



**MEETING OF THE WOU BOARD OF TRUSTEES  
MEETING NO. 58 – November 14-15, 2023**

**November 14, 2023**

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

**WERNER UNIVERSITY CENTER | COLUMBIA ROOM**

**To observe the meeting:** [https://www.youtube.com/  
@WOUnews/streams](https://www.youtube.com/@WOUnews/streams) | **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**

- 1) [Students at the Center](#) (pg. 5)

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

1) Committee Chair Report | Trustee Gayle Evans

2) Committee Recommendations for Board  
Discussion/Action

a. [Approval FY2024 Adjusted Budget](#) (pg. 15)

b. [Approval Quasi Endowment Transfer](#) (pg. 41)

**V. 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.

**November 15, 2023**

**CAMPUS COFFEE CHAT**

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

**WERNER UNIVERSITY CENTER | UPPER LEVEL, ACROSS FROM THE FREEDOM CENTER**

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**PUBLIC MEETING**

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

**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**

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

**III. CHAIR'S WELCOME**

**IV. STAKEHOLDER UPDATES**

**1) SHARED GOVERNANCE**

- a. ASWOU | Hunter Hall
- b. [Faculty Senate](#) | Dr. Steve Scheck (pg. 43)
- c. [Staff Senate](#) | Adrian Trujillo (pg. 44)

**2) UNION**

- a. SEIU | Jackson Stalley
- b. WOUFT | Dr. Melanie Landon-Hayes

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

**1) Meeting Minutes:**

- a) [June 13-14 Meeting Minutes](#)

**2) [FY24 Management Report](#) (As of September 30,2023)**

**VI. FIRST PUBLIC COMMENT**

**VII. STAKEHOLDER UPDATES (Continued)**

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

VIII. [PRESIDENT’S REPORT](#) | President Jesse Peters (pg. 44)  
(Senior Leadership Reports in [Appendix B](#))

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

- 1) Committee Chair Report | Trustee Cecelia Koontz
- 2) Committee Recommendations for Board Discussion/Action
  - a. [Revision of DEIAC Charter](#) (pg. 54)

X. **BREAK**

XI. **LUNCH / SHOWCASE PRESENTATION: [“Admit to Enroll” Work Group](#)** (pg. 58)

Presenters include:

- 1) Jamiere Abney, Director of Admissions
- 2) Kella Helyer, Director of Financial Aid
- 3) Lindsey Gibson, Director of University Housing
- 4) Megan Haberman-Guthrie, Director of New Student and Family Programs
- 5) Paige Jackson, Director of Student Success and Advising Office

XII. **FINANCE & ADMINISTRATION COMMITTEE (FAC) (Continued)**

- 1) Committee Chair Report | Trustee Gayle Evans
- 2) Committee Recommendations for Board Discussion/Action
  - a. [Approval Capital Project Submission to HECC for 2025-2027 Biennia](#) (Pg.69)

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

- 1) Committee Chair Report | Trustee Leah Mitchell
- 2) Committee Recommendations for Board Discussion/Action
  - a. None

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

- 1) Committee Chair Report | Chair Betty Komp
- 2) Committee Recommendations for Board Discussion/Action
  - a. [Addendum to the Board Resolution on the Responsibilities of Individual Trustees](#) (pg. 83)

**XV. SECOND PUBLIC COMMENT**

**XVI. ANNOUNCEMENTS/COMMENTS**

**XVII. EXECUTIVE SESSION:**

Following the public meeting, the Western Oregon University Board of Trustees will meet in executive session to discuss matters of communication pursuant to ORS 192.660(2)(f) (to consider information or records that are exempt by law from public inspection). Representatives of institutionalized news media are permitted to attend under ORS 192.660(4) on the condition that matters discussed in the executive session remain undisclosed. Pursuant to ORS 192.660(6), no final action may be, or will be, taken in executive session.

**XVIII. ADJOURNMENT**



# Students at the center



**Western Oregon University Board of Trustee Meeting**  
*Maureen Brakke, Director of Marketing & Communications*  
November 14, 2023



# Welcome Week Fall Term





# Homecoming Week





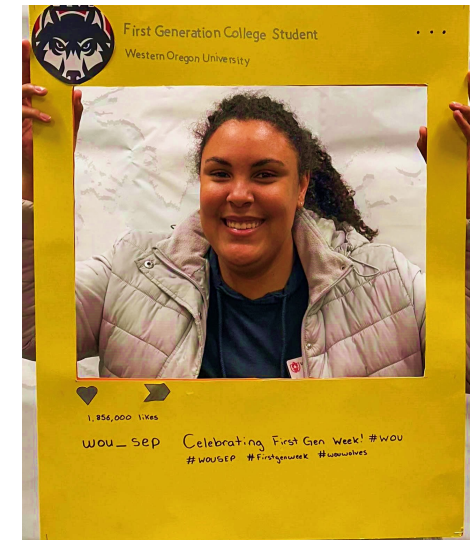
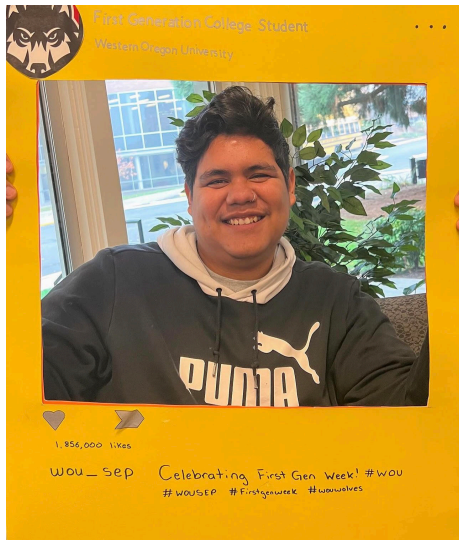
# Celebration of 50 new Diversity Scholars







# First-Generation College Student Day Celebration





# Veterans' week events





# Top social media posts



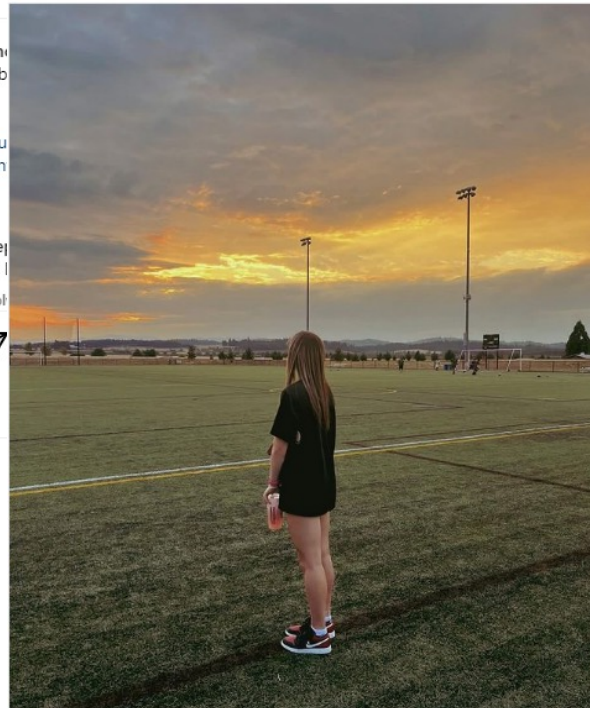
September

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Western Oregon University

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AUGUST 16



October

westernoregonuniversity • Follow ...  
Western Oregon University

westernoregonuniversity During the past week, we had @thecollegelibrary right here on our campus, capturing the experiences of 10 outstanding students on film. We're buzzing with excitement for the episode's premiere in 2024, and we invite you to keep an eye out for a spectacular launch party scheduled for January 2024. Throughout this week, we'll be offering sneak peeks behind the scenes of the episode, so stay tuned for exclusive glimpses into our journey! Let's start by introducing our students:

David Echevarria  
Aneli Godinez-Martinez  
Justin Conklin  
Max Brown  
Brenda Martinez

591 likes  
OCTOBER 2



# The College Tour Filming





# Hype video



[https://www.youtube.com/watch?v=zuTz\\_ymOQoQ](https://www.youtube.com/watch?v=zuTz_ymOQoQ)



**Western Oregon**  
UNIVERSITY

# Thank you



**Western Oregon University Board of Trustees, November 14,  
2023 FY24 Proposed Adjusted Budget**

**M-Report (Fall 2023 as of October 9<sup>th</sup>):**

	This Year	Last Year	Difference	Pct Change
Total Enrollment	3,949	3,747	202	5.4%
Total Credit Hours	46,932	45,772	1,160	2.5%
Total FTE	3,192.2	3,104.4	87.9	2.8%
<b>Undergraduate</b>				
Total UG Enrollment	3,341	3,318	23	0.7%
Total UG Credit Hours	43,126	42,599	527	1.2%
Total UG FTE	2,875.1	2,839.9	35.1	1.2%
<b>Graduate</b>				
Total GR Enrollment	608	429	179	41.7%
Total GR Credit Hours	3,806	3,173	633	19.9%
Total GR FTE	317.2	264.4	52.7	19.9%
<b>Undergraduate Breakout</b>				
Resident	2,734	2,639	95	3.6%
WUE	477	535	-58	-10.8%
Non-Resident	130	144	-14	-9.7%
Total	3,341	3,318		
<b>Undergraduate by Class</b>				
Freshmen	904	742	162	21.8%
Sophomores	560	586	-26	-4.4%
Juniors	801	870	-69	-7.9%
Seniors	974	1,040	-66	-6.3%
Post Bacc / Non-Graduate	66	54	12	22.2%
Graduate Masters	537	410	127	31.0%
Non-Admit Undergraduate	36	26	10	38.5%
Non-Admit Graduate	71	19	52	273.7%
Total	3,949	3,747		

**Education & General (E&G) Fund Component:**

The FY24 Education & General Fund totals \$69.886M in revenues and \$72.926M in recurring expenses and transfers. Combined with one-time activities of \$975K, this results in a budget deficit of \$4.015M. Beginning FY24 Fund Balance totals \$14.025M; this deficit level would reduce the fund balance to \$10.010M, or 14.32% of revenues by the end of FY24. See the FY24 Education & General Fund Detail worksheet for a comparison of the FY24 Proposed Adjusted Budget to the FY24 Preliminary Budget, as well as FY23 Actuals.

## Revenue Assumptions:

Total Revenues for the FY24 Adjusted Budget are \$69.886M, up \$2.877M from the FY24 Preliminary Budget. The changes in assumptions resulting in the increased revenue are detailed below.

### Tuition & Fees

- FY24 Preliminary Budget Tuition assumed 3% UG and GR enrollment declines from Fall 2022. Actual fall enrollments are approximately a 1.2% increase for UG and a 19.9% increase for GR. These enrollment increases do not translate directly to revenue increases, as different undergraduate residencies pay different tuition rates and many graduate students pay a discounted cohort rate.
  - Annual tuition and fee revenue budget is a combination of actual Fall 2023 and projected Winter & Spring 2024 based on 6% attrition between terms. This results in a projected 119,720 undergraduate (99,673 Resident, 19,059 WUE, and 988 Non-Resident) and 8,753 graduate credit hours. Applying the applicable tuition rates as approved at the April 19, 2023 Board of Trustees meeting results in total undergraduate tuition of \$26.283M and graduate tuition of \$4.026M, for a total increase of \$1.127M from the FY24 preliminary budget.
- Summer tuition revenues remain unchanged from the FY24 Preliminary Budget, totaling \$2M. Summer tuition crosses two fiscal years, with approximately 15% of revenues recognized in the fiscal year just ending and 85% in the fiscal year beginning. Summer 2023 resulted in \$1.793M of FY24 revenue, with the remaining budgeted summer revenue of \$207K expected from Summer 2024.
- Online course fee revenues have been updated to a projected 57,285 online course credit hours based on actual fall enrollments and projected Winter & Spring 2024, resulting in a budget of \$3.036M, an increase of \$162K from the preliminary budget.
- Fee remissions remain budgeted at \$5.5M in collaboration with Financial Aid.



