	\$9.00	\$233,856.00
2nd Floor	10853	Sq. Ft.	12273	Sq. Ft.	\$8.78	\$203,046.28
					<b>Total</b>	<b>\$684,589.72</b>

### Added OTD Program Area

Remodel for OTD						
	Remodel		Cost per			
Basment	5077.2	Sq. Ft.			\$45.22	\$229,590.98
1st Floor	157	Sq. Ft.			\$54.00	\$8,478.00
2nd Floor	6754	Sq. Ft.			\$64.75	\$437,321.50
					<b>Total</b>	<b>\$675,390.48</b>

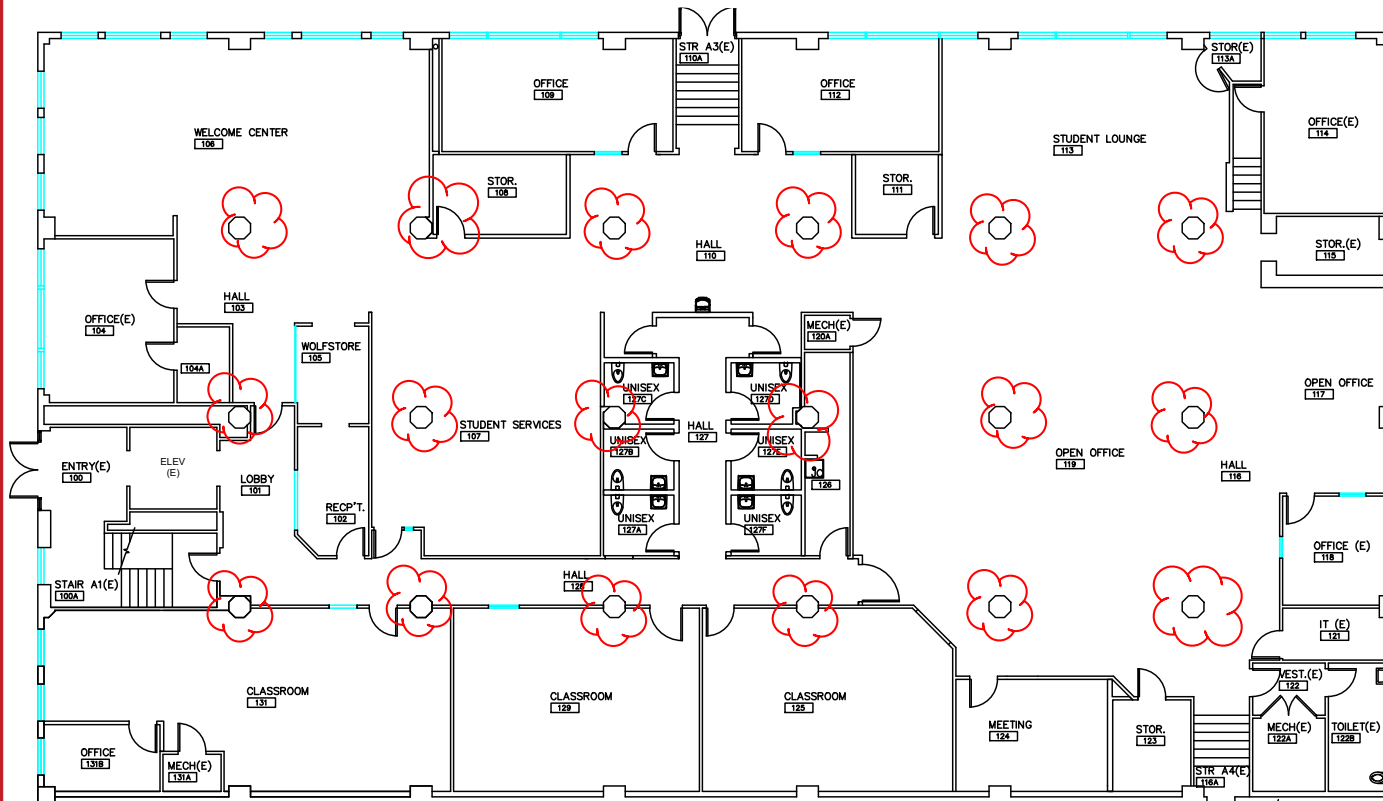
					<b>Design and Construction</b>	<b>\$2,587,595.20</b>
					<b>Construction Contingency</b>	<b>10%</b>
					<b>Total requested</b>	<b>\$2,846,354.72</b>



