



**PUBLIC MEETING OF THE WOU BOARD'S  
EXECUTIVE, GOVERNANCE AND TRUSTEESHIP COMMITTEE (EGTC)**

**Meeting No. 19**

**Friday, January 31, 2020**

**01:00pm – 04:00pm**

**Hamersly Library, Room 301-A**

**AGENDA**

- I. CALL-TO-MEETING AND ROLL CALL**
- II. CHAIR'S WELCOME/ANNOUNCEMENTS**
- III. CONSENT AGENDA**
- IV. DISCUSSION/ACTION ITEMS:**
  - 1) [Comprehensive Campaign Update](#) | *Erin McDonough, Executive Director for Advancement & WOU Foundation*
  - 2) [Legislative Update](#) | *Dave McDonald, Associate Vice President for Public Affairs & Strategic Initiatives*
  - 3) [Procurement Card Audit Report](#) | *Shadron Lehman, Internal Auditor*
  - 4) **Trustee Vacancies** ([Board Statement on Board Vacancies](#))
  - 5) [Cultural Competency](#) (HB 2864)
- V. ADJOURNMENT**

# WOU Foundation

JANUARY 2020



Western Oregon  
UNIVERSITY



## OUR MISSION

The Western Oregon University Foundation exists to **strengthen** relationships and provide resources in order to **serve** and **support** the mission and vision of Western Oregon University.



# What else you should know....

- Formed in 1965
- Separate 501(c)3 organization
- Total assets nearly \$18 million
- A memo of understanding defines our relationship with WOU
- No employees
- 22 members of Board of Trustees (bylaws allow for 25)
- Four standing board committees
- Staff is located in The Cottage
- WOU Foundation owns/operates Historic Gentle House



# Presentation in January, 2018

- Organizational chart
- Differences between Advancement and Foundation
- Our Board of Trustees
- Our Chair shared her vision
- Current Funding Priorities
- Current endowment and budget information
- Methods of raising money
- Trend of dollars raised
- What donors support
- Amount of funding for scholarships over the past 5 years
- Comparison with our peers
- Plans for the future
- Actions for Board members to take



# Presentation in July, 2019

- Shared success of short term campaigns
  - Jack Morton Memorial Lobby
  - 100 Opportunities
- Results from Campaign Readiness Research
  - Vision
  - Destinations
  - Drivers
  - Next Steps



## VISION 2026

Ensure every student has the opportunity to have access to a quality educational experience that increases their ability to succeed in our ever-changing global economy and society.



# Goals & funding initiatives

## 1. Student scholarships

WHY: Everyone should have access to education

NEW: Student Success endowment to feed general scholarship fund

## 2. Aid for instructional innovation

WHY: Backbone of educational experience

NEW: Academic Affairs and Dean's Funds for Excellence (endowment and current use)

## 3. Support for facilities and fields

WHY: Depend on well equipped university plus front porch activities

NEW: Four capital projects presented to HECC

## 4. Reducing barriers to student success

WHY: Keep students on track

NEW: Student Success endowment will feed Emergency Student Aid Fund

## 5. Enriching the student experience

WHY: Access for students that prepares them for real world

NEW: Student Conference and Research Travel endowment





## Our focus now for future success

- Cultivate Major Donors
- Increase WOU profile and strengthen storytelling
- Enhance community networks
- Build strong business connections
- Create capacity for grant development
- Accelerate alumni participation



# Basic Time Line & Actions

- FY20: A whisper
  - Foundation Board Campaign Steering Committee created
  - Hired database manager/ researcher
  - Actively building needs lists and cases for support
  - Actively asking for funds
  - Cultivating future donors and leadership
  - Building basic structure (eg: campaign policies)
  - Continuing all annual development programs



# Basic Time Line

- FY21: A little bit louder now
  - Build volunteer team
  - Hire campaign manager
  - Confirm roles & responsibilities and needed training
  - Finalize feasibility and goals
  - Finalize all campaign elements



## Basic Time Line

- FY22-23: Quiet phase
- FY24: Launch public, coincide with new strategic plan
- FY25: Public
- FY26: Celebrate 170<sup>th</sup> Anniversary and success



# Actions You Can Take

Be a donor.

Be an advocate.

Keep an eye out.

Say thank you.