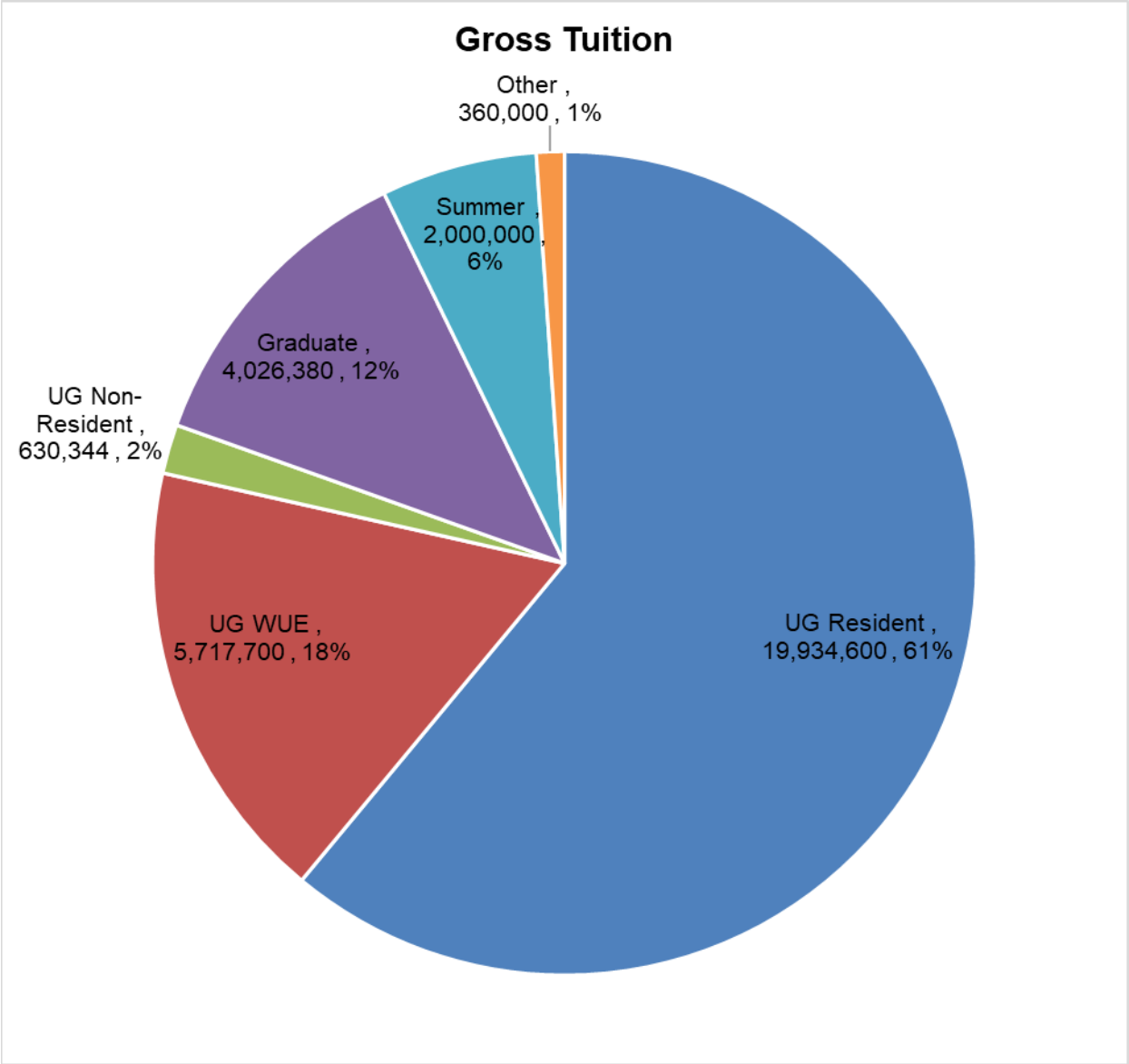


Figure 1: Tuition Revenue by category

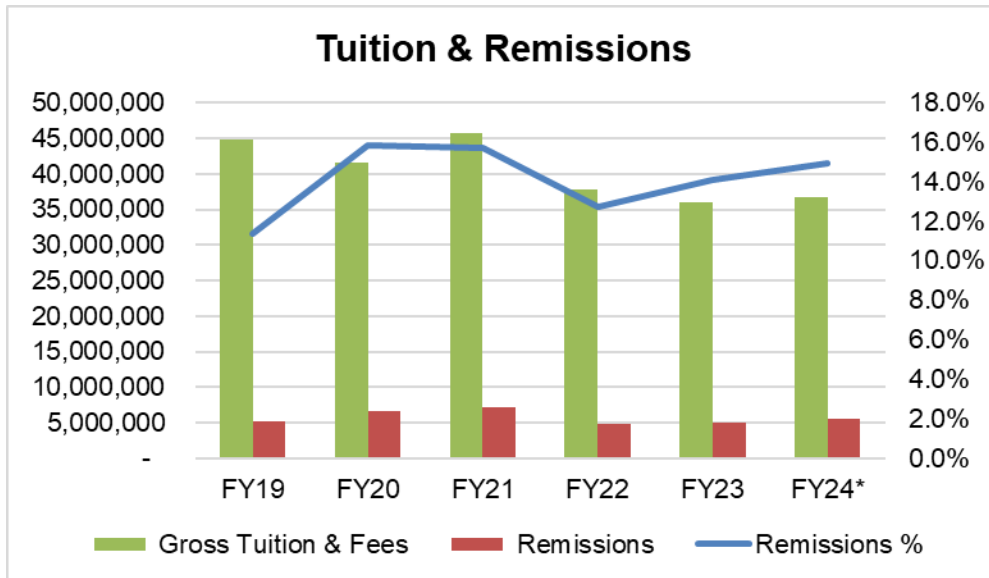


Figure 2: Total gross tuition & fees, total remissions, and remissions as a percentage of gross tuition & fees for FY19 – FY24 (FY24 based on proposed adjusted budgeted numbers).

### Government Resources & Allocations

- Government Resources & Allocations total \$33.837M. The Preliminary Budget assumed the co-chair’s estimated budget of \$947.7M to the Public University Support Fund, while the state actually allocated \$1B. We are still awaiting final allocation amounts tried up for the latest three-year rolling data (the included amount is based on the estimate provided from HECC, which is based on FY21, FY22, and FY22 as a placeholder for FY23).
  - FY24 is the first year of the biennium, with 49% of PUSF being distributed in year 1 and the remaining 51% distributed in year 2.
- Benefits Navigator funding of \$118K (as well as associated expenses) has been removed from the E&G budget as new direction from HECC was received that these funds will be treated as a grant going forward.

### Other Revenues

- Other Revenues total \$4.794M, a \$514K increase to Gift Grants and Contracts from the Preliminary Budget. \$480K of the increase was in collaboration with the Dean of Graduate Studies and Sponsored Research as a result of increased grant awards. The remaining \$34K relates to Foundation reimbursement for two employees.

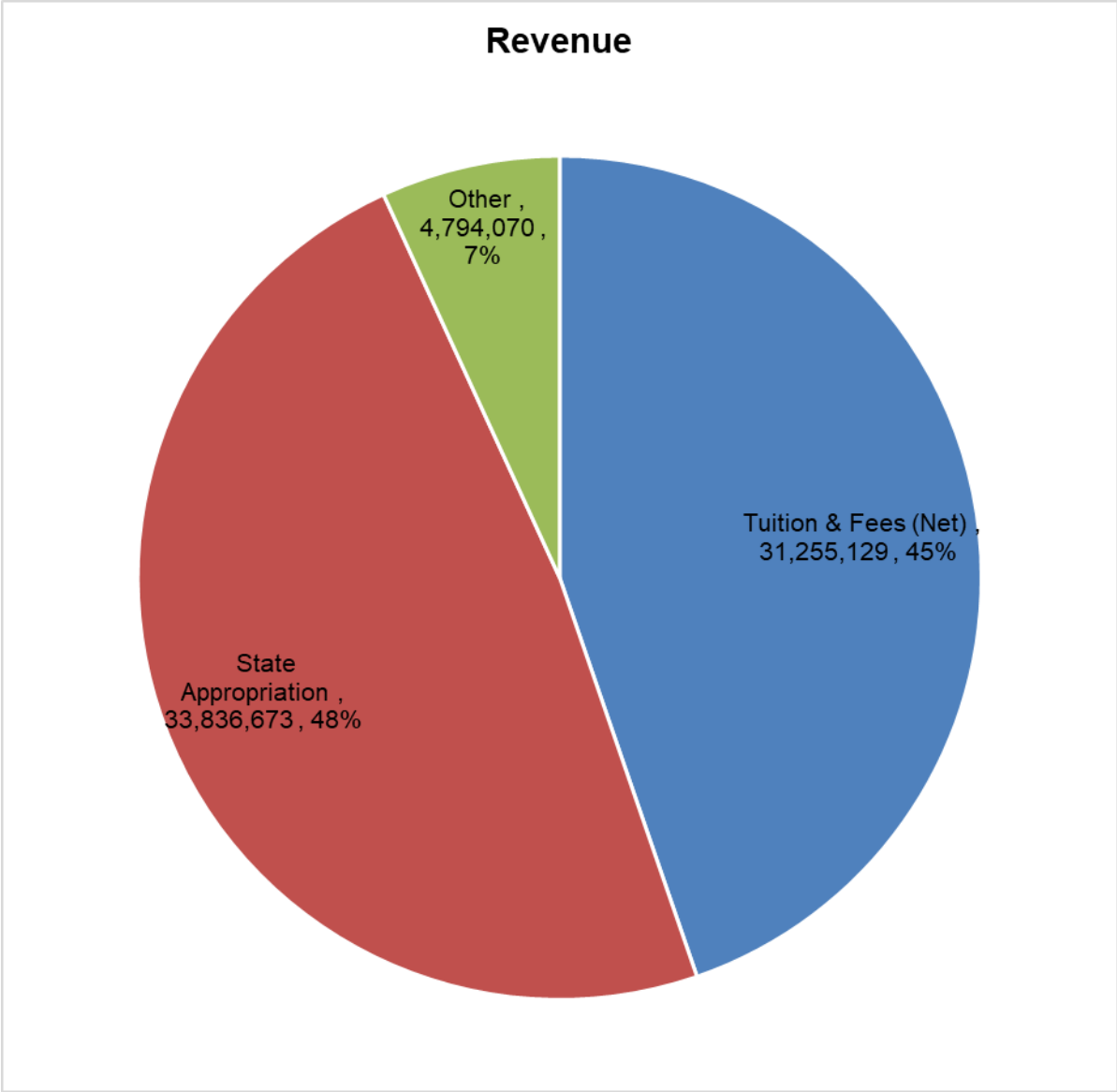


Figure 3: Total revenue by category.

**Expense Assumptions:**

Total Expenses for the FY24 Adjusted Budget are budgeted at \$67.468M.