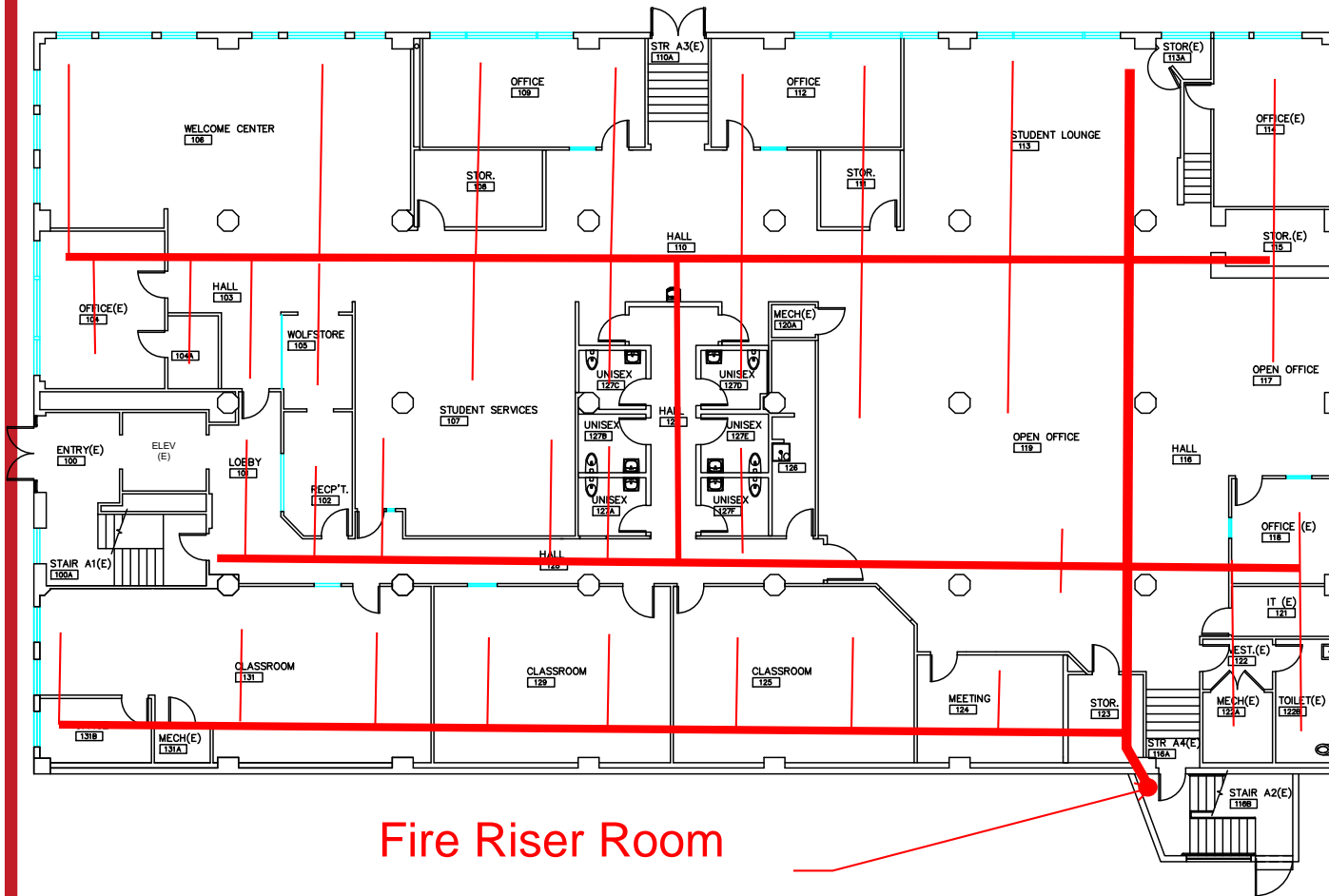
### Budget Challenges:

- Requirement for added office space
- Material and Labor pricing changes
- City of Salem requirements (sidewalks, parking, site)

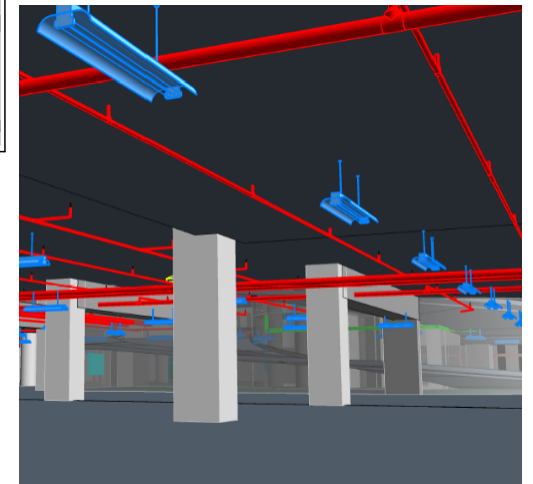
# Seismic Retrofitting with Fiber Reinforced Polymers