# THANK YOU!



Western Oregon  
UNIVERSITY

# LEGISLATIVE UPDATE

2020



Western Oregon  
UNIVERSITY



## KEY LEGISLATIVE PRIORITIES:

- Cap and Trade
- Implementation of Student Success Act (\$2B 2019)
- Columbia River Crossing
- Affordable Housing (\$500M 2019)
- Homeless Crisis (+/\$40M 2020)
- Social Justice
- Health Care (including mental health)
- Strong Economy
- Wildfire Prevention (\$150-200M 2020)





# TOP PUBLIC UNIVERSITY PRIORITIES FOR 2020

- Building trust and a positive reputation
  - Food and housing insecurity
  - Putting to rest transfer credit distraction
  - Increasing fiscal transparency
- Setting the foundation for 2021 investment in higher education
- Avoiding a messy fight over capital
  - Finding a way to get more overall
  - Support HECC capital study



# HECC RANKED CAPITAL PROJECTS 2020

Rank	Campus	Name	HECC Score	Request Amount	Campus Match	Cumulative Request
1	OSU	Cordley Hall Renovation II	95	\$28,000,000	\$28,000,000	\$28,000,000
2	OIT	Boivin Hall Rehabilitation	93	\$19,285,000	\$1,015,000	\$47,285,000
3	PSU	Science Building Renovation & Expansion	92	\$75,000,000	\$7,500,000	\$122,285,000
4	WOU	Student Success Center	91	\$21,340,000	\$660,000	\$143,625,000
5	UO	Huestis Hall Deferred Maintenance	89	\$57,424,000	\$6,360,000	\$200,865,000
6	OSU	Arts and Education Complex (new)	85	\$35,000,000	\$35,000,000	\$235,865,000
7	OSU-CC	Student Success Center (new)	84	\$12,900,000	\$5,000,000	\$248,765,000
8	WOU	Health Science Remodel	83	\$48,015,000	\$1,485,000	\$296,780,000
9	EOU	Inlow Hall Renovation, Phase II	74	\$10,600,000	\$0	\$307,380,000
10	SOU	Music Renovation & DMC addition	74	\$13,650,000	\$450,000	\$321,030,000
11	SOU	Britt Phase II DM & Creative Institute	66	\$4,700,000	\$50,000	\$325,730,000
12	WOU	Performing Arts Renovation	63	\$16,005,000	\$495,000	\$341,735,000
13	WOU	CHAMPS (New PE)	51	\$30,264,000	\$936,000	\$371,999,000
14	EOU	Grand Staircase Replacement	40	\$3,000,000	\$80,000	\$374,999,000
15	OSC-CC	Land Development Area 2	35	\$16,665,000	\$835,000	\$391,664,000
N/A	SOU	Cascade Hall Demolition	N/A		\$3,500,000	



# TOP WOU PRIORITIES

- Revising ORS 352.011
- Capital Projects
  - Health Sciences Center (APSC)
  - Student Success Center (Old Ed.)
  - CHAMP Center (New PE)
  - Performing Arts Center (Rice and Smith)
- Enhancing the WOU reputation and presence
  - Lobbying including students
  - Legislative Briefing Book 2020



# 2020 AND BEYOND: MANAGING CHANGE

- Member turnover
  - Senate leadership
- The Great Divides
- Education Funding
- Columbia River crossing
  - R & D
  - Urban/rural divides



# MEMBER TURNOVER

House of Representatives	Senate
Jennifer Williamson (D)	Cliff Bentz (R)
Mitch Greenlick (D)	Mark Hass (D)
Chris Gorsek (D)*	Laurie Monnes-Anderson (D)
Jeff Barker (D)	Jackie Winters (R) (Boles)
Denyc Boles (R) (Moore Green)	Arnie Roblan (D)
Sherrie Sprenger (R)	
Caddie McKeown (D)	
Carl Wilson (R)	
Greg Barreto (R)	
Lynn Findley (R)	
Alissa Keny-Guyer (D)	



# SENATE LEADERSHIP

- Senate President: Peter Courtney (2018)
- Majority Leader: Ginny Burdick (2016)
- Minority Leader: Herman Baertshiger Jr. (2016)



# THE GREAT DIVIDES

- Democrat—Republican
- Rural—Urban
- New—Established members
- Progressive Democrats—Traditional Democrats