**Personnel**

- Personnel budget totals \$57.576M, \$1.255M more than the FY24 Preliminary Budget.
- Faculty Salaries are budgeted at \$16.631M, \$117K more than the FY24 Preliminary Budget as a result of increasing the salary rate used for the Computer Science and Business NTT pools. According to the Collective

Bargaining Agreement, T/TT faculty in Computer Science and Business receive 22% marketplace advances, and as such salary rates for NTTs in these disciplines also tend to be higher than others.

- Budgeted amount for unclassified salaries totals \$11.688M, \$565K more than the preliminary budget, which incorporates a 4% COLA effective July 1, 2023 and funds held centrally for the unclassified salary study to take place (\$250K), added Assistant Director position for MSSP (\$50K), removed Benefits Navigator position (\$50K, to be handled as a grant), and added 0.5 HRIS Analyst (\$38K).
- Faculty & Unclassified Supplemental pay is budgeted at \$567K, reflecting a small reallocation from S&S funds. This category is largely reflective of stipends paid to faculty and unclassified staff, but also includes temporary employee and allowance funds.
- Budgeted amount for classified salaries totals \$6.819M, an increase of \$215K from the preliminary budget reflective of funds held centrally for upcoming bargaining.
- Classified Pay is budgeted at \$260K, unchanged from the preliminary budget. This category includes pay for differentials, overtime, and temporary employees.
- Student pay is budgeted at \$1.576M, unchanged from the preliminary budget.
- Budgeted Other Payroll Expense (OPE) totals \$21.393M, an increase of \$345K from the preliminary budget, as a result of the changes to personnel mentioned above.
  - This is comprised of multiple components – health insurance (which is budgeted at a flat annual rate of \$17,004 per eligible individual), retirement (which is budgeted at a composite percentage of 27.5% applied to each employees' specific budgeted pay), and other rate of 8.15% (FICA, etc.).

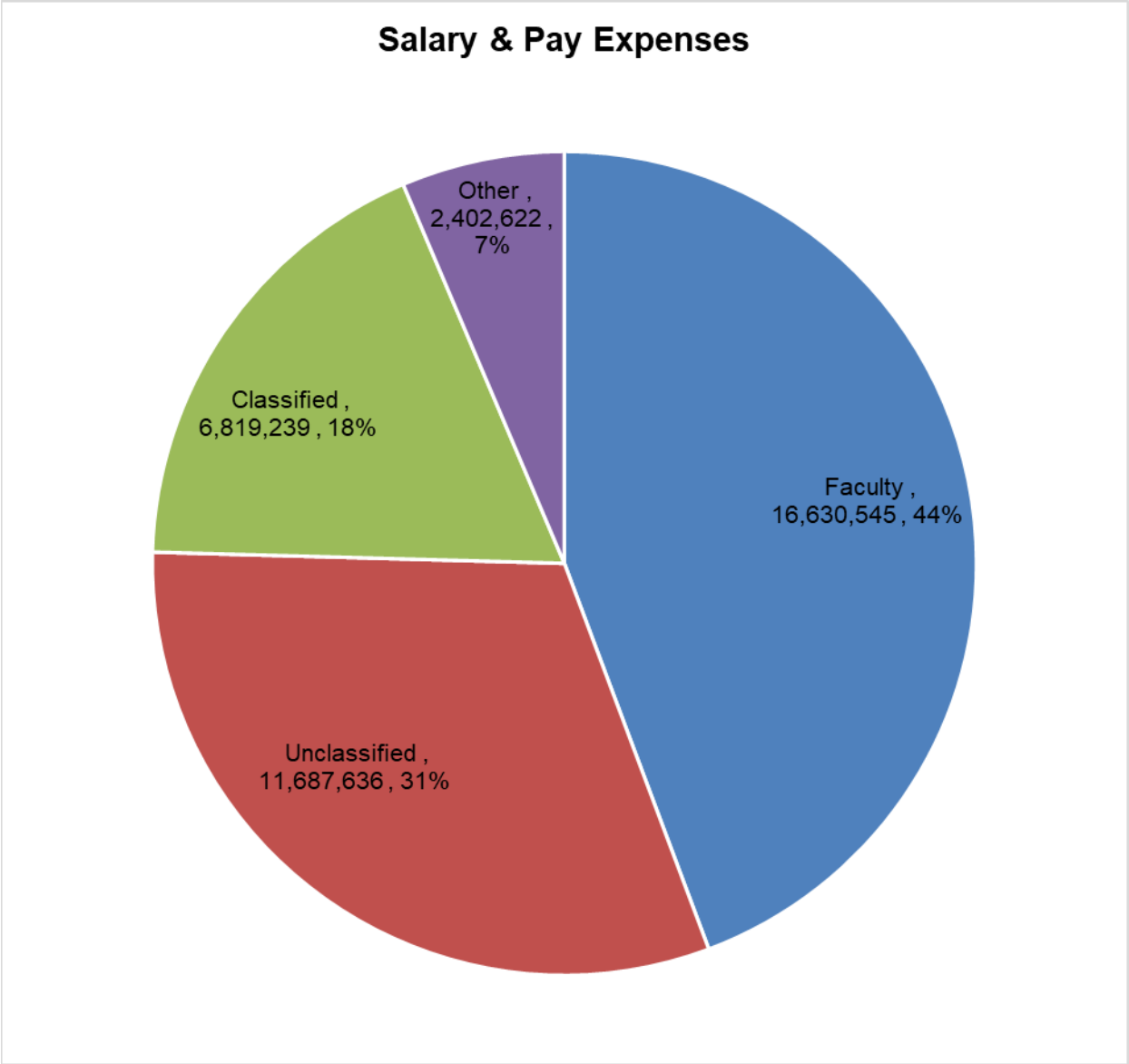


Figure 4: Total salary & pay by category.

**Services & Supplies (S&S)**

- Services & Supplies net of Internal Sales budget totals \$9.892M. With Services & Supplies increasing approximately \$489K, and Internal Sales increasing \$170K from FY24 Preliminary Budget.
  - SELP S&S was decreased by \$119K to \$115K (with a corresponding increase to transfers out) to better reflect current principal/interest split.
  - \$18K of Creative Arts S&S was reallocated to unclassified pay and associated OPE.

- A correlating \$163K increase in indirect grant spending was budgeted (in line with the grant indirects policy).
- Utilities were trued up to FY23 actuals with anticipated 3.3% inflation for electricity (an increase of \$165K), anticipated 5% for water (\$11K), 15% for gas (\$277K – given the steampipe work currently underway), and \$45K for WOU:Salem. Internal sales were trued up as well, resulting in an increase of \$170K.
- \$35K of S&S correlating to Benefits Navigator funding was removed.

### **Net Transfer Assumptions:**

Total Net Transfers are budgeted at \$5.458M, an increase of \$1.119M from the Preliminary Budget.

- Athletics subsidy was increased by \$1M to \$5M recurring.
- The SELP funding match (transfer out towards SELP principal) was increased to \$294K, with a corresponding decrease to SELP S&S (covers interest expense), to better reflect current principal/interest split.
- Other transfers include a \$150K Child Development Center subsidy and \$14K misc. other transfers.

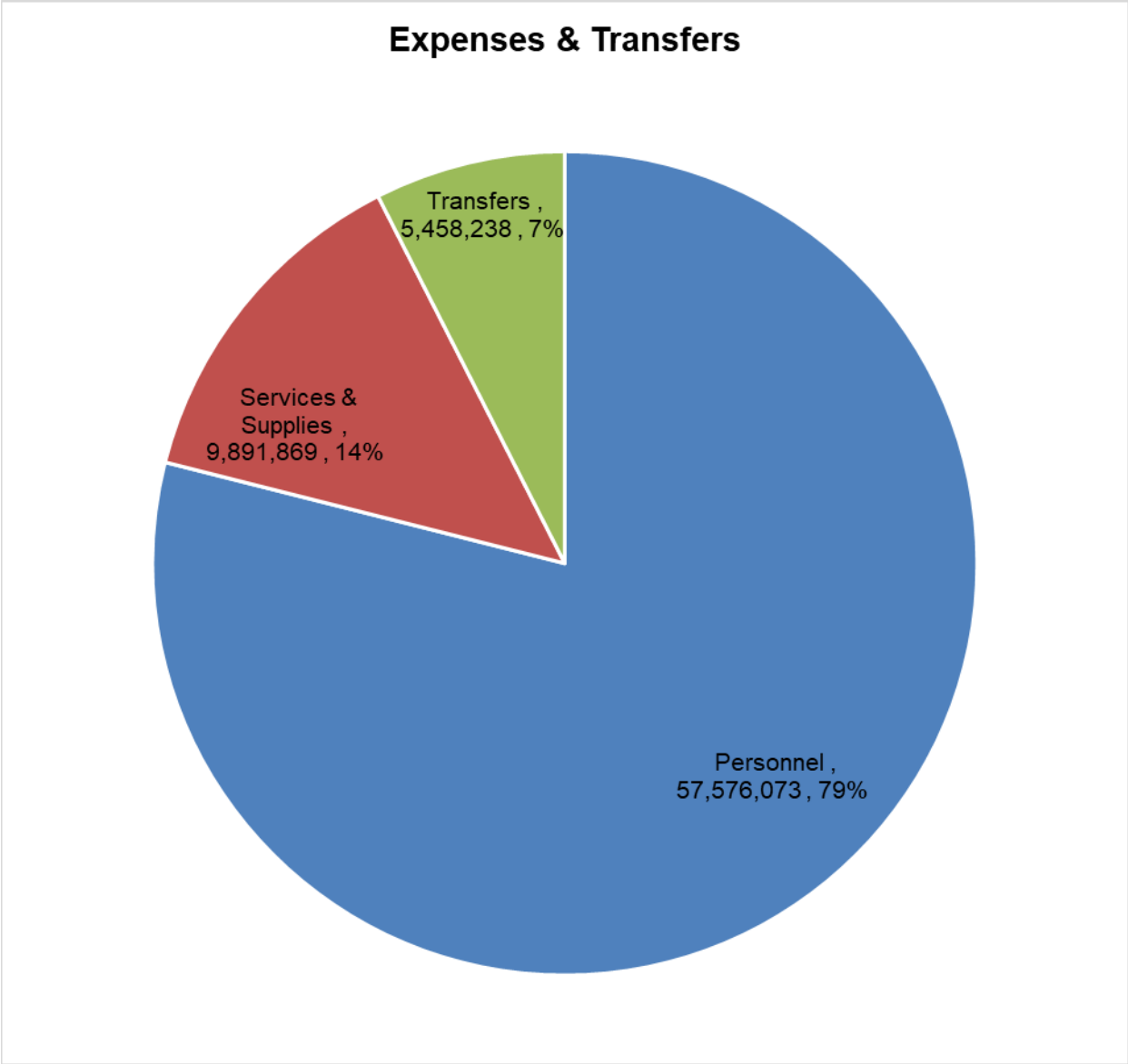


Figure 5: Total recurring expenses and transfers.

**Other Activity Assumptions:**

Total Other Activities representing one-time resources and expenses are budgeted at \$975K, an increase of \$609K from the FY24 Preliminary Budget.

- \$1.022M of sustainability funds have been added (\$871K from HECC and \$161K from PSU) as well as corresponding expenses (as the state has directed these funds cannot be used to subsidize operations) including \$200K to support Destination Western staffing to net 0.
- \$1M one-time transfer to athletics has been added to cover the FY23 overage. Additionally, a potential \$1M transfer in from the quasi endowment has been

budgeted, shown separately so the impact on fund balance can be seen with and without the transfer.