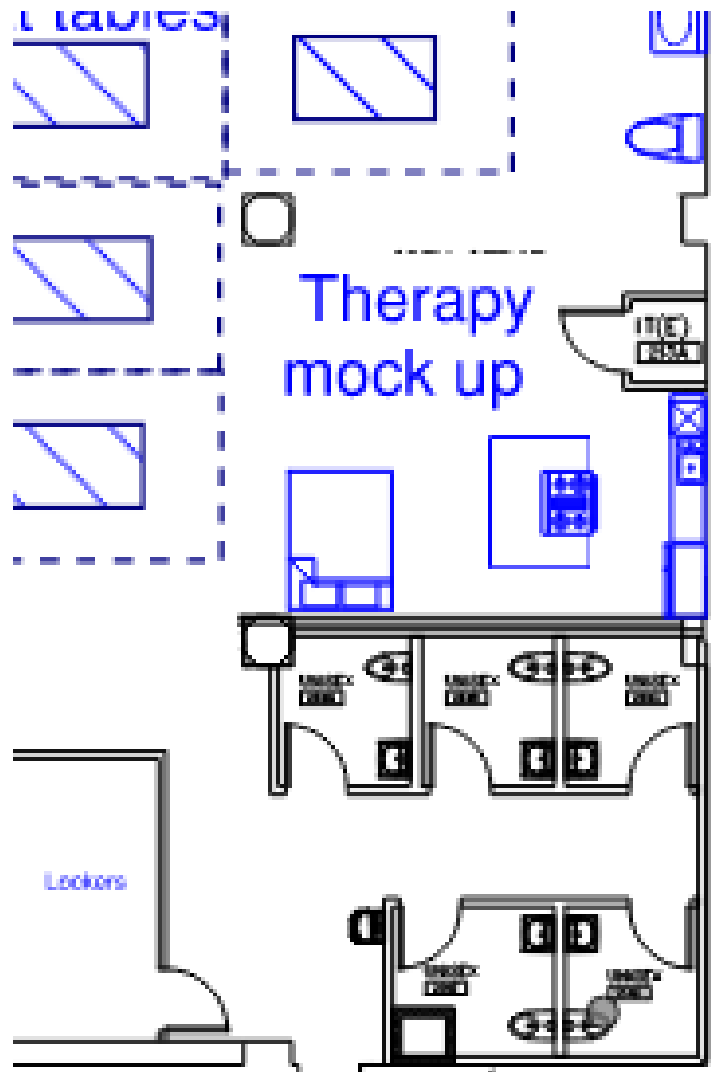
# Fire Sprinkler System



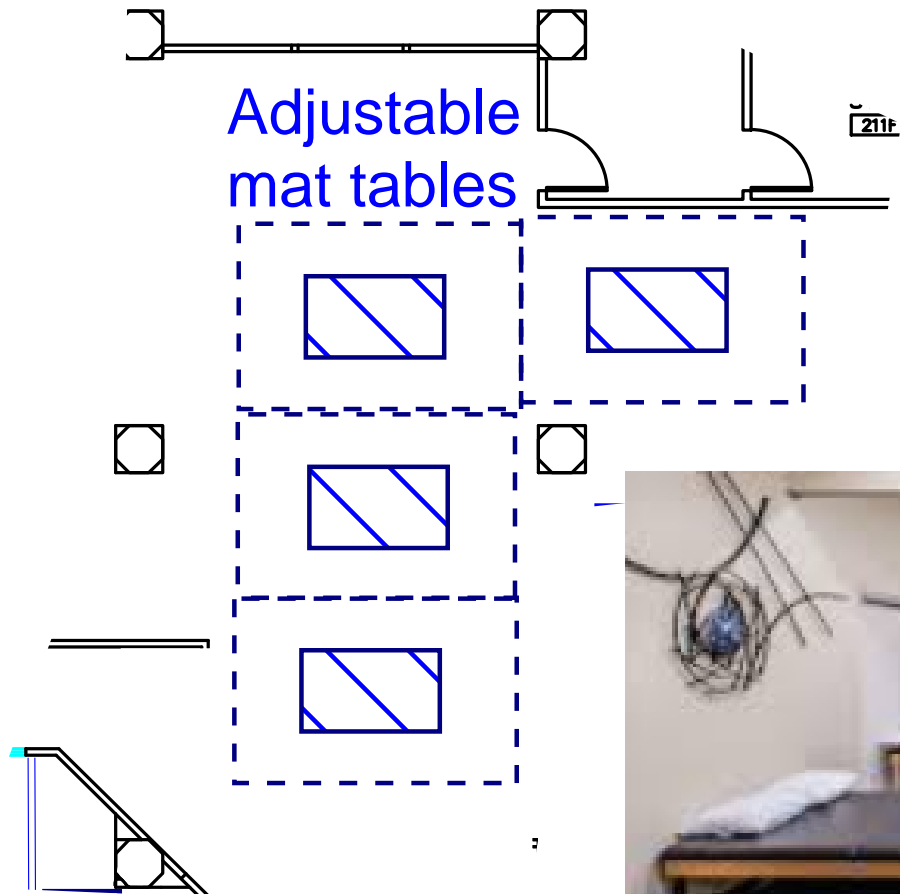
Fire Riser Room



# ADL Apartment

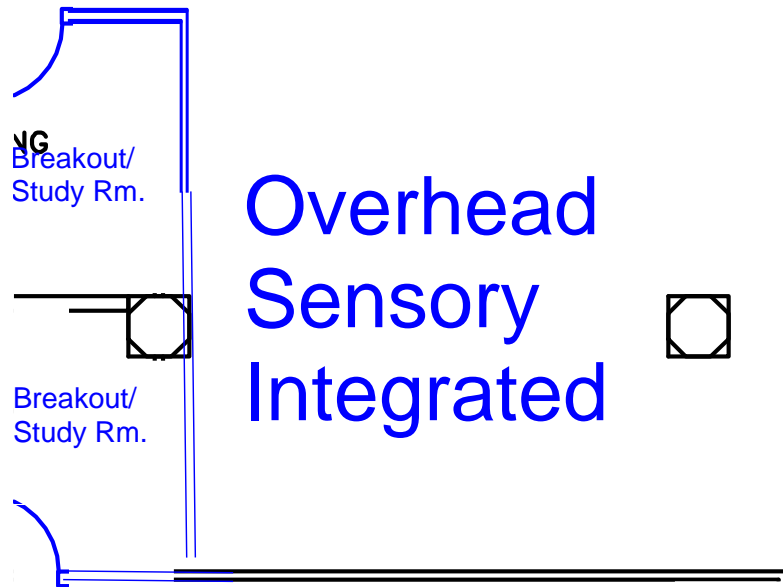
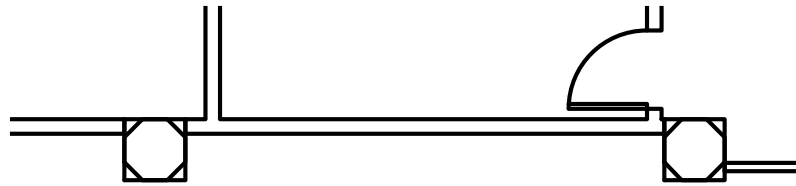


# Therapy Room





# OT Sensory Room



# COMMITTEE

# Recommendation



Staff recommends that the Board of Trustees approves the capital budget in the amount of \$2,846,355 for the remodel of the WOU Salem building.

## **Finance & Administration Committee (FAC), Revision of the Committee Charter**

Prior to assuming full governance authority of the University on July 1, 2015, the WOU Board of Trustees approved charters for its (then) three standing committees. Each charter included a recommendation for annual review and assessment.

To fulfill the recommendation for annual review, the Finance & Administration Committee (FAC) has provided a careful review of its charter to ensure it aligns with the current practices of the committee and the university.

At its April 7 meeting, members of the committee and the staff designees engaged in conversation to review the edits recommended in the document below. After further review, the Finance and Administration Committee unanimously recommended adoption of the Committee Charter.

### **COMMITTEE RECOMMENDATION**

It is recommended that the Western Oregon University Board of Trustees adopt the recommended changes to the WOU Board of Finance & Administration Committee Charter.



## Western Oregon University Board of Trustees

### Finance & Administration Committee (FAC)

#### **Mission**

The Finance and Administration Committee (FAC) of the WOU Board of Trustees is charged with ensuring effective operations and sound stewardship of the university's financial, technology, and physical assets in support of the university's mission. The FAC is responsible for making decisions delegated to it and making recommendations to the Board, consistent with Board Statements and University policy.

#### **Authority and Responsibilities**

##### ***General Responsibilities***

Under the guidance of the full board, develop and recommend policies necessary to ensure university resources are managed prudently, efficiently, and effectively.