## **Executive, Governance, and Trustee Committee, February 19, 2020 Report on the Procurement Card Program**

### **Background on Procurement Card System**

A procurement card (p-card) is a type of credit card being used by persons authorized by departments in WOU's decentralized purchasing program. The fundamental goals of the p-card program, as well as other programs, were described in a 2018 email from the President to campus. The email was distributed "to provide more detail on a number of related principles in support of greater decentralization of campus-wide administrative responsibilities to accomplish the following: (1) greater alignment of authority, responsibility, and accountability and (2) moving the decision-making process closer to their points of impact." The email went on to state, "Expanded use of procurement cards: To minimize the need for paperwork, we encourage the use of procurement cards. This allows departments to quickly and efficiently make purchases and is a cost-effective means of paying for multiple procurements with one payment to the procurement card provider." ([date: March 15, 2018](#))

The internal auditor's review of the p-card program covered fiscal year July 1, 2018 through June 30, 2019 and is operating under a policy that was last updated August 11, 2016 ([Purchasing Policy FA-05-001](#)). The policy states that the p-card shall be issued in the department's name. Under the policy there are four program participants, defined as:

1. Buyers: Personnel who have written authorization from the Account Manager to make purchases on behalf of the department.
2. Account Manager: The person responsible for safeguarding the cards of the department, maintaining complete and accurate records of card use, and preparing monthly reconciliations. The Account Manager is typically a buyer as well.
3. Budget Authority: The person fiscally responsible for the index to which the card is charged.
4. Program Administrator: The person responsible for p-card management at WOU.

The policy does not establish specific dollar limits for either the cumulative purchases in a given month or the total for a single purchase, known as the monthly purchase limit and single purchase limit, respectively.

US Bank currently services the p-card program at WOU.

### **Procurement Card Program at WOU**

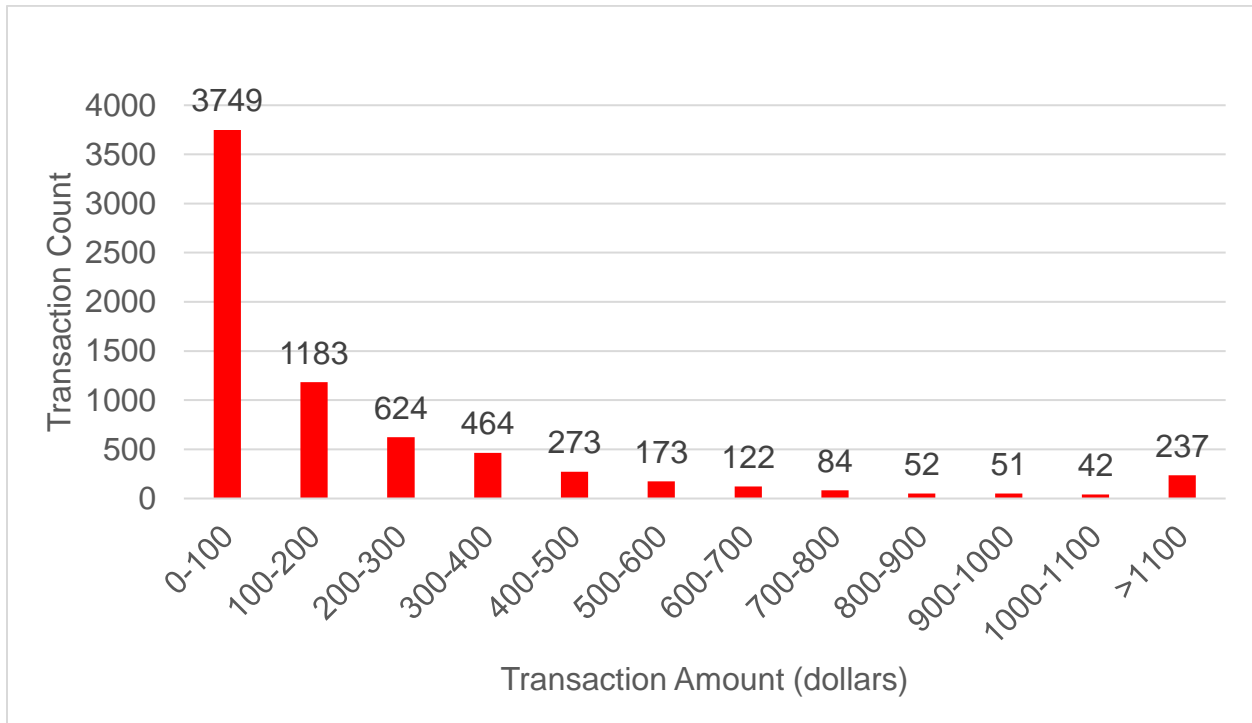
#### *Data*

During fiscal year 2019 there were 73 departments with p-cards. When a department has a turnover in staff associated with the p-card program, a card is lost or stolen, or an external fraud has been detected, a new card is issued. This resulted in a total of 113



cards during the year. There were 71 Account Managers. Some Account Managers have multiple cards. There were 53 Budget Authorities. There was one Program Administrator. Total p-card activity for the fiscal year totaled \$1,629,142. There were 7,054 transactions.