- \$380K has been added for the third and final year of the EAB Contract.
- \$120K has been added (in combination with the \$200K of sustainability funds above) to support 3.25 FTE for Destination Western.
- \$108K of rollover has been added for Marketing S&S.
- The FY24 Preliminary Budget totaled \$366K and included:
  - \$300K for Occupational Therapy start-up costs
  - \$200K for College of Education initiatives (to be held centrally)
  - \$47K transfer out in support of Smith Fine Arts personnel
  - \$74K for the RNL contract to optimize financial aid
  - \$30K for Freedom Center (offset by quasi transfer in)
  - \$35K for Public Safety radios
  - \$80K for equity assessment (offset by quasi transfer in)
  - \$400K transferred in from the quasi endowment (\$172K in support of diversity equity and inclusive initiatives in athletics, \$30K for Freedom Center, \$118K Associate Director for HSI initiative, and \$80K equity assessment)

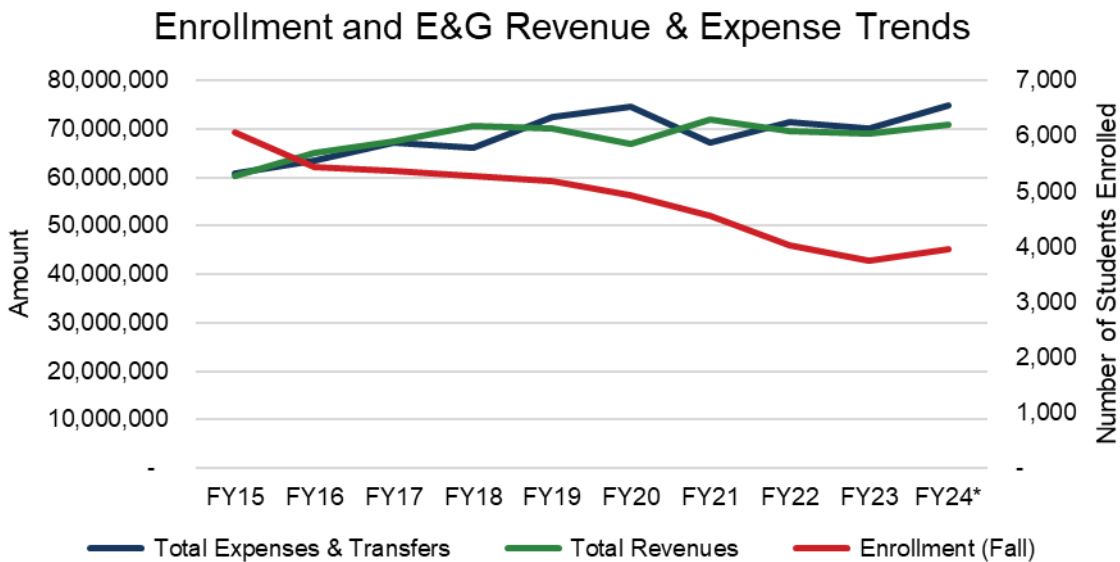


Figure 6: Enrollment (headcounts) and E&G Expense trends over the last 10 years (FY24 based on proposed adjusted budget).



**Auxiliary Component:**

The auxiliary component is composed of Athletics, Housing, Dining, Parking, Conference Services, Bookstore, Student Health & Counseling Center (SHCC), Child Development Center (CDC), and other minor operations. See the Auxiliary Detail worksheet below for a budget summary by major auxiliary. The net budget deficit for all Auxiliaries (excluding IFC) totals \$204K. Auxiliary budgets have been updated for the 4% unclassified COLA, \$1M additional E&G subsidy to athletics (offset by additional S&S) and other minor adjustments. See the Auxiliary Detail worksheet included for a budget summary by auxiliary area.

**Incidental Fee (IFC) Component:**

Incidental Fee has a net positive budget of \$244K, with intentions to restore their reserve to the 10% recommended, as it was depleted during FY23. Unclassified salaries have been updated for the 4% Unclassified COLA, with the difference coming from S&S budgets (as incidental fee allocations are determined by the Incidental Fee Committee).

**Designated Operations & Service Departments Component:**

Designated Operations & Service Department budgets are inclusive of primarily Council of Presidents and Telecommunications, as well as other small miscellaneous budgets. As such, the budgets have no significant changes from the FY24 Preliminary Budget.

**FY24 Adjusted Budget across Component Funds:**

As shown on the Component Funds Budget Summary worksheet included below, combined component budgets results in a total net budget deficit across these funds of \$3.975M.

**STAFF RECOMMENDATION:**

It is recommended that the Western Oregon University Finance and Administration Committee recommends to the Board of Trustees to approve the FY24 Adjusted Budget as presented in the docket.

Western Oregon University  
FY24 Proposed Adjusted Budget  
Component Funds Budget Summary

	Education & General (E&G)	Auxiliary (excluding IFC)	Incidental Fee (IFC)	Designated Operations & Service Depts	Total	Total FY24 Prelim Budget
<b>Revenues</b>						
Enrollment Fees	31,255,129	1,952,456	3,649,854	48,134	36,905,573	35,639,475
Government Resources & Allocations	33,836,673	1,396,015	-	-	35,232,688	34,063,348
Gift Grants and Contracts	2,194,070	148,921	3,000	-	2,345,991	1,712,626
Investment	2,000,000	7,000	-	4,175	2,011,175	2,011,175
Sales & Services	500,000	11,926,261	180,574	126,630	12,733,465	12,746,172
Other Revenues	100,000	414,799	190,000	2,087,550	2,792,349	2,779,030
<b>Total Revenues</b>	<b>69,885,872</b>	<b>15,845,452</b>	<b>4,023,428</b>	<b>2,266,489</b>	<b>92,021,241</b>	<b>88,951,826</b>
<b>Expenses</b>						
Personnel	57,576,074	8,889,735	1,815,091	979,856	69,260,756	67,656,673
Services & Supplies	9,891,869	10,546,312	1,912,752	1,286,633	23,637,566	22,399,209
<b>Total Expenses</b>	<b>67,467,942</b>	<b>19,436,047</b>	<b>3,727,843</b>	<b>2,266,489</b>	<b>92,898,322</b>	<b>90,055,882</b>
<b>Net Transfers</b>	<b>5,458,238</b>	<b>(3,386,186)</b>	<b>51,103</b>	<b>-</b>	<b>2,123,155</b>	<b>2,064,905</b>
<b>Total Expenses &amp; Transfers</b>	<b>72,926,180</b>	<b>16,049,861</b>	<b>3,778,946</b>	<b>2,266,489</b>	<b>95,021,477</b>	<b>92,120,787</b>
<b>Net Recurring Budget</b>	<b>(3,040,308)</b>	<b>(204,409)</b>	<b>244,482</b>	<b>-</b>	<b>(3,000,236)</b>	<b>(3,168,961)</b>
One Time Activities	1,974,588	-	-	-	1,974,588	365,779
<b>Net Budget</b>	<b>(5,014,896)</b>	<b>(204,409)</b>	<b>244,482</b>	<b>-</b>	<b>(4,974,824)</b>	<b>(3,534,740)</b>
Potential Quasi Transfer In (Athletics FY23 Overage)	1,000,000	-	-	-	1,000,000	-
<b>Net Budget</b>	<b>(4,014,896)</b>	<b>(204,409)</b>	<b>244,482</b>	<b>-</b>	<b>(3,974,824)</b>	<b>(3,534,740)</b>

Western Oregon University  
 FY24 Proposed Adjusted Budget  
 Education & General Fund Detail

	FY24 Proposed Adjusted Budget	FY24 Prelim Budget	Increase/ (Decrease)	FY23 Actuals	Increase/ (Decrease)
<b>Revenues</b>					
<b>Tuition &amp; Fees</b>					
<b>Undergraduate Tuition</b>					
Resident	19,934,600	18,679,000	1,255,600	18,830,697	1,103,903
WUE	5,717,700	6,100,800	(383,100)	6,291,178	(573,478)
Non-Resident	630,344	874,060	(243,716)	787,421	(157,077)
<b>Total Undergraduate Tuition</b>	<b>26,282,644</b>	<b>25,653,860</b>	<b>628,784</b>	<b>25,909,295</b>	<b>373,349</b>
<b>Graduate Tuition</b>	<b>4,026,380</b>	<b>3,527,740</b>	<b>498,640</b>	<b>3,530,093</b>	<b>496,287</b>
<b>Summer</b>					
Undergraduate	1,400,000	1,400,000	-	1,266,686	133,314
Graduate	600,000	600,000	-	536,335	63,665
<b>Total Summer</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>-</b>	<b>1,803,021</b>	<b>196,979</b>
<b>Other Tuition</b>	<b>360,000</b>	<b>360,000</b>	<b>-</b>	<b>300,711</b>	<b>59,289</b>
<b>Total Tuition</b>	<b>32,669,024</b>	<b>31,541,600</b>	<b>1,127,424</b>	<b>31,543,120</b>	<b>1,125,904</b>
<b>Fees</b>					
Matriculation	500,000	500,000	-	507,744	(7,744)
Course	400,000	400,000	-	403,481	(3,481)
Online Course	3,036,105	2,873,713	162,392	3,252,452	(216,347)
Other	150,000	150,000	-	252,242	(102,242)
<b>Total Fees</b>	<b>4,086,105</b>	<b>3,923,713</b>	<b>162,392</b>	<b>4,415,919</b>	<b>(329,814)</b>
<b>Fee Remissions</b>	<b>(5,500,000)</b>	<b>(5,500,000)</b>	<b>-</b>	<b>(5,061,028)</b>	<b>(438,972)</b>
<b>Total Tuition &amp; Fees (net of remissions)</b>	<b>31,255,129</b>	<b>29,965,313</b>	<b>1,289,816</b>	<b>30,898,011</b>	<b>357,118</b>
<b>Government Resources &amp; Allocations</b>					
Student Success & Completion (SSCM)	33,147,936	31,952,574	1,195,362	31,582,867	1,565,069
Benefits Navigator	-	118,450	(118,450)	118,450	(118,450)
Engineering Technology (ETSF)	309,489	313,076	(3,587)	313,076	(3,587)
Small-Energy Loan Program (SELP)	379,248	379,248	-	379,248	-
<b>Total Government Resources &amp; Allocations</b>	<b>33,836,673</b>	<b>32,763,348</b>	<b>1,073,325</b>	<b>32,393,641</b>	<b>1,443,032</b>
<b>Other Revenues</b>					
Gift Grants and Contracts	2,194,070	1,680,000	514,070	2,673,997	(479,927)
Interest Earnings/Investment	2,000,000	2,000,000	-	2,164,542	(164,542)
Sales & Services	500,000	500,000	-	423,117	76,883
Other Revenues	100,000	100,000	-	453,942	(353,942)
<b>Total Other Revenues</b>	<b>4,794,070</b>	<b>4,280,000</b>	<b>514,070</b>	<b>5,715,598</b>	<b>(921,528)</b>
<b>Total Revenues</b>	<b>69,885,872</b>	<b>67,008,661</b>	<b>2,877,211</b>	<b>69,007,250</b>	<b>878,622</b>