Develop and recommend, for Board adoption, the policy for operational and transactional authority to be delegated to the President and Vice President for Finance and Administration including reporting requirements and evaluation mechanisms [in accordance with Section 1.6, Board Statement on Delegation of Authority](#).

Develop and monitor a set of financial performance and accountability measures for the university, including reporting requirements and evaluation mechanisms.

Ensure a rigorous control environment and internal control structure that protects and safeguards institutional assets against losses.

The Chair of the Committee shall have the prerogative to defer Committee actions, where, in [their](#) opinion, the matter at hand is better suited for full Board consideration.

The Chair of the Committee shall provide a standing report at each Board meeting as to the Committee's activities in the interim.

##### ***Operating budget and general finance issues***

Advise the Board on the management of the ongoing financial and administrative affairs of the university



Evaluate, monitor, and advise the Board on [enterprise](#) risk posed by, but not limited to, capital projects, debt, and budget allocations.

[Oversee](#) the annual tuition and fee approval process that: 1) ensures resident student access and affordability are maximized to an extent feasible by meeting the Board's affordability goals; 2) includes significant student involvement and input in both the formulation and approval processes each year; and 3) combines the approval processes for both the academic year and summer session into one action in [spring](#) each year.

Review and recommend the annual operating budget to the Board and approve any changes above Board thresholds thereto each year.

[Accept](#) quarterly budget management reports for the university and annual audits.

[Ensure that all required audits are conducted on time.](#)

Review and approve treasury management policies [and contracts](#).

[Review and recommend to the Board](#) bond sales, including issuing determinations that a project is self-supporting and self-liquidating where applicable to the extent permitted by law, Certificate of Participation (COP) sales, and other financing agreements.

Review and [recommend to the Board](#) the [Investment Policy Guidelines for the quasi-endowment and other university-directed investments](#) as needed.

[Review](#) the quarterly and annual investment reports [of the quasi-endowment and other university-directed investments as needed.](#)

### ***Capital budget issues***

Review and recommend [to the Board](#) capital construction budgets [as outlined in Section 1.6, Board Statement on Delegation of Authority.](#)

[Review and recommend to the Board](#) transfers of interest in university-owned real property in accordance with Board Statements or University policies.

### ***Business operations***

Focus the business functions of the university on supporting the university's mission and the Board's priorities.



Provide oversight of the procurement and contracting policies, including, but not limited to monitoring minority, women-owned and emerging small business utilization, certain sole source contract approvals, special procurement processes, and emergency procurements.

Provide oversight of WOU risk management policies.

### ***Cybersecurity and Emergency Preparedness***

Provide oversight of information security, [cybersecurity](#), [campus security programs](#), [annual security and fire safety report required by the CLERY act](#), and [emergency preparedness plans](#).

## **Organization**

### ***Membership; Structure; Quorum***

The FAC, consistent with the Board Statement on Committees, will consist of five members from the Board of Trustees. The chair of the FAC will be appointed by the Board chair. A quorum of the FAC will be three committee members, excluding the Vice President for Administration.

### ***Meetings***

The FAC will meet at least four times each year. FAC meetings will be conducted in substantial compliance with the Board Statement on the Conduct of Public Meetings. Because committees meet more frequently than the full Board of Trustees, the Chair or staff are encouraged to convene meetings by telephone or videoconference for the convenience of the committee members.

### ***Agenda, Minutes, and Reports***

The chair, in collaboration with the staff designee(s), is responsible for establishing the agendas for meetings. An agenda, together with relevant materials, will be sent to committee members at least seven (7) days in advance of the meeting. Minutes for all meetings shall be drafted by the staff designee(s), reviewed by the Secretary to the Board, reviewed by the committee chair, and approved by committee members at the following meeting.

### ***Staff Designee***

The Vice President for Finance and Administration will be staff to the FAC.



***Review of Charter***

This charter shall be reviewed and reassessed by the FAC at least annually, and any proposed changes shall be submitted to the board for approval.

***Document History***

- Discussed and revised at May 27, 2015 FAC Committee Meeting
- Approved by the Board of Trustees at October 28, 2015 Meeting
- [Discussed and revised at April 6, 2023 FAC Committee Meeting](#)

## **Academic & Student Affairs Committee (ASAC), Revision of the Committee Charter**

Prior to assuming full governance authority of the University on July 1, 2015, the WOU Board of Trustees approved charters for its (then) three standing committees. Each charter included a recommendation for annual review and assessment.

To fulfill the recommendation for annual review, the Academic & Student Affairs Committee (ASAC) has provided a careful review of its charter to ensure it aligns with the current practices of the committee and the university.

At its March 14, 2023 meeting, members of the committee and the staff designees engaged in conversation to review and discuss the recommended changes. However, no action was taken at this meeting.

At its March 22, 2023 meeting, the Academic & Student Affairs Committee accepted the changes to their Committee Charter.

### **COMMITTEE RECOMMENDATION**

It is recommended that the Western Oregon University Board of Trustees accept the changes to the Academic & Student Affairs Committee Charter as presented in the docket.





**Western Oregon University Board of Trustees  
Academic and Student Affairs Committee (ASAC)**

**MISSION**

The Academic and Student Affairs Committee (ASAC) of the WOU Board of Trustees is charged with ensuring effective operations related to teaching, research and public service programming of the university as well as programming and policy decisions in support of campus life. The ASAC is responsible for making recommendations to the Board, consistent with Board Statements and University policy, and to [fulfill](#) other duties as assigned by the Board.

**AUTHORITY AND RESPONSIBILITIES**

***Academic Curriculum***

The ASAC is responsible for review of and recommendation to the WOU Board of Trustees actions on the introduction of new degree, certificate or minor programs and assurance of maintenance of appropriate standards for academic accreditation.

***Educational Policy***

The ASAC is responsible for advising, reviewing, and recommending actions proposed by the University to the WOU Board of Trustees on [university-level](#) admissions requirements.