**Chart 1: Distribution of Transaction Amount**



*Span of Control*

Span of control refers to the extent of review responsibilities placed on a single approving officer. Under WOU’s program, the approvals occur by the Budget Authorities’ review of the department’s p-card monthly reconciliation and the Program Administrator’s collection and review of all reconciliations.

Under WOU’s decentralized purchasing program, the Budget Authority’s span of control is relatively low. Of the 53 Budget Authorities, 39 Budget Authorities had a span of control ratio of 1:1. For this span of control, the Budget Authority is responsible for the approval of one monthly reconciliation.

**Table 1: Span of Control**

Span of Control	Number of Budget Authorities	Amount	Transactions
1:1	39	\$691,346	2,963
2:1	7	233,195	1,085
3:1	3	253,816	875
4:1	3	281,623	1,226
5:1	1	169,162	905
Total	53	\$1,629,142	7,054

The Program Administrator's span of control was 73:1. (Note: The Budget Authority count contains each individual filling the position of Budget Authority. For example, if a department replaced a budget authority during the fiscal year, then it would be counted as two Budget Authorities. This explains the discrepancy between the Program Administrator's span of control of 73:1 and the calculation of total Budget Authorities span of control of 79:1.)

#### *Financial Exposure*

The total number of p-cards at WOU, their single transaction limits, and monthly purchase limits directly affect the financial responsibility of the individuals involved. It also affects the extent of possible loss to WOU from fraudulent, improper, or abusive purchases.

Financial exposure is calculated by multiplying the monthly purchase limit of each p-card by the number of months the p-card was active during the 2019 fiscal year. While actual p-card usage for fiscal year 2019 totaled \$1,629,142, the financial exposure to WOU totaled \$9,184,700. The financial exposure was 564% of the actual usage in the program. Of the 113 p-cards that were active during the fiscal year, 9 p-card's usage totaled \$0. However, the financial exposure associate with those 9 p-cards totaled \$801,000.

**Table 2: Financial Exposure**

Actual Annual Usage	Actual Amount	Financial Exposure
\$ 0	\$ 0	\$ 801,000
1 – 12,000	268,464	3,514,200
12,001 – 24,000	206,514	848,000
24,001 – 48,000	628,159	2,104,500
48,000 +	526,006	1,917,000
Total	\$1,629,142	\$9,184,700

### *Training*

The p-card policy states that all Account Managers and Budget Authorities are required to pass the OUS Procurement Card Training Quiz. However, this training quiz has been replaced by a training class led by the Program Administrator. The training class is approximately one hour. Account Managers and Budget Authorities attend the same training class.

### *Reconciliation*

The Account Manager is responsible for the monthly reconciliation of their p-card transactions. The reconciliation should include the p-card statement from US Bank, a printout from the accounting software showing all p-card transactions for the month, and documentation to support each transaction. Once the reconciliation has been prepared, the Account Manager submits the packet to the Budget Authority.

The Budget Authority should verify the accuracy and completeness of the reconciliation. Since the Budget Authority should have firsthand knowledge of the activity of their department, they should attest to the need and receipt of the items purchased. In the decentralized p-card program, this is a key control. Once the reconciliation has been approved, the Account Manager submits the packet to the Program Administrator.

The Program Administrator should review the submitted monthly reconciliation and verify compliance with current purchasing policies, appropriate approvals, and verify the supporting documentation. This is a key control to ensure the integrity of the entire system.

### *Discipline*

The p-card may be revoked for card misuse, not recording amounts in a timely manner, and not adhering to the reconciliation routine. During the fiscal year 2019, no revocations occurred.

### **Objectives, Scope, and Methodology**

The objectives of the review were to assess internal controls in place from July 1, 2018 through June 30, 2019 and to identify any fraudulent or otherwise improper payment that may have resulted from control weakness in WOU's process for the use of p-cards.