**Western Oregon University  
FY24 Proposed Adjusted Budget  
Education & General Fund Detail**

	<b>FY24 Proposed Adjusted Budget</b>	<b>FY24 Prelim Budget</b>	<b>Increase/ (Decrease)</b>	<b>FY23 Actuals</b>	<b>Increase/ (Decrease)</b>
<b>Expenses</b>					
<b>Personnel</b>					
Faculty Salaries	16,630,545	16,513,259	117,286	15,137,869	1,492,676
Unclassified Salaries	11,687,636	11,122,692	564,944	9,907,756	1,779,880
Faculty & Unclassified Supplemental Pay	566,748	553,748	13,000	2,556,768	(1,990,021)
Classified Salaries	6,819,239	6,604,239	215,000	6,222,737	596,502
Classified Pay	260,061	260,061	-	286,443	(26,382)
Student	1,575,813	1,575,813	-	1,566,188	9,625
OPE	21,392,532	21,047,498	345,034	19,936,277	1,456,255
Centralized Salary & OPE Savings	(1,356,500)	(1,356,500)	-	-	(1,356,500)
<b>Total Personnel</b>	<b>57,576,074</b>	<b>56,320,810</b>	<b>1,255,264</b>	<b>55,614,038</b>	<b>1,962,035</b>
<b>Services &amp; Supplies</b>					
Services & Supplies	13,668,609	13,179,698	488,911	13,459,772	208,836
Internal Sales	(3,776,740)	(3,606,740)	(170,000)	(3,998,159)	221,419
<b>Total Services &amp; Supplies</b>	<b>9,891,869</b>	<b>9,572,958</b>	<b>318,911</b>	<b>9,461,613</b>	<b>430,256</b>
<b>Total Expenses</b>	<b>67,467,942</b>	<b>65,893,768</b>	<b>1,574,174</b>	<b>65,075,651</b>	<b>2,392,291</b>
<b>Transfers</b>					
Athletics Subsidy	5,000,000	4,000,000	1,000,000	4,000,000	1,000,000
Child Development Center Subsidy	150,000	150,000	-	80,995	69,005
SELP Funding Match	294,000	175,000	119,000	286,677	7,323
Other Transfers	14,238	14,238	-	359,891	(345,653)
<b>Total Transfers</b>	<b>5,458,238</b>	<b>4,339,238</b>	<b>1,119,000</b>	<b>4,727,563</b>	<b>730,675</b>
<b>Total Recurring Expenses &amp; Transfers</b>	<b>72,926,180</b>	<b>70,233,006</b>	<b>2,693,174</b>	<b>69,803,215</b>	<b>3,122,966</b>
<b>Net Recurring</b>	<b>(3,040,308)</b>	<b>(3,224,345)</b>	<b>184,037</b>	<b>(795,964)</b>	<b>(2,244,344)</b>
<b>Other Activities</b>					
Sustainability Funds	(1,022,214)	-	(1,022,214)	-	(1,022,214)
Sustainability Fund Expenses	1,022,214	-	1,022,214	-	1,022,214
Athletics FY23 Overage	1,000,000	-	1,000,000	-	1,000,000
EAB Contract	380,000	-	380,000	-	380,000
Destination Western	120,067	-	120,067	-	120,067
Marketing Rollover	108,000	-	108,000	-	108,000
Occupational Therapy start-up	300,000	300,000	-	-	300,000
College of Education initiatives	200,000	200,000	-	-	200,000
Other Misc. Activities	266,521	266,521	-	-	266,521
Quasi Transfer In	(400,000)	(400,742)	742	-	(400,000)
HEERF Reimbursement	-	-	-	(299,487)	299,487
Student Success Match	-	-	-	660,000	(660,000)
<b>Total Other Activities</b>	<b>1,974,588</b>	<b>365,779</b>	<b>1,608,809</b>	<b>360,513</b>	<b>1,614,075</b>
<b>Net</b>	<b>(5,014,896)</b>	<b>(3,590,124)</b>	<b>(1,424,772)</b>	<b>(1,156,477)</b>	<b>(3,858,419)</b>
<b>Beginning Fund Balance</b>	<b>14,024,877</b>	<b>13,118,480</b>		<b>15,089,728</b>	
<b>Projected Ending Fund Balance</b>	<b>9,009,981</b>	<b>9,528,356</b>		<b>14,024,877</b>	
<b>Fund Balance as a Percentage of Revenues</b>	<b>12.89%</b>	<b>14.22%</b>		<b>20.32%</b>	
Potential Quasi Transfer In (Athletics FY23 Overage)	(1,000,000)				
<b>Projected Ending Fund Balance</b>	<b>10,009,981</b>				
<b>Fund Balance as a Percentage of Revenues</b>	<b>14.32%</b>				

**Western Oregon University  
FY24 Proposed Adjusted Budget  
Auxiliary Detail**

	<b>Athletics (excluding IFC)*</b>	<b>Bookstore</b>	<b>Dining</b>	<b>Parking</b>	<b>Student Health &amp; Counseling</b>	<b>University Housing</b>	<b>Other Auxiliaries</b>	<b>Total</b>
<b>Revenues</b>								
Enrollment Fees	-	-	-	-	1,670,400	(50,000)	332,055	1,952,456
Government Resources & Allocations	1,396,015	-	-	-	-	-	-	1,396,015
Gift Grants and Contracts	44,552	-	-	-	-	-	104,369	148,921
Investment	-	-	-	-	-	7,000	-	7,000
Sales & Services	226,000	700,000	3,645,610	427,845	-	6,604,230	322,576	11,926,261
Other Revenues	-	-	226,294	-	32,005	154,000	2,500	414,799
<b>Total Revenues</b>	<u>1,666,567</u>	<u>700,000</u>	<u>3,871,904</u>	<u>427,845</u>	<u>1,702,405</u>	<u>6,715,230</u>	<u>761,500</u>	<u>15,845,452</u>
<b>Expenses</b>								
Unclassified Salaries	1,868,471	68,604	220,608	65,862	276,333	536,964	213,844	3,250,686
Unclassified Pay	-	-	500	-	10,124	2,900	27,000	40,524
Classified Salaries	91,519	173,921	669,575	60,454	342,938	195,355	26,240	1,560,002
Classified Pay	-	10,000	9,500	5,000	58,478	12,900	4,000	99,878
Student	-	15,000	361,048	30,000	-	201,000	49,022	656,070
OPE	1,248,271	175,570	665,133	81,873	432,270	516,048	163,410	3,282,575
<b>Total Personnel</b>	<u>3,208,261</u>	<u>443,095</u>	<u>1,926,364</u>	<u>243,189</u>	<u>1,120,143</u>	<u>1,465,167</u>	<u>483,516</u>	<u>8,889,735</u>
Services & Supplies	<u>3,458,306</u>	<u>629,448</u>	<u>1,688,859</u>	<u>224,656</u>	<u>537,394</u>	<u>3,885,899</u>	<u>121,750</u>	<u>10,546,312</u>
<b>Total Expenses</b>	<u>6,666,567</u>	<u>1,072,543</u>	<u>3,615,223</u>	<u>467,845</u>	<u>1,657,537</u>	<u>5,351,066</u>	<u>605,266</u>	<u>19,436,047</u>
<b>Net Transfers</b>	<u>(5,000,000)</u>	<u>-</u>	<u>208,000</u>	<u>(40,000)</u>	<u>-</u>	<u>1,260,814</u>	<u>185,000</u>	<u>(3,386,186)</u>
<b>Total Expenses &amp; Transfers</b>	<u>1,666,567</u>	<u>1,072,543</u>	<u>3,823,223</u>	<u>427,845</u>	<u>1,657,537</u>	<u>6,611,880</u>	<u>790,266</u>	<u>16,049,861</u>
<b>Net Budget</b>	-	(372,543)	48,681	-	44,868	103,350	(28,766)	(204,409)

\*Athletics also receives \$835,333 of funding from incidental fee.

**Western Oregon University**  
**FY24 Proposed Adjusted Budget & NWCCU Plan**  
**Education & General Fund**

	<b>NWCCU Plan</b>	<b>FY24 Prelim Budget</b>	<b>FY24 Proposed Adj Budget</b>
<b>FY23</b>			
Recurring Deficit	(8,000,000)		
Expense containment (one-time)	<u>3,000,000</u>		
Use of Fund Balance	(5,000,000)	(1,156,477)	(1,156,477)
<b>FY24</b>			
Beg Fund Balance	10,000,000	14,024,877	14,024,877
Tuition & Fee Revenue (net)		29,965,313	31,255,129
State Appropriation		32,763,348	33,836,673
Other Revenues		<u>4,280,000</u>	<u>4,794,070</u>
Total Revenues		67,008,661	69,885,872
Total Expenses & Transfers		<u>70,233,006</u>	<u>72,926,180</u>
Recurring Deficit	(4,500,000)	(3,224,345)	(3,040,308)
Expense containment (one-time)	<u>1,000,000</u>	<u>(365,779)</u>	<u>(974,588)</u>
Use of Fund Balance	(3,500,000)	(3,590,124)	(4,014,896)
<b>FY25</b>			
Beg Fund Balance	6,500,000	10,434,753	10,009,981
Recurring Deficit	(3,500,000)		
Expense containment (one-time)	<u>1,000,000</u>		
Use of Fund Balance	(2,500,000)		
<b>FY26</b>			
Beg Fund Balance	4,000,000		
Recurring Deficit	(1,500,000)		
Expense containment (one-time)	<u>1,000,000</u>		
Use of Fund Balance	(500,000)		
<b>FY27</b>			
Beg Fund Balance	3,500,000		
Recurring Deficit	-		
Expense containment (one-time)	<u>-</u>		
Use of Fund Balance	-		
<b>FY28</b>			
Beg Fund Balance	3,500,000		









Western Oregon University FY24 Education & General Fund Budget By Index		Tuition (+) Acct 01100	Study Resource Fees (+) Acct 01200	Other Student Fees (+) Acct 01700	Fee Remissions (-) Acct 01900	State Resource Redistrib (+) Acct 02510	GIFT Grants & Contracts (+) Acct 03000	Interest & Royalties (+) Acct 05100	Sales & Services (+) Acct 06000	Other Revenue (+) Acct 08000	TOTAL REV	Tenure- Faculty Salary (+) Acct 10102	NTT Faculty Salary (+) Acct 10102	Unclass Salary (+) 10103	Other Unclassified & Faculty Pay (+) 10200	Academic Pay Summer (+) Acct 10203	Classified Salary (+) Acct 10301	Classified Pay (+) Acct 10400	Student Pay (+) Acct 10501	Uncl Health/Life OPE (+) Acct 10964	Uncl Retirement OPE (+) Acct 10967	Uncl Other OPE (+) Acct 10968	Classified Health/Life OPE (+) Acct 10974	Classified Retirement OPE (+) Acct 10977	Classified Other OPE (+) Acct 10978	Student OPE (+) Acct 10988	Total Personnel	Services and Supplies (+) Acct 20000	Intrnl Sales Reimburse (-) Acct 79000	Transfer In (-) Acct 91000	Transfer Out (+) Acct 92000	TOTAL EXP																				
GEN584	Smith Fine Arts										1,022,214																										47,136	47,136														
VPF904	Sustainability Funds					1,022,214																																1,022,214	1,022,214													
GEN984	Athletics FY23 Overage																																					200,000	200,000													
FA808	RNL Contract																																					74,385	74,385													
OT0901	Occupational Therapy Start-Up																																					300,000	300,000													
GEN803	COE Initiatives																																					200,000	200,000													
D05816	Freedom Center																																					30,000	30,000													
GEN984	Quasi Transfer In																																					(1,400,000)	(1,400,000)													
PS5917	Public Safety Radios																																					35,000	35,000													
DE1901	Equity Audit																																					80,000	80,000													
MKT002	Marketing Rollover																																					108,000	108,000													
SE0908-1	Destination Western																																					(200,000)	(200,000)													
PRO816	EAB Contract																																					380,000	380,000													
TOTAL ONE-TIME FUNDS											1,022,214																																				320,067	2,029,599		(1,600,000)	1,247,136	1,296,002
EDUCATION & GENERAL FUND TOTAL											32,669,024	550,000	3,536,105	(5,500,000)	34,858,887	2,194,070	2,000,000	500,000	100,000	70,908,086	11,825,089	4,379,515	11,865,224	566,748	925,941	6,336,862	260,061	1,575,813	6,093,875	7,828,527	2,327,847	2,087,547	1,814,155	537,660	471,277	37,896,141	15,698,208	(3,776,740)	(1,608,893)	6,714,267	74,922,982											