***Academic Organization***

The ASAC is responsible for review of and [recommendation](#) to the WOU Board of Trustees actions proposed by the University on academic operational organization in support of students and faculty.

***Student Co-Curricular Strategies***

The ASAC is responsible for reviewing and making recommendations to the WOU Board of Trustees regarding the program and service offerings that affect the overall quality, satisfaction and outcomes of the student experience. [ASAC may choose to make a recommendation to the WOU Board of Trustees when the committee identifies an impactful action or decision.](#)



## ***Student Health and Safety***

The ASAC is responsible for reviewing and recommending actions to the WOU Board of Trustees on policies and programs related to student health and safety.

### ***Policies Governing Student Conduct and Student Organizations***

The ASAC is responsible for reviewing and recommending actions to the WOU Board of Trustees on policies related to student conduct and student organizations. The committee should include student interests in all policy decisions made by the Board.

## **ORGANIZATION**

### ***Membership; Structure; Quorum***

The ASAC, consistent with the Board Statement on Committees, will consist of five members from the Board of Trustees. The chair of the ASAC will be appointed by the Board chair. The Vice President for Academic Affairs and the Vice President for Student Affairs will serve in their capacity as non-voting, ex officio members of the ASAC. A quorum of the ASAC will be three committee members, excluding the Vice President for Academic Affairs and the Vice President for Student Affairs.

### ***Meetings***

The ASAC will meet at least quarterly each year. ASAC meetings will be conducted in substantial compliance with the Board Statement on the Conduct of Public Meetings. Because committees meet more frequently than the full Board of Trustees, the Chair or staff are encouraged to convene meetings by telephone or videoconference for the convenience of the committee members.

### ***Agenda, Minutes, and Reports***

The chair, in collaboration with the staff designee(s), is responsible for establishing the agendas for meetings. An agenda, together with relevant materials, will be sent to committee members at least seven (7) days in advance of the meeting. Minutes for all meetings shall be drafted by the staff designee(s), reviewed by the Secretary to the Board, reviewed by the committee chair, and approved by committee members at the following meeting.



***Staff Designee***

The Vice President for Academic Affairs and the Vice President for Student Affairs will be staff to the ASAC.

***Review of Charter***

This charter shall be reviewed and reassessed by the ASAC at least annually, and any proposed changes shall be submitted to the board for approval.

***Document History***

- Discussed and revised at May 27, 2015 ASAC Committee meeting
- Approved by the Board of Trustees at October 28, 2015 meeting
- Discussed and revised at March 22, 2023 ASAC Committee meeting

## **Diversity, Equity, Inclusion, and Accessibility Committee (DEIAC), Revision of the Committee Charter**

At its June 9, 2021 meeting, the WOU Board of Trustees established the Diversity, Equity, Inclusion, and Accessibility Committee (DEIAC). The Committee's charter was approved by the Board of Trustees at its February 16, 2022 meeting. As in all charters for the WOU Board of Trustees standing committees, a recommendation for annual review and assessment is included.

To fulfill this recommendation, the DEIAC has provided a careful review of its charter to ensure it aligns with the current practices of the committee and the university.

At its March 10, 2023 meeting, members of the committee and the staff designees engaged in conversation to review and discuss the recommended changes. However, no action was taken at this meeting. At its April 4, 2023 meeting, the Diversity, Equity, Inclusion and Accessibility Committee accepted these proposed changes unanimously.

### **COMMITTEE RECOMMENDATION**

It is recommended that the Western Oregon University Board of Trustees approve the changes to the Diversity, Equity, Inclusion and Accessibility Committee Charter as presented in the docket.



**Western Oregon University Board of Trustees  
Diversity, Equity, Inclusion and Accessibility Committee (DEIAC) Charter**

**MISSION**

The Diversity, Equity, Inclusion and Accessibility Committee (DEIAC) of the WOU Board of Trustees is charged with ensuring the Board and University prioritize the values of diversity, equity, inclusion, and accessibility throughout the university enterprise and as fiduciaries of the University, elevate those values as essential to the successful functioning of the Board and the University.

**AUTHORITY AND RESPONSIBILITIES**

***Board Statement on Diversity, Equity, Inclusion and Accessibility***

The DEIAC is responsible for reviewing, monitoring, and advising progress on the Board's expectations enumerated in the *Board Statement on Diversity, Equity, Inclusion, and Accessibility*, including climate, students, employees, curriculum and pedagogy, community partnerships, business practices, and facilities and the physical plant.

***Diversity Action Plan***

The DEIAC, as appropriate, is responsible for reviewing, monitoring, and advising on the University's progress on its Diversity Action Plan (DAP), including but not limited to amendments and new versions of the DAP as advised and presented by the President and the Executive Director for Diversity, Equity and Inclusion.

***University Diversity and Inclusion Advisory Committee (UDIAC)***

The DEIAC, as appropriate and in concert with the President, is responsible for receiving periodic updates from the University Diversity and Inclusion Advisory Committee (UDIAC) regarding its activities and its role in the development of the University's Diversity Action Plan. The UDIAC is a presidential advisory committee.

***University Cultural Competence Advisory Committee (UCCAC)***

The DEIAC, as appropriate and in concert with the President, is responsible for receiving periodic updates from the University Cultural Competence Advisory Committee (UCCAC) as required by HB 2864 (2017) and its activities and its role in the development of the University's HB 2864 standards, including but not limited to the biennial board report required by HB 2864. [The UCCAC is a presidential advisory committee and serves as a subcommittee to the University, Diversity, and Inclusion Advisory Committee.](#)



### ***Accountability***

The DEIAC will provide input in the development of accountability measures for the university. These measures include reporting requirements and evaluation mechanisms. The committee will utilize data from accountability measures to provide feedback to the Executive, Governance and Trusteeship Committee (EGTC) as it conducts the performance evaluation of the university president.

### ***Training***

The DEIAC, as appropriate, is responsible for proposing and recommending relevant diversity, equity, inclusion and accessibility training for the Board and its trustees.

### ***Policies***

The DEIAC is responsible for any and all recommendations to the WOU Board of Trustees regarding Board Statements including, but not limited to any topic or initiative related to diversity, equity, inclusion and accessibility.