To identify and assess the internal controls, an understanding of the processes was obtained from interviewing Account Managers and the Program Administrator, and performing walk-throughs of the entire process. There was also a review of the written policy, procedures, forms and emails. To identify potential improper activity, WOU's accounting records were accessed, monthly reconciliations (including the supporting documentation) were obtained, and a source external to WOU (US Bank) was used. This analysis was not designed to identify all fraudulent or otherwise improper payments.

## **Results in Brief**

An environment exists in which improper purchases could be made with little risk of detection due to an inconsistent and inadequate review process for p-cards combined with a lack of monitoring.

There are several contributing factors to the decline in the internal control structure for the p-card program. The Controller position has had turnover and vacancies over the past couple of years. The Program Administrator position has had turnover as well. There have been multiple changes to the p-card program without changing the policy, updating procedures or providing additional training. As a result, the written p-card policy does not match day-to-day operations. Additionally, the role of the Budget Authority, a key control, is not defined in the policy and training is not adequate for this role.

## **Findings**

### *Reconciliations*

- The monthly reconciliations are to be submitted to the Program Administrator within 30 days of the end of the billing cycle. As part of the review of the p-card process, the June 25, 2019 reconciliation was requested from a department on October 18, 2019. The department had not completed the reconciliation (115 days later).
  - The Budget Authority had not detected the exception to the policy.
  - The Program Administrator had not detected and corrected the error in the internal control process.
- The monthly reconciliations are submitted to the Program Administrator by scanning them. The Program Administrator receives these files with scanner generated file names – not the name of the department and month of the reconciliation. As part of the review of the p-card process, adherence to the timely submission of the monthly reconciliation was to be tested. However, based on the file naming convention, the late and missing monthly reconciliations, and the finding noted above, the cost of this procedure would have outweighed its benefit. As an alternative procedure, interviews were performed of the Program Administrator and the Director of Accounting. An estimated range of missing reconciliations is 25-50% per month.
  - The Program Administrator cannot ensure the completeness of monthly reconciliations. This lack of monitoring is a breakdown of a key control.
- A tool to ensure compliance with the p-card policy is the ability to revoke a card for noncompliance. No cards have been revoked due to missing monthly reconciliations.
  - There is no system in place to track noncompliance with the policy.
  - A fundamental component of internal controls is the tone set by management. The tone from the top has allowed for noncompliance with

the policy. The departments' failure to comply has not resulted in any disciplinary action.

- The Budget Authority's monthly reconciliation approval should include multiple steps described in the above section, Procurement Card Program – Reconciliation. During interviews with three departments, the Account Managers were asked about the level of review they believe the Budget Authority obtained in their approval. Two of the three stated that the Budget Authority approved it without any review. The third was unsure. When the third was asked how many times in the last six months the Budget Authority questioned or requested additional information, the Account Manager responded none.
- A reconciliation is a process to explain differences between the accounting records and the p-card statement. These are usually due to timing differences near the end of a billing cycle. Some departments have created a workaround by changing the reconciliation date in the accounting software.
- The receipts included in the monthly reconciliation are typically printed at the time the order is placed online. An environment exists where the reconciliation could include a receipt, which is on the p-card statement, for items the department has not received. There is no control in place to ensure items ordered have actually been received.
- A monthly reconciliation selected for review contained a variance between the amount on the p-card statement and the amount on the receipt. The difference was not noted in the reconciliation by the Account Manager. The monthly reconciliation was approved by the Budget Authority despite the difference. The Program Administrator did not review the reconciliation.
  - The amount of the variance was equal to one item listed on the receipt. It is assumed that this item did not ship and the amount charged to the p-card was reduced. However, no documentation was noted that would indicate there was any knowledge of the item not being received. Had the amount not been reduced, it is unclear if the error would have been detected.

#### *Other Items*

- Credit cards are not being issued in the name of the cardholder. They are issued in the name of the department. Best practice is to issue the p-card in the name of the cardholder. The US Bank p-card program is a corporate account and issuance under the cardholder's name will not impact the individual's personal credit score.
- Account Managers can be responsible for multiple departments. Therefore, the Account Managers can have multiple cards. Each card has its own monthly transaction limits which increases WOU's financial exposure.

#### *Written Policy ([Purchasing Policy FA-05-001](#))*

- The policy contains some terminology that is not defined.
- Titles used are not consistent with industry norms and includes the use of multiple titles for the same person.