Western Oregon University  
FY24 Incidental Fee Budgets

INDEX	DEPT NAME	Other Student	Gifts, Grants & Contracts	Investment	Sales & Services	Other Revenues	Svc Dept Sales Reimb	Total Revenue	Unclass Salary	Other Unclassified Pay	Classified Salary	Classified Pay	Student Pay	Uncl Health/Life OPE	Uncl Retirement	Uncl Other OPE	Classified Health/Life OPE	Classified Retirement	Classified Other OPE	Student OPE	Total Personnel	Services and Supplies	General Admin Overhead	Travel	Depreciation	Transfer In Incidental Fee Allocation	Transfer Out	TOTAL EXP	NET (Ignoring depr.)	
		(+)	(+)	(+)	(+)	(+)	(+)		(+)	(+)	(+)	(+)	(+)	(+)	(+)	(+)	(+)	(+)	(+)	(+)		(+)	(+)	(+)	(+)	(+)	(+)			(+)
Acct 01700	Acct 03000	Acct 05100	Acct 06000	Acct 08000	Acct 09000		Acct 10103	Acct 10200	Acct 10301	Acct 10400	Acct 10501	Acct 10964	Acct 10967	Acct 10968	Acct 10974	Acct 10977	Acct 10978	Acct 10988		Acct 20000	Acct 28204	Acct 39000	Acct 80500	Acct 91105	Acct 92000					
<b>ADMINISTRATIVE</b>																														
GEN897	IFC Computer Reserve																													
GEN948	Extraordinary Travel																													
GEN950	55 Incidental Fees		151,950																											
GEN951	Acad Yr Incidental Fees		3,497,904																											
<b>TOTAL ADMINISTRATIVE</b>			3,649,854																											
<b>ABBY'S HOUSE/FOOD PANTRY</b>																														
D05975	SPEAK (Abby's House)												21,761								762	22,523	1,667			(24,190)				
<b>TOTAL ABBY'S HOUSE/FOOD PANTRY</b>													21,761								762	22,523	1,667			(24,190)				
<b>ACCESS</b>																														
D05923	Interpreters (Access)								11,680													15,844	1,173			(17,016)		1	(1)	
<b>TOTAL ACCESS</b>									11,680													15,844	1,173			(17,016)		1	(1)	
<b>ASSOCIATED STUDENTS OF WOU</b>																														
ASW903	ASWOU Administration									33,485			70,279				17,004	9,208	2,729	2,460	135,165	6,128	10,456		1,151	(151,749)		1,151		
ASW909	ASWOU Communications																					677	51			(728)				
ASW915	Model United Nations																					13,013	963			(13,976)				
ASW926	ASWOU Executive Expense																					1,448	108			(1,556)				
ASW934	Natural Science																					7,717	572			(8,288)		1	(1)	
ASW936	Multicultural Student Union																					18,337	1,357			(19,694)				
ASW937	Student Organization Director																					3,203	238			(3,441)				
ASW942	ASWOU Elections																					238	18			(256)				
ASW943	ASW Multicultural Programs																					2,848	152			(3,000)				
ASW947	Business & Economics																					871	65			(936)				
ASW948	M.E. Ch. A.																					4,920	365			(5,285)				
ASW951	Triangle Alliance																					1,987	148			(2,134)		1	(1)	
ASW969	Black Student Union																					1,137	85			(1,222)				
ASW972	Math Club																					490	37			(527)				
ASW973	American Sign Language Club																					917	68			(985)				
ASW978	Hawaiian Club																					93	7			(100)				
ASW988	Byte Club																					610	46			(656)				
ASW989	Acapella Club																					267	20			(287)				
ASW990	Student Veterans of America																					1,822	135			(1,957)				
ASW991	UNIDOS																					610	46			(656)				
ASW992	Swing Dance Club																					381	29			(410)				
ASW993	CFHD Public Health																					381	29			(410)				
ASW994	Board Game Club																					232	18			(250)				
ASW995	Pre-Med Club																					93	7			(100)				
ASW996	Phi Alpha Theta																					93	7			(100)				
<b>TOTAL ASSOCIATED STUDENTS OF WOU</b>										33,485			70,279				17,004	9,208	2,729	2,460	135,165	67,713	15,027		1,151	(217,903)		1,153	(2)	
<b>ATHLETICS</b>																														
J11101	IFC - Administration																					24,777	1,834			(26,611)				
J12101	IFC - Football																					28,000	14,282	165,000		(207,282)				
J12201	IFC - Volleyball																					4,070	55,000			(59,070)				
J12301	IFC-Womens Soccer																					4,070	55,000			(59,070)				
J12501	IFC - Mens Basketball																					4,070	55,000			(59,070)				
J12601	IFC - W Basketball																					4,070	55,000			(59,070)				
J12901	IFC - Baseball																					6,290	85,000			(91,290)				
J13001	IFC - Softball																					6,290	85,000			(91,290)				
J13101	IFC - Mens Soccer																					4,070	55,000			(59,070)				
J14201	IFC - M Cross Country																					4,255	57,500			(61,755)				
J14301	IFC - W Cross Country																					4,255	57,500			(61,755)				
<b>TOTAL ATHLETICS</b>																						52,777	57,536	725,000		(835,333)				

Western Oregon University  
FY24 Incidentals Fee Budgets

INDEX	DEPT NAME	Other Student	Gifts, Grants & Contracts	Investment	Sales & Services	Other Revenues	Svc Dept Sales Reimb	Total Revenue	Unclass Salary	Other Unclassified Pay	Classified Salary	Classified Pay	Student Pay	Uncl Health/Life OPE	Uncl Retirement OPE	Uncl Other OPE	Classified Health/Life OPE	Classified Retirement OPE	Classified Other OPE	Student OPE	Total Personnel	Services and Supplies	General Admin Overhead	Travel	Depreciation	Transfer In Incidental Fee Allocation	Transfer Out	TOTAL EXP	NET (ignoring depr.)		
		Acct 01700	Acct 03000	Acct 05100	Acct 06000	Acct 08000	Acct 09000	Acct 10103	Acct 10200	Acct 10301	Acct 10400	Acct 10501	Acct 10964	Acct 10967	Acct 10968	Acct 10974	Acct 10977	Acct 10978	Acct 10988	Acct 20000	Acct 28204	Acct 39000	Acct 80500	Acct 91105	Acct 92000						
<b>CAMPUS RECREATION</b>																															
DOS987	Health & Wellness Center				53,000			53,000	263,704				146,000	64,887	72,519	21,491					5,110	573,711	141,733	53,480	7,250	366,682	(723,174)		419,682		
DOS982	Health and Wellness Programs				14,000			14,000					38,000								1,330	39,330	8,410	3,533			(37,273)		14,000		
DOS983	Aquatic Center Operation																					32,634	2,415				(35,049)				
DOS984	Aquatic Center Programs				45,271			45,271					40,725								1,425	42,150	3,120	3,120					45,270	1	
DOS985	Intramurals				2,000			2,000					37,000								1,295	38,295	3,000	3,056			(42,351)		2,000		
DOS986	Turf and Grass Fields				9,000			9,000					13,000								455	13,455	15,393	2,135			(21,983)		9,000		
DOS800	Men's Lacrosse																					12,293	1,677	10,368			(24,338)				
DOS801	Men's Soccer																					1,653	183	810			(2,646)				
DOS802	Men's Rugby																					4,618	723	5,148			(10,489)				
DOS803	Women's Rugby																					2,826	529	4,320			(7,675)				
DOS804	SORC Rock Climbing																					180	67	720			(967)				
DOS806	Dance Team																					5,005	371				(5,376)				
DOS812	Women's Soccer																					1,653	183	810			(2,646)				
DOS814	Men's Basketball																					450	34				(484)				
<b>TOTAL CAMPUS RECREATION</b>					123,271			123,271	263,704				274,725	64,887	72,519	21,491				9,615	706,941	229,848	71,506	29,426	366,682	(914,453)		489,952		1	
<b>CHILDCARE</b>																															
GEN949	Child Care Reserve																										(39,540)		39,540		
<b>TOTAL CHILDCARE</b>																											(39,540)		39,540		
<b>CREATIVE ARTS</b>																															
CAD935	Guest Artists									8,044			37,733		2,212	656					1,321	49,966	122,459	15,267	33,881		(221,573)				
CAD937	WOU Dance Theatre																								879			879			
<b>TOTAL CREATIVE ARTS</b>										8,044		37,733		2,212	656					1,321	49,966	122,459	15,267	33,881	879		(221,573)		879		
<b>STUDENT ENGAGEMENT</b>																															
SE0901	Student Engagement Operations				50,250		190,000	240,250	271,006		113,962	5,877	121,287	85,020	74,527	22,087	44,210	32,955	9,767	4,245		784,943	306,852	80,793		482,609	(932,338)		722,859		
SE0902	Leadership, Inclusion, & Activities (LIA)																					38,504	3,042	2,592			(44,137)		1		
SE0903	Student Activities Board				3,903			3,903					15,835							554		16,389	28,835	3,347			(44,670)		3,901		
<b>TOTAL STUDENT ENGAGEMENT</b>					54,153		190,000	244,153	271,006		113,962	5,877	137,122	85,020	74,527	22,087	44,210	32,955	9,767	4,799		801,332	374,191	87,182	2,592	482,609	(1,021,145)		726,761		1
<b>STUDENT MEDIA</b>																															
SE0904	Student Media																					3,364	242				(3,506)				
SE0905	Northwest Passage												5,023									5,199	2,558	575			(8,332)				
SE0906	Western Journal												41,321								1,446	42,767	4,732	3,515			(48,015)		2,999		
SE0907	KWOU Student Radio Station		3,000					3,000					150								177	3,243	2,170	549			(7,813)		149		
<b>TOTAL STUDENT MEDIA</b>			3,000					3,350					51,410							1,789		53,209	12,724	4,881			(67,666)		3,148		2
<b>WOLF RIDE</b>																															
DOS979	WOLF Ride				3,000			3,000													1,018	30,111	5,364	2,618		8,499	(34,994)		11,498		1
<b>TOTAL WOLF RIDE</b>					3,000			3,000													1,018	30,111	5,364	2,618		8,499	(34,994)		11,498		1
<b>TOTAL IFC</b>		3,649,854	3,000		180,574		190,000	4,023,428	534,710	19,724	147,447	5,877	622,123	149,907	152,470	45,186	61,214	42,163	12,496	21,774		1,815,091	864,976	256,877	790,899	859,820	(3,405,371)	3,456,474	4,638,766		244,482