### ***Workplan***

The DEIAC will adopt an annual workplan, in concert with the Board's strategic planning retreats, to describe the work, consistent with the **AUTHORITY AND RESPONSIBILITIES** section of this Charter, it plans to accomplish for that year.

## **ORGANIZATION**

### ***Membership; Structure; Quorum***

The DEIAC, consistent with the *Board Statement on Committees*, will consist of five members. The Board chair appoints members of the committee, including the committee chair. A quorum of the DEIAC will be three committee members.

### ***Meetings***

The DEIAC will meet at least four times each year. DEIAC meetings will be conducted in substantial compliance with the *Board Statement on the Conduct of Public Meetings*. Because committees may meet more frequently than the full Board of Trustees, the chair or staff are encouraged to convene meetings by telephone or videoconference for the convenience of the committee members.

### ***Agenda, Minutes, and Reports***

The chair, in collaboration with the staff designee, is responsible for establishing the agendas for meetings. An agenda, together with relevant materials, will be sent to



committee members at least seven (7) days in advance of the meeting. Minutes for all meetings shall be drafted by the staff designee, reviewed by the Secretary to the Board, reviewed by the committee chair, and approved by committee members at the following meeting.

### ***Staff Designee***

The Executive Director of Diversity, Equity and Inclusion and/or [their](#) designee will be staff to the DEIAC.

### ***Review of Charter***

This charter shall be reviewed and reassessed by the DEIAC at least annually, and any proposed changes shall be submitted to the board for approval.

### ***Document History***

- Discussed and revised at January 13, 2022 DEIAC meeting
- Approved by the Board of Trustees at February 16, 2022 meeting
- [Discussed and revised at April 4, 2023 DEIAC meeting](#)

Western Oregon University  
Fiscal Year 2023 & 2024 Internal Audit Plan



March 2023

Prepared by:  
David Terry, CPA, CFE, CIA  
*Internal Audit Office*



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# PLAN OVERVIEW

This document provides the FY 2023 & 2024 Internal Audit Plan as required by professional auditing standards.

## **AUDIT PLAN – Exhibit A**

The final audit plan covers a 17-month period beginning May 1, 2023 through June 30, 2024. This plan includes internal audits selected based on the results of the entity wide risk assessment performed by Portland State University's (PSU) Internal Audit Office (IAO), who has been contracted by Western Oregon University (WOU) to provide internal audit services.

## **PRIORITIZED POTENTIAL AUDITS – Exhibit B**

The IAO prioritized the university's departments, or auditable units, by sorting the units from highest risk to lowest risk based on scoring criteria used for the entity wide risk assessment. The IAO analyzed the results to determine if risk ratings were consistent with what professional judgment would expect. In addition, the IAO considered significant changes in processes units are currently undergoing and/or will be undergoing in the near future to help identify the timing of when an Internal Audit should occur. This resulted in the prioritized ranking of audits.

## **RISK FACTOR DEFINITIONS AND SCORING CRITERIA – Exhibit C**

The IAO established risk criteria, based on best practices implemented by other Internal Audit Departments throughout governmental and higher education entities, to be used in determining the overall risk for each potential audit unit. The IAO scored risk for each auditable unit by: receiving input from key stakeholders throughout the university; scoring the complexity of each unit; scoring the significance of the impact an error and/or weakness would have to the college as a whole if a detrimental event were to occur in that unit; scoring the significance of revenues and expenditures flowing through the unit; and scoring risk based on the IAO's professional judgment.

## **AUDIT ENTITIES – Exhibit D**

Exhibit D provides an overview of the audit universe at the university (i.e. "what is auditable"). Defining the audit universe is a critical step in helping plan future internal audits at the university. Each auditable unit must be distinct and contain activities structured to obtain common objectives. For the FY 2023-24 entity wide risk assessment, there are 18 auditable units.

# FY23-24 INTERNAL AUDIT PLAN & BUDGET

## EXHIBIT A

### Internal Audit Plan

April 1, 2023 through June 30, 2024

Audit #	Engagement Title	Hours*	Timeframe**	Comments
Annual Risk Assessment	FY25 Annual Risk Assessment	40	June 2024	Required annually by IIA auditing standards.
<b>Planned Audits</b>				
2023-1	Vendor Master File	Estimated at 200 hours	May-Jun. 2023	
2024-1	Financial Aid – Process Review	Estimated at 200 hrs.	Jul.-Sept 2023	
2024-2	Clery Act Compliance Audit	Estimated at 350 hrs.	Dec-June 2024	
<b>Other Services</b>				
CONSULT	Consulting Work and Special Reviews	100 hrs.	Fiscal Year 2023-24	Consulting work as requested by mgmt.
	<b>Total Audit Hours for FY 2023-24</b>	<b>890 hrs.</b>		

\* Hours may be adjusted as needed based on scope and objectives of the planned audit and potential issues identified during fieldwork.

\*\* Dates may be adjusted as needed to avoid a negative impact on WOU projects, available staff and resources.

**Internal Audit Plan**  
 Description of Audits  
 May 1, 2023 through June 30, 2024

Audit #	Description
2023-1	Project will review WOU’s vendor master file to help provide reasonable assurance that proper segregation of duties exists between WOU employees and payments to vendors and contractors WOU has utilized.
2024-1	Project will review and test key financial aid processes, controls, and compliance requirements that may not be covered in the Single Audit. Project will review institutional vs. non-institutional charges, unclaimed property check refunding processes, and other compliance requirements related to Title IV financial aid funds.
2024-2	A Clery Act Compliance Audit to gain reasonable assurance that material aspects of the Clery Act are implemented and functioning effectively.
Risk Assessment	The annual risk assessment forms the basis of the audit plan. Auditing standards require the IAO to conduct an annual risk assessment to conform to standards.
Consulting	WOU management may ask Internal Audit for consulting services to be performed in accordance with the Mission & Authority Statement for the Internal Audit Department.
Special Reviews	Includes hours for unplanned, special requests for audit reviews and investigations arising from allegations received and/or actual detrimental events occurring at the university.