- The policy references OUS Financial Administration Standards Operating Manual. Significant items within their manual that are relevant to WOU should be incorporated into our written policy.
- The policy references purchasing policies set by the State of Oregon. Significant items within their policy that are relevant to WOU should be incorporated into our written policy.
- The role of the Budget Authority is not addressed.
  - Including the attestation of the department's receipt of the goods or services.
- Day-to-day operations have changed with approval, but the policy has not been updated to reflect those changes.
- Two sections appear to be in conflict regarding those required to obtain training.
- The policy is silent on the following:
  - Establishing single transaction limit and monthly transaction limit.
  - Approving new single transaction limit and monthly transaction limit.
  - Approving temporary transaction limit increases.
  - Mandatory review of the appropriateness of the single transaction limit and monthly transaction limit.
  - Establishing limits associated with the span of control for Budget Authorities and Program Administrators.
  - The storing of p-card information on websites.
  - Use of personal websites or accounts for personal benefit, such as:
    - Costco account (rebate checks)
    - Frequent flier miles
  - The use of PayPal accounts
  - Inventory system for pilferable items (items such as a digital camera which cost less than the threshold to be considered equipment)
  - Disposal of items after intended use.
  - Documentation, such as:
    - How long to maintain paper documents (monthly reconciliation packets, including receipts, are submitted by the departments electronically)
    - Electronic files – retention, backup, naming convention, file location, security
- The policy is vague on revocation which may lead to problems with enforcement.
- The policy is vague on the requirement for centralized purchasing of software versus decentralized subscriptions of cloud-based applications.

#### *Accounting and Business Services Department*

- The Department's website contains a link to the p-card policy. The policy that appears is the policy approved in 2012 and not the current policy.
- No system in place to monitor the following:

- Compliance with Women, Minority, and Establishing Small Businesses policy
- Procurement thresholds
- Splitting of transaction to avoid procurement thresholds and transaction limits
- No formal procedure manual
- No cross-training
- The Program Administrator can request new p-cards, receive and activate new p-cards and can enter transactions into the accounting software.
- The policy states that anyone involved in the p-card program will sign a Code of Ethics document annually. However, this is no longer done on an annual basis.
- The Program Administrator has not obtained any formal, external training on procurement or p-card administration.
- Automated email notifications are to be sent to the Account Managers regarding p-card activity. In some cases, the emails are going to the Budget Authority or to no one.

### *Training*

- The training class is not tailored for the different roles.
- There is not a mandatory, periodic refresher course.
- The training course on August 30, 2019 did not include the following:
  - A step-by-step walkthrough on how to do a monthly reconciliation (Account Manager)
  - How to approve a monthly reconciliation (Budget Authority)
  - How to comply with the procurement thresholds
  - How purchasing should include consideration of Women, Minorities, and Establishing Small Businesses
  - How to use the Oregon Procurement Information Network (ORPIN) to piggyback on the State's purchase contracts

### **Recommendations**

#### Immediately

- Establish a process to ensure the receipt and approval of all monthly reconciliations by the Program Administrator.

### ***Management Response***

- Cabinet reviewed and discussed the P-card report on January 8, 2020 and agrees that the process needs immediate attention. The Controller has been charged with meeting with the Program Administrator to address the shortcomings noted in this report and a response is due by March 1, 2020.

## Short-term

- Bring together a cross-functional team. The team should include employees involved in the p-card program from all areas including the Program Administrator, Budget Authority, Account Manager, and management. This team should include employees new to the p-card program as well as those with experience. The team should focus on developing the following:
  - A new p-card policy that incorporates the actual day-to-day operations while increasing the internal controls of the program.
  - Written procedure manuals for each level of user in the p-card program.
  - Training classes for each level of user.
  - Ensure the above addresses the findings outlined in this report.

### **Management Response**

- Management will establish a cross functional team by February 1, 2020 to address all aspects of this recommendation. The team will report its progress to the Controller on a monthly basis until all points have been resolved.
- The team will develop:
  - A new p-card policy that incorporates the actual day-to-day operations while increasing the internal controls of the program.
  - A policy will be developed to address inventory rules for items that can be pilfered of certain types and above a certain threshold.

## Mid-term

- All users attend a new training class to ensure the standards that are being implemented have been communicated.
- Full implementation of short-term recommendations after training.

### **Management Response**

- The cross-functional team will develop:
  - Written procedure manuals for each level of user in the p-card program by the end of 2020.
  - Training classes, including on-line training, for each level of user by the end of 2020, and once established:
    - Users will be required to undergo an initial training prior to the issuance of a p-card, and each participant will undergo new training as early as fall 2020.
    - Users will be required to undergo refreshed training every 3 years.