## Budget Deficit Reconciliation

<b>FY23 Recurring Deficit</b>	<b>(7,743,992)</b>
\$5M Target Reductions Actual	4,657,054
Change in State Funding (from FY23 Adj budget which was 400K less than actual)	797,435
Net Change in Net Tuition	(257,623)
Net Change in Indirect Revenue	337,500
Increase to Athletics Transfer	(712,247)
Occupational Therapy	(864,151)
Accessible Software	(11,500)
CSD Lab Prep (net)	(56,678)
HSI Position	(118,742)
Incorporated classified step increases	(197,732)
Incorporated T/TT step increases	(230,956)
\$1M Centralized Salary Savings	1,356,500
Correction from FY23 Adj	(60,000)
Creative Arts Division - Rice Events Manager to move from .49 9 months to 1.0 12 months	(66,156)
Stud Affairs position to be 1.0 FTE instead of .88 out of E&G	(8,581)
University Computing Solutions - WebMaster (34I-2)	(94,471)
Misc adjustments	<u>49,995</u>
<b>FY24 Prelim Budget Recurring Deficit</b>	<b>(3,224,344)</b>
Increase to Tuition/Fees due to higher enrollment	1,289,816
Increase to state funding due to \$1B	1,073,325
Increase to Grants/Contracts (grant indirects)	514,070
Increase to faculty rate for CSD/BUS NTT	(117,286)
Increase to unclassified (4% + salary study), added AD for MSSP, removed Benefits Navigator, and added .5 HRIS analyst	(564,944)
Increase to classified (held in reserve)	(215,000)
OPE on increases above	(340,205)
Increase to S&S - \$163K correlated to grant indirects	(162,500)
Increase to S&S - \$453K for utilities, offset by \$170K increase to internal sales	(328,240)
Other S&S adjustments (Benefits navigator funding removed)	35,000
Increase to Athletics subsidy	<u>(1,000,000)</u>
<b>FY24 Proposed Adjusted Budget Recurring Deficit</b>	<b>(3,040,308)</b>

## Athletics Historical Spending

	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Labor	2,418,964	2,545,488	2,666,443	2,792,752	2,992,469	3,034,906	3,241,899	2,626,607	3,023,588	3,240,957
S&S	1,003,135	1,144,868	1,278,643	1,156,938	1,227,759	1,316,518	1,091,938	702,326	1,189,387	1,574,299
Travel	679,712	791,726	669,844	774,199	771,869	903,997	680,637	179,008	1,083,091	1,460,954
Scholarships	436,528	457,302	567,564	513,479	475,141	419,982	959,358	800,072	1,123,151	1,288,846
<b>Total</b>	<b>4,538,338</b>	<b>4,939,384</b>	<b>5,182,495</b>	<b>5,237,368</b>	<b>5,467,238</b>	<b>5,675,403</b>	<b>5,973,832</b>	<b>4,308,013</b>	<b>6,419,217</b>	<b>7,565,056</b>
Men's Soccer*	-	-	-	-	-	-	-	-	(150,909)	(522,292)
Laurel Fee Remissions	168,667	169,687	168,448	290,398	326,917	513,124	63,457	285,091	-	-
<b>Adjusted Total</b>	<b>4,707,005</b>	<b>5,109,071</b>	<b>5,350,943</b>	<b>5,527,766</b>	<b>5,794,155</b>	<b>6,188,527</b>	<b>6,037,289</b>	<b>4,593,104</b>	<b>6,268,309</b>	<b>7,042,764</b>
Athletics Aid Total	605,195	626,989	736,012	803,877	802,058	933,106	1,022,815	1,085,163	1,123,151	1,288,846

\*Men's soccer added in FY22, FY23 first year with athletes/games





## Western Oregon University Board of Trustee Meeting, November 15, 2023

### Quasi Endowment Transfer

In alignment with the NWCCU plan and to reduce WOU's overall budget deficit, the FY24 Preliminary Budget planned to transfer \$400K out of the quasi endowment into Education & General fund in support of the following:

- \$30K Freedom Center
- \$118K Associate Director for HSI initiative
- \$80K equity assessment
- \$172K diversity equity and inclusive initiatives in athletics

There is a potential need for up to an additional \$1M transfer from the quasi endowment. The staff will continue to monitor the Education & General fund balance performance prior to bringing final recommendation before the closing of the fiscal year 2024.

#### SUBCOMMITTEE RECOMMENDATION:

The Finance and Administration Committee recommends that the Western Oregon University Board of Trustees authorize the staff the transfer of up to \$400,000 out of the quasi endowment to the Education & General fund.



## Faculty Senate Report to the Board of Trustees, November 14 – 15, 2023

Since my June 2023 report to the Board, I had the opportunity to be part of a work group consisting of deans, chairs of the curriculum committee and graduate studies committee, the registrar and other key colleagues in drafting a new policy and procedures operational manual for the development and launch of new curricular programs at WOU. This team has been and continues to be led by our capable Associate Provost Judy Sylvia. This guide will provide greater clarity to how academic units go about the development of new degrees and certificates in light of the needs of our future strategic plan. At times the lack of such a policy/procedure guide has resulted in false starts, delayed reviews and problematic implementations of some proposed programming. Having a formal policy/procedures guide will help us be more efficient and have responsible parties on the same page as a program is conceived, developed and executed.

It was a delightful occurrence to have President Peters release news about our fall term census report. However, we all know that we must keep rowing together in the same direction to effect enrollment growth through new recruits and higher retentions. Personally, in the classes I'm teaching – heavily comprised of first-term college students – I encounter many smiles and enthusiastic faces. In sidewalk conversations, I hear many other faculty note how “happy” their students seem to be this fall. Of course, mid-term results may dampen some of the happiness, but with our strong faculty and staff commitments to mentoring and extending a helping hand to students, we should see many of them cross the graduation finish line in a few years.

At last fall's Board of Trustees meeting, I mentioned that the Faculty Senate was working on revamping the emerit(us) policy for faculty. Faculty finished reviewing, commenting, editing, reviewing again the draft and I was delighted to send it on to Provost Coll for university administrative review.

The Faculty Senate continues to be the clearinghouse for routine curricular proposals – both program proposals and individual course proposals. Personally, I'm delighted to see many of the program proposals in my review queue because the faculty typically are modifying existing degree requirements to keep current with the latest professional developments so that we can best prepare our students for their future careers.

We've got a lot of talented and enthusiastic people at WOU – and the recent hiring of new faculty and staff has brought some very strong new talent to join in this effort. Finally, I thank you for giving your time to help us make WOU the school Oregon needs. I look forward to engaging with the Board of Trustees as we support President Peters in pursuit of WOU's future.

Respectfully,  
Stephen Scheck, Senate President

To The Board of Trustees:

With the departure of staff members and quick changes to the executive board, WOU's Staff Senate has been adjusting to these changes accordingly. Recently, WOU's Staff Senate has voted an amendment to its bylaws outlining the general election process. The new process is meant to encourage more participation and allows the nominees to be voted to serve on Staff Senate based on their statements. We are excited to see this new process take effect to fill our two unclassified vacancies.

With the arrival of WOU's new Executive HR Director, Desiree Noah, Staff Senate has begun to collaborate with Human Resources on the priorities set by Staff Senate. Currently, efforts are being made to define Staff and Administration. This effort will allow better representation of staff members in committees.

Staff Senate has continued to offer opportunities for WOU staff to connect with one another on campus. Our Staff Connections subcommittee held bi-weekly walks during the summer and weekly walks this fall term to foster a sense of community across campus outside of our daily work lives. To that end, Staff Connections held a Picnic at the Grove in September which was a huge hit. Staff Senate continues to recognize a staff member monthly and will continue throughout the school year.

### **Staff Senate Membership for 2023-2024**

\*New members/positions in bold\*

*New Executive Board:* Adrian Trujillo - President, Alexis Morrison - Vice President, Ambre Plahn - Treasurer/Secretary

*Classified Senators:* **Keats Chaves, Pam Flippo, Crystal Ross**, Jason Horne, **Alexis Morrison, Jenna Otto**,

*Unclassified Senators:* Noah Carrillo, **Kristen Perry**, Ambre Plahn, Adrian Trujillo

November 14, 2023

President's Report to the Board of Trustees:

It is my pleasure to work with the Board of Trustees during my second year serving as President of Western Oregon University. I start this report with good news; our enrollment is up for the first time in a decade, with total FTE up 3.1%. Additionally, our retention rate is up 6%, to 76%, from last year. That is the highest since 2005! These are markers that demonstrate we are moving in positive directions at WOU. And this is a testament to the hard work and dedication of our employees. From facilities services, to admissions, to orientation, to academic affairs, these teams, and many others, have committed to the success of this institution.

This summer we launched our Strategic Planning work, led by Associate Provost Judy Sylva. We have engaged campus constituents as we reviewed the previous plan, and now we are actively working to draft new mission, vision, and core values. We have held a couple of town halls on the strategic plan and vision, and also launched a campus survey, so that the community has additional opportunities for input. By January, we will have a plan to present to the BOT that is focused on the success of our students and will propel this university forward.

Western Oregon University is powered by place and run by amazing employees. We are in a rolling valley close to rivers, mountains, and coastline. We are rural, yet close to the state Capitol. We have a very diverse student body that is almost 25% Latiné, 48% First-Generation, 40% Pell eligible, and 38% students of color. Though we are over 80% in-state students, we also draw students from many western states, including Alaska and Hawaii. If you put all of that together, the varied lived experiences among the students at Western is amazing. For me, it's more than amazing; it's beautiful, and I think we are all privileged to work in an environment like this.

When people share their experiences about Western, they most often talk about the people they connected with, the individuals who mentored them, guided them, taught them, and supported their journeys. The strength of the people is why I wanted to come here, and it's why my passion for the success of this institution grows every day. And because of our diversity, because of our commitment to being open and inclusive as we educate, this institution is poised to set some new standards, to lead in innovative ways. And I say that knowing we have much work to do, and I know we won't always get things right. But that won't stop us from trying to be better and do better.

We are moving in new directions with our marketing, admissions, and communications strategies. We are tightening our branding and messaging, placing us in a better position to articulate what's unique about our place and our institution. We are exploring new academic structures and student support systems. We are engaging in an equity assessment process so that we can better serve students and employees. We are telling our story in better ways.

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**Office of the President**

We are ready.

Areas of Focus:

- 1) Enrollment & Budget: I am incredibly pleased to state that **the overall enrollment at Western Oregon University is up for the first time in a decade**. Overall enrollment is up about 5%. Additionally, our fall-to-fall retention rate was 76%, the best it has been in years.

This is certainly excellent news, and it marks a turning point for Western. We will stay on the path we have started and continue to invest in strategies that increase enrollment and retention. We also need to place this current increase in context. Though it is also up, the total FTE is not up as much as the head count enrollment. This means our students are still not taking as many credit hours as we would like to see; we want them to progress to degree as quickly as they can.

2023 Graduating Class Undergraduate (832)

43% First-Generation (358)  
34.4% Students of Color (286)  
21.5% Latiné (179)

Current Students — Undergraduate

48% First-Generation (up 5% since 2018)

As you will recall, last year we identified \$5 million in cuts to our base budget, and the campus came together collectively to save over \$3 million in spending for the current fiscal year. This allowed us to end with a better fund balance than anticipated while setting us up to reduce deficit spending this fiscal year. Now, with savings, better enrollment numbers, a 3% increase in tuition, and a slightly increased state Public University Support Fund (PUSF), we are in a much better financial situation. But we also had unexpected expenses within college athletics and Destination Western. Additionally, we expect raise requests for employees through the bargaining process. We must still be fiscally responsible and make good resource decisions for the university.