# FY23-24 ENTITY WIDE RISK ASSESSMENT

## EXHIBIT B

### FY23-24 Prioritized Audit Risk Model – Auditable Units

Auditable Entity / Unit	Total Risk	Risk Ranking	Risk Category	IA Planned for FY'23?
Financial Aid	41.8	1	High	Yes^
Human Resources and Payroll	37.6	2	High	No^
Public Safety	37.4	3	High	Yes
Student Affairs	37.4	4	High	No
Information Technology	37.3	5	High	No^
Academic Affairs	37.3	6	High	No
Capital Planning, Construction, & Facilities	37.3	7	High	No
General Counsel & Risk Management	35.9	8	Moderate	No
Athletics	35.4	9	Moderate	No
Diversity, Equity, and Inclusion and Title IX	35.3	10	Moderate	No
College of Liberal Arts and Sciences	35.3	11	Moderate	No
College of Education	35.3	12	Moderate	No
Finance and Administration	35.3	13	Moderate	Yes^
Graduate Studies and Research	35.0	14	Low	No
Advancement/Development	34.3	15	Low	No
Presidents Office & Board of Trustees	33.4	16	Low	No
General Institution	33.1	17	Low	No
Library	29.0	18	Low	No

^ External audit testing helps provide some coverage for these audit units. For example, IT receives some review each year under the external audit for GLBA compliance requirements.

# FY 2023-24 RISK FACTORS, SCORING CRITERIA, & AUDIT PLAN APPROVAL PROCESS

## EXHIBIT C

### Overview of Entity Wide Risk Assessment

	A	B	C	D = A+B+C
Auditable Unit	Risk Assessment Interview Score	Financial Significance Score	Last Time Audit by IA Score	Total Risk Score
Example Auditable Unit A	30	6	7.2	43.2
Example Auditable Unit B	10	0.5	0	10.5

**Risk Assessment Interview and Survey Score** – The IAO held interviews with WOU executive management to help gain an understanding of risks and obstacles each unit was facing and to gain a more thorough understanding of the duties and responsibilities of each unit. The IAO asked stakeholders questions on where these managers saw risks at WOU, both internal risks and external risks. The IAO also sent a risk assessment survey to approximately 30 WOU managers to get their input on risks at WOU.

IAO scored the responses provided by stakeholders interviewed and surveyed based on IAO’s collective professional experience and observations of these auditable units and related risks in higher education. The IAO assessed an initial risk score based on the risk assessment interviews and placed this score into Column **A** above. The highest score possible for this section of the risk assessment was 30 points and the lowest was 10 points.

**Financial Significance Score** – The IAO also assigned a risk score to each auditable unit based on how much revenues the unit processed during fiscal year 2022 (FY22) or how much expenditures the unit incurred during FY22. The primary concept of the risk scoring for this attribute was that as the amount of revenues and/or expenditures increases in a unit the risk for that unit also directly increases. The IAO primarily used financial data provided by WOU’s Budget

Office to obtain the revenue and expenditure amounts. The greater of revenues or expenditures being processed through the unit for FY22 was used to score the financial risk for the unit using the scoring matrix outlined below:

**Risk Score Matrix for Financial Significance:**

<b>Revenue or Expenditure Total for FY22</b>	<b>Multiply Risk Score in Column A by the Percentage Below and Place the Results in Column B</b>
> \$5,000,000	20%
\$4,999,999 to \$3,000,001	15%
\$3,000,000 to \$1,000,001	10%
\$1,000,000 to \$0	5%

The highest score an audit unit could obtain from the financial risk scoring here would be 6 points, and the lowest possible score an audit unit could obtain from this scoring would be .5 points.

**Last Time Audited Score** - The IAO also assigned a risk score to each auditable unit based on how much time has elapsed since an internal or external audit was conducted over all or a portion of the respective auditable units. A risk score was added onto each auditable unit using the scoring matrix below based on the length of time that has elapsed from the IAO’s last audit of the unit.

<b>Last Time Unit was Audited</b>	<b>Risk Points Scale</b>
Audited 5+ years ago	20%
Audited 2 to 5 years ago	10%
Audited within 1 to 2 years ago	0%

The risk scores from the length of time elapsing since an audit had been conducted at the auditable unit was placed in Column C above by taking the sum of risk score attribute A plus attribute B and multiplying that sum by the percentage in the Last Time Unit Was Audited matrix above. The highest risk score possible for Column C would be 7.2 and the lowest risk score possible for Column C would be 0.

**Total Risk Score** - To obtain the total risk score for each auditable unit, the IAO took the sum of the risk scores noted in Columns A through Column C, which was then placed in Column D as the auditable unit’s total risk score. These risk scores are the scores presented in Exhibit B and these risk scores were used to sort the various auditable units from high risk (i.e. units scoring 30 points or more) down to low risk units (i.e. units scoring below 20 points). The highest total risk score an audit unit could obtain using the risk scoring criteria above would be a score of 43.2 points, and the lowest score an audit unit could obtain would be a score of 10.5 points. Finally, to help designate high, moderate, and low risk audit units, the IAO took any audit unit that scored 36 points or higher and classified this as high risk. Units scored between 35.99 to 35.0 points were assessed as moderate risk. Units scored 34.9 points or less were assessed as low risk.

## Internal Audit Plan Approval Process Flowchart

IAO conducts a financial analysis over each audit unit's fiscal year 2022 financial transactions. This analysis is scored into a portion of each audit unit's risk assessment score.



IAO interviews a sample of key stakeholders at WOU to receive input into the annual risk assessment and audit plan and to discuss potential risks to WOU and controls implemented to mitigate those risks. The input from the interviewees is then scored as a portion of the risk assessment scores



Draft annual audit plan and results of annual risk assessment presented to Executive and Audit Committee (EAC) at April meeting. EAC and IAO finalize the areas to be audited over the next fiscal year based on review and discussions over the results of the annual risk assessment.



IAO projects conducted in accordance with the approved audit plan.



## AUDITABLE UNITS DEFINED

### Auditable Units Summary Descriptions

- 1. Academic Affairs** – This unit includes Student Success & Advising; Office of International Students and Academic Support; Academic Effectiveness; the Learning Center; the Writing Center; Accreditation; Honors Program; Institutional Research; Provost Office; and Registrar’s Office. Academic Affairs is budgeted under Index Codes AAD901 through WRC901 in Banner.
- 2. Advancement & Development** – This audit unit includes Strategic Communication & Marketing; the WOU Magazine; the Office of Institutional Advancement; and the Alumni Office. Advancement & Development is budgeted under Index Codes COM902 through MKT902 in Banner.
- 3. Athletics** – This audit unit covers all men’s and women’s sports programs at WOU. This audit unit is budgeted under Index Codes JF1101 through JF3101 in Banner.
- 4. Capital Planning, Construction, and Facilities** - This auditable unit includes the Capital Planning and Construction; Energy Management; Building Maintenance and Alteration; Janitorial; and Grounds Maintenance. This audit unit is budgeted under Index Codes CPC901, PPF715, and PPO908 through PPO920 in Banner.
- 5. College of Education** – The College of Education audit unit includes Clinical Practice & Licensure; Education & Leadership; the Dean’s Office; Deaf Studies & Professional Studies; and Health & Exercise Science. The College of Education is budgeted under Index Codes CPL901 through HEX901.
- 6. College of Liberal Arts and Sciences** – The College of Liberal Arts and Sciences audit unit includes Social Science; Business; Creative Arts; Criminal Justice; Computer Science; the Dean’s Office; Military Science Labs; Humanities; Mathematics; Natural Sciences; Nursing; and Psychology. The College of Liberal Arts and Sciences is budgeted under Index Codes BUS902 through SOC902 in Banner.
- 7. Diversity, Equity, and Inclusion and Title IX** - The Office of Diversity Equity & Inclusion helps to manage and support the campus community’s diversity, equity, and inclusion efforts along with the coordination of the university’s Title IX compliance processes. This audit unit is budgeted under Index Codes DEI901 in Banner
- 8. Finance and Administration** – This auditable unit includes the Business Services; Records Retention; Budget and Resource Planning; Grounds Maintenance; Print Production; the Mail Room; Bookstore, Occupational & Environmental Safety; Emergency Preparedness and the

Office of the Vice President for Business & Finance. This audit unit is budgeted under Index Codes BAO901 through VPF901 in Banner, but excludes Index Codes HR0915, UCS901 through UCS916, CPC901, PSS917, PPF715, and PPO908 through PPO920. **Note – This operational unit does include Human Resources & Payroll, Public Safety, Capital Planning, Construction & Facilities, and Computing Services/IT; however, these units have been broken out and assessed separately for this audit risk assessment.**

- 9. Financial Aid** – This auditable unit represents the Financial Aid Office and all Title IV federal financial aid funds managed by WOU. This auditable unit is budgeted under Index Code FAI908 in Banner.  
**Note - The Internal Audit Office broke the Financial Aid Office out separately from Student Affairs as Financial Aid has unique federal regulations to comply with related to the handling of Title IV federal financial aid funds.**
- 10. General Counsel & Risk Management** – This auditable unit represents the Office of General Counsel, Risk Management, and funds budgeted for specialized outside legal services. This auditable unit is budgeted under Index Codes LEG901 through LEG903.
- 11. General Institution** – This auditable unit includes Fee Remissions; Indirect Cost Recoveries; SELP Loans; State Government Assessments; and other university wide reserves and fees. This audit unit is budgeted under Index Codes GEN710 through IDC901 in Banner.
- 12. Graduate Studies and Research** – This auditable unit includes the Graduate Office; Graduate Assistant Remissions; RCD Operations; Sponsored Projects; the Institutional Review Board; and Sponsored Research Support Services. This auditable unit is budgeted in Banner under Index Codes GRA901 through TRI294.
- 13. Human Resources and Payroll**– This auditable unit represents all human resource processes, control and compliance requirements, and payroll transactions of the entire university. This auditable unit is budgeted under Index Code HR0915 in Banner. **Note - The Internal Audit Office broke Payroll and Human Resources out separately from the Finance and Administration audit unit as Payroll and Human Resources have unique State and Federal regulations to comply with related to the hiring, employing, and paying for employee services at WOU.**
- 14. Information Technology** - This auditable unit includes Computing Services. This audit unit is budgeted under Index Codes UCS901 through UCS916 in Banner. **Note – This operational unit falls under Finance and Administration; however, this unit has been broken out and assessed separately for this audit risk assessment due to the unique risks within this unit.**
- 15. Library** - This auditable unit includes Library Operations; Academic Innovation; and Library Exhibits, Books, Subscriptions/Databases, and Open Educational Resources. This audit unit is budgeted under Index Codes LIB901 through LIB971 in Banner.
- 16. President’s Office & Board of Trustees** – This auditable unit includes the President’s Office, support funds and support operations of the WOU Board of Trustees; and the Public

Affairs & Strategic Initiatives. This unit is budgeted under Index Codes PRE907 through PSI901 Banner.

**17. Public Safety** - This auditable unit includes the Public Safety Office, Parking, and Emergency Management and the university's Clery Act compliance requirements. Public Safety is budgeted under Index Code PSS917 in Banner. **Note - The Internal Audit Office broke Public Safety out separately from the Finance and Administration audit unit as Clery Act compliance is deemed a material compliance requirement for the entire university that was broken out to be assessed as its own unique auditable unit.**

**18. Student Affairs** - The Student Affairs audit unit includes the Office of Admissions; Housing and Dining; Campus Recreation; Community Internship Programs; the Freedom Center; the Vice President of Student Affairs Office; the Career Development Center; the Office of Disability Services; Upward Bound; Student Enrichment; the Veteran's Success Center; Abby's House; Multicultural Student Services; and ID Photography. Student Affairs is budgeted under Organization Codes 422100 through 460910 and includes Index Codes ADM924 through SEO909 in Banner.