## Long-term

- Quarterly review of p-card program to ensure compliance with policy.
- Annual review of p-card program to ensure policy, procedures, and training are current.



### ***Management Response***

- Management will develop a process that includes quarterly review of the P-card transactions and approval process by the Controller.
- Management will explore and evaluate software applications, including a review of DocStar, to improve and enhance the documentation process associated with P-Card activities.

### ***Additional Management Response***

- Additional recommendations include:
  - Management believes that issuing cards in the names of individuals is a necessary step toward improved compliance. As a part of this process, management will reevaluate the number of buyers and distribution of P-cards.
  - Management will develop policies that include transactions limits to address the level of financial exposure.

### ***Accounting & Business Services Response***

In May 2018, under the direction of the interim Vice President of Finance and Administration, the Accounting & Business Services office underwent a reorganization that changed many staff duties and eliminated a half-time position. One such change was to the Program Administrator's position description. Another change was to the position involved preparing contracts and assisting departments in getting their contracts completed. The eliminated half-time position was responsible for the approval of all accounts payable invoices. The Program Administrator's job duties changed from full-time administering, reviewing and reconciling procurement card transactions to spending 50% of her time administering the procurement card program, 35% approving all invoices in Banner and 15% coordinating with departments and Legal Counsel on contracts. An internal auditor position was created, with the original intent that their primary duties would be to audit procurement card transactions and work with departments to ensure proper internal control.

In July 2018, the new Vice President of Finance and Administration started, and with consultation of the President, elevated the internal auditor position to focus on higher-level, more 'true', internal audit work. This resulted in the Accounting & Business Services office essentially being down 1.0 FTE, with the reorganization already done that changed the Program Administrator's job duties, resulting in no one reviewing and reconciling the procurement card system.

In addition, there has been major turnover in the Accounting & Business Services Office. The Controller role has had two people in the position since 2018, and the current Controller started in January 2020. The Purchasing Agent has had three people in the position since 2017. Additionally, in July 2018, the Accounts Payable accountant responsible for travel reimbursements left her job for another position on campus. While

this position was vacant for 6 weeks, the Program Administrator performed many duties of the Accounts payable accountant as well as doing her own work.

It is not surprising with the high turnover of various levels of our organization, plus the difficulty of hiring and retaining high-skilled accountants, that internal controls suffer. In order to ensure internal controls, the Accounting & Business Services Office needs to have adequate resources to review and follow up and assist departments on the p-card data issues.

DRAFT

# **UNIVERSITY CULTURAL COMPETENCY ADVISORY COMMITTEE CHARTER**

## **1.0 Preamble**

---

The University Cultural Competency Advisory Committee (“UCCAC”) is established to advance and assess the cultural competence of all stakeholders—administrators, faculty, staff, and students—in the University community. In 2017, the Oregon Legislature, in House Bill 2864, required specific cultural competency activities for each community college and public university in the State. The UCCAC is the body designated by the University President to discharge these statutory duties and to translate and advance cultural competency activities to concrete recommendations for action for the strategic betterment of the University and fulfillment of its mission.

## **2.0 Definitions**

---

2.1 For purposes of Oregon law and the activities of this advisory committee, ‘cultural competency’ is defined as “an understanding of how institutions and individuals can respond respectfully and effectively to people from all cultures, economic statuses, language backgrounds, races, ethnic backgrounds, disabilities, religions, genders, gender identifications, sexual orientations, veteran statuses and other characteristics in a manner that recognizes, affirms and values the worth, and preserves the dignity, of individuals, families, and communities.”

## **3.0 Membership**

---

3.1 House Bill 2864 requires that the University’s cultural competence process “give equal weight to the perspectives of administrators, faculty members, staff and students.” As such, the UCCAC will have twelve (12) members: three administrators, three faculty members, three staff members, and three students.

3.2 Because one of the statutory requirements is a biennial report to the University’s Board of Trustees, one of the administration seats on the UCCAC will be the Secretary to the Board of Trustees. The Secretary will serve as the UCCAC Chair.

3.3 The University President will make all other UCCAC appointments, subject to the consultation required by this charter.

3.4 In addition to the Secretary of the Board of Trustees, the University President will appoint two other administrators to the advisory committee. For purposes of this charter, “administrator” means any employee with the title of Assistant Vice President and above.