There are also one-time funds of \$25M for fiscal sustainability at the TRU's and PSU. \$6.2M will be distributed for proof-of-concept efforts to increase fiscal sustainability, and up to \$18.7M for grants from HECC to institutions may be awarded by the Emergency Board based on institutions' initial efforts. These are not continuing funds and will be used to target sustainability efforts on the campuses. In the first round of spending, Western will use funds to improve efficiencies in software, fund our summer bridge effort, and develop better transfer strategies with Chemeketa Community College.

- 2) Sustainability Funds: As you know, the state budget set aside \$25 million dollars for the TRUs (\$15 million) and PSU (\$10 million) in one-time funds to support initiatives that could lead to greater sustainability. Though this is not a large enough amount of funding to implement major initiatives, it can help us make some important investments in the future of the institution. Sustainability depends upon increased enrollment & retention, establishment of new and increased funding sources, and efficiencies.

The first round of funding is just over \$1 million for WOU, with some designated to support an external consultant that will provide guidance for possible initiatives that work across institutions.

The following initiatives were developed by senior leadership and will be funded out of the first disbursement. Subsequent projects will need HECC approval; the process is still being defined.

Move to the Common Application in Admissions — Enrollment  
Invest in the Center for Teaching and Learning — Retention  
Invest in Destination Western, including revised programming — Retention  
Invest in First-Gen Student support programming — Enrollment & Retention  
Launch an external salary study, with HR oversight — Efficiency  
Invest in Software and System Optimization (Banner to latest version) — Efficiency  
Invest in OTD program startup (needed equipment) — Revenue Stream  
Invest in developing clear student pathways and partnerships with Chemeketa — Enrollment

- 3) Strategic Planning: We are actively moving forward with our planning led by Dr. Judy Sylva. The work of this team has been guided by four priorities:

1. Place students at the center of everything we do
2. Center equity, diversity, inclusiveness, and accessibility
3. Develop and improve systems to better serve the community
4. Connect with local, state, and regional needs

As I indicated above, the new plan will be ready by January, and I look forward to launching a clear and succinct plan, one that serves as a guiding document as we improve our institution and position ourselves for future successes.

This is a link to a [quick overview video](#) made by the WOU Strategic Plan Development Team. The video is about 6½ minutes long and can also be found on the [Forward Together Planning Process webpage](#).

**Deliverables**

- [Summary of the most current indicators and available evidence for each of the institutional priorities in Forward Together 2016-2023.](#)
- Draft mission, vision, core values, goals (formerly known as Institutional Priorities), indicators, and outcomes at the institutional level as developed by the University Council.
- Final write-up of Mission, Vision, Core Values, Goals/Institutional Priorities, Indicators, and Institutional Outcomes prepared for approval by Board of Trustees
- Framework for organizational-level tactical and operational planning, reporting, and progress monitoring.
- Brand for the new WOU strategic plan

**Update on the timeline**

<b>Activity</b>	<b>Status</b>	<b>Planned Start</b>
Establish the Strategic Plan Development Team	Completed	Spring 2023
Team establishes outcomes, roles and responsibilities, and timelines for deliverables	Completed	Spring 2023
Team members volunteer to provide overview of the process to <b>student senate, staff senate, and faculty senate</b>	Completed	Spring 2023
<i>Create</i> summaries of evidence...that can be shared with campus constituents for the purpose of soliciting interpretations and implications for each Forward Together institutional priority	Completed	Spring 2023
Schedule presentation and feedback sessions with <b>staff senate, student senate, faculty senate</b> . Schedule open campus listening sessions.	Completed	Spring 2023
Present summary of evidence for goals on Forward Together to <b>University Council</b> for interpretation and implications	Completed	Summer 2023
Update/refine Forward Together vision, mission, core values, and goal areas based on feedback and input from <b>University Council</b> and <b>campus community</b>	Launched	Summer 2023

Activity	Status	Planned Start
Present updated vision, mission, values, goal areas to <b>University Council</b> for comment and input	In progress	Summer 2023
Present draft of strategic plan with vision, mission, core values, goals, indicators, and outcomes to the <b>University Council</b> for input and feedback on the final version.	In progress	Fall 2023
<b>University Council</b> submits final draft of the next plan to the <b>President</b>	Not started	
Establish framework for organizational-level tactical and operational planning and alignment to institutional outcomes, reporting, and progress monitoring	Launched	Fall 2023
Seek validation on the final version of the strategic plan from <b>senior leadership, faculty senate, staff senate, and student senate.</b>	Not started	Winter 2024
<b>Board of Trustees</b> approval	Not started	Winter 2024
Partner with relevant units to brand the plan and publicize	Not started	Winter 2024

- 4) Searches: Since the BOT last met, we have successfully hired a Director of Marketing and Communications, a Director of University Computing Services, and a new General Counsel.

Director of Marketing and Communications: Maureen Brakke

Ms. Brakke has a B.A. in Political Science from Arizona State University and a Master's Degree in Public Administration from DePaul University. I know that she will be a strong leader as our university moves in new and exciting directions.

Most recently she has served as the Director of Communications and Marketing at the University of Montana Billings. Before that she had been a Communications Specialist for the Utah System of Higher Education and the Manager of Marketing and Public Relations for the



University of Utah Manufacturing Extension Partnership Center.

Not only does she have the experience and skills to immediately have a strong and positive impact on our initiatives, she is also eager to help Western Oregon University tell its story.

University General Counsel: Venu Nair

Mr. Nair graduated from the University of Alabama with a B.S. in Psychology. He also holds a law degree from the University of Texas and an MBA from the George Washington School of Business.

Before joining the team at Western Oregon University, Mr. Nair spent eight years at the University of Texas at San Antonio, most recently as the Interim Chief Legal Officer. Before that he was a labor and employment attorney at Tobin O'Connor & Ewing in Washington DC.

His experience in higher education and his commitment to diversity, equity, and inclusion initiatives make him a perfect fit at WOU.

Director of University Computing: Tom Litterer

Tom spent his last seven years at Portland State University in the Office of Information Technology, first as the Associate Director of Enterprise Systems and Research Solutions, and more recently as the Interim Director of Technology Infrastructure. Prior to PSU, Tom worked 24 years at Intel in various Information Technology leadership roles, including Computing Service manager, Regional Operations manager, and Global Infrastructure director. Tom has a BS in Computer Engineering from Valparaiso University and an MBA from PSU.

Over the last year, we have welcomed many new team members to the leadership unit. The people listed below, as of August first, had have been in their positions less than a year. This is a highly functioning, dedicated, professional, compassionate team. I am inspired when I imagine what they will do together.

Tina Fuchs – VP of Student Affairs (in this role just over a year)

Jose Coll – Provost and VP for Academic Affairs

Malissa Larson AVP of Student Affairs & Dean of Students (in this role just over a year)

Katie Wojke – VP for Advancement

Maureen Brakke – Director of Marketing and Communications

Desiree Noah – Executive Director of Human Resources

Ricardo Lujan-Valerio – Director of Government Relations and Special Projects

Jamiere Abney – Director of Admissions

Evan Sorce – Secretary to the BOT and Special Assistant to the President

Maureen Brakke – Director of Marketing and Communications  
Venu Nair – University General Counsel  
Tom Litterer – Director of University Computing Services  
Brittany Kima – Public Information Officer & Assistant Director of MarCom  
Dominique Vargas – Executive Director of DEI (employed just over a year)

- 5) **NWCCU Accreditation:** I am pleased to report that the **NWCCU has Reaffirmed our Accreditation!!** While we still have some noted recommendations to address, they have been listed as “substantially in compliance with need for improvement.” We also received two commendations.

I’d like to thank all involved in this process for their hard work; this truly was a campus-wide effort that, again, illustrates the strength of this community. I also want to recognize Sue Monahan, the Accreditation Liaison Officer (ALO) during this process; she guided the work in exceptional ways. Judy Sylva has assumed the role of ALO as we move towards the future reports and visitations connected to accreditation.

6) **Athletics: 2022-23 Academic Highlights**

39 student-athletes earned GNAC Faculty Athletic Representative Award (3.85+)  
85 student-athletes earned GNAC Academic All-Conference Award  
173 student-athletes named to the WOU honor roll list

**Retention and Graduation status**

82% first to second year retention rate  
80% Academic Success Rate  
71 student athletes graduated in FY23  
Women’s Team GPA- 3.44  
Men’s Team GPA- 3.09

**FY24 student athlete information**

442 Student-Athletes (161 female, 281 male)  
32% First-Year, 24% Second Year, 19% Third Year, 21% Fourth Year, 4% Fifth Year  
53% In-State (Oregon)  
47% WUE- (20% WA, 10% CA, 6% HI)  
Ethnicity (as reported on NCAA compliance survey)  
53% White/Non-Hispanic  
19% Two or More  
11% Black  
11% Hispanic

5% Native Hawaiian/Pacific Islander  
1% Native American

- 7) Grant Activity: Federal, state, *and* private grant funding are all at the highest levels in ten years, totaling over 18.5 million dollars. Additionally, Western Oregon University has achieved a remarkable milestone by being awarded a Title III grant, securing the full amount of \$2,048,136. This achievement is the culmination of a year-long, university-wide effort that engaged individuals from every corner of our campus. It exemplifies our commitment to providing the highest quality education and expanding opportunities for our students.

Title III grants help eligible higher education institutions expand their capacity to serve underserved students by providing funds to improve and strengthen the academic quality, institutional management, and fiscal stability of those institutions. The primary goal for this grant is to increase the retention of first-time students, reduce equity gaps in retention, and foster a sense of belonging among Western's students. These funds will allow us to innovate, expand, and improve as we improve our systems for student support.

Our grant proposal received a perfect score, a testament to the outstanding quality of our proposal and the dedication of our employees. It is a rare accomplishment in the world of federal grants, and it underscores the exceptional work that takes place at Western every day.

Additionally, Kristen Perry, Director of Abby's House: Center for Equity & Gender Justice, was awarded \$396,766 from the U.S. Department of Justice's Office on Violence Against Women for a project to reduce sexual assault, domestic violence, dating violence, and stalking. This is a 3-year grant and will expand prevention education along with enhancing WOU's long-standing Wolves Against Interpersonal Violence (WAIV) committee.

Dr. Marie Lejeune and Dr. Kristen Pratt from the Division of Education and Leadership were awarded \$612,500 from the Oregon Department of Education for a project entitled: Residency for Educator Access to Licensure. In this project they are working with Salem-Keizer Public Schools to support the development of a teacher-residency model for WOU's educator preparation programs, with a focus on bilingual and diverse teacher-educator development.

Western Oregon University has also been awarded an NSF EPIIC grant in partnership with Christopher Newport University and Champlain College. WOU's portion of the award is \$399,999, the total amount across the collaborative grant is close to \$1.2 million. This is a 3 year award that will (1) establish a centralized organizational structure that will provide support and coordination for obtaining and maintaining industry partnerships, (2) create an engagement strategy, best practices, policies, and templates that support establishing and maintaining industry partnerships, (3) strengthen faculty members' potentiality to engage in research and development related industry partnerships and thereby increase the number of industry partnerships and grants, and (