3.5 For the faculty appointments, the University President will request potential UCCAC candidates from the Faculty Senate. The Faculty Senate may engage its internal processes to

identify candidates, but, the final decision to appoint UCCAC faculty members rests with the University President. The University President and Faculty Senate President may collaborate and discuss strategies to finalize faculty UCCAC appointments.

3.6 For the staff appointments, the University President will request potential UCCAC candidates from the Staff Senate. The Staff Senate may engage its internal processes to identify candidates, but, the final decision to appoint UCCAC staff members rests with the University President. The University President and Staff Senate President may collaborate and discuss strategies to finalize staff UCCAC appointments.

3.7 For the student appointments, the University President will request potential UCCAC candidates from the Associated Students of Western Oregon University (ASWOU). ASWOU may engage its internal processes to identify candidates, but, the final decision to appoint UCCAC student members rests with the University President. The University President and ASWOU President may collaborate and discuss strategies to finalize student UCCAC appointments. Consistent with the two-year requirement at Section 4.0 of this charter, the University President and ASWOU will make every effort to ensure student UCCAC members can serve the full two-year term (e.g., avoid making initial appointments to seniors, appointing students by virtue of their ASWOU position if they will not hold that position in the following year).

#### 4.0 Term

---

4.1 All members, other than the Secretary to the Board of Trustees, who holds the position by virtue of office, will serve two-year terms. For the initial term, because of the biennial report requirement, as well as the statutory requirement to ensure compliance with the substantive terms of the law by December 31, 2020 (in the middle of a biennium), the initial UCCAC members will serve their initial term through June 30, 2021.

4.2 UCCAC members, except the Secretary to the Board of Trustees, who holds the position by virtue of office, may be reappointed to successive two-years terms. There is no term limit on the number of two-year terms a UCCAC member may serve.

#### 5.0 Committees

---

5.1 In order to effectively and efficiently address the statutory requirements of House Bill 2864, as well as ensure that the work and activities of the advisory committee impact meaningfully University culture, environment, activities, and processes, the committee will have three standing subcommittees: Training & Development, Goals, and Assessment.

5.2 Each subcommittee will have one member from each membership category: administrator, faculty member, staff member, and student.

5.2 Each subcommittee may elect a subcommittee chair to facilitate the subcommittee’s work.

## 6.0 Stakeholders

---

6.1 House Bill 2864 requires, when “recommending, and providing oversight for the implementation of, cultural competency standards” for the University, it “include a broad range of institutional perspectives.” As such, in addition to the diverse UCCAC membership, the advisory committee should actively interface, at a minimum, with the following:

- 6.1.2 Faculty Senate. UCCAC should make every effort—either through the Chair or one or more UCCAC faculty members, to update the Faculty Senate on UCCAC activities at least annually.
- 6.1.3 Staff Senate. UCCAC should make every effort—either through the Chair or one or more UCCAC staff members, to update the Staff Senate on UCCAC activities at least annually.
- 6.1.4 ASWOU. UCCAC should make every effort—either through the Chair or one or more UCCAC student members, to update ASWOU on UCCAC activities annually.
- 6.1.5 SEIU. UCCAC should, from time to time, update SEIU at regularly scheduled joint labor-management committee meetings on UCCAC activities.
- 6.1.6 WOUFT. UCCAC should, from time to time, update WOUFT at regularly scheduled joint labor-management committee meetings on UCCAC activities.
- 6.1.7 University Council. UCCAC should, from time to time, update the University Council at regularly scheduled meetings on UCCAC activities.
- 6.1.8 UDIAC. There will be significant overlap between UCCAC activities and duties and those of the University Diversity and Inclusion Advisory Committee (UDIAC). Both advisory committees should work to guarantee ample communication and coordination of activities to ensure work is complementary and consistent with the Board and University’s work in diversity, equity, inclusion and accessibility, including, but not limited to and board statements, polices, or plans addressing these topics.

6.2 Nothing in this section should be read to limit stakeholder engagement to the enumerated bodies in Section 6.1 of this charter.

## 7.0 Biennial Report

House Bill 2864 requires a biennial report to the Board of Trustees “regarding the institution’s progress toward achieving the goals set forth [by the legislation and established by the University].” Because the University must comply with the substantive statutory requirements by December 31, 2020, the initial biennial report will be presented to the Board at its November 2020 meeting. After that, UCCAC should present its report at the June Board meeting in odd-numbered years.

## 8.0 Measure History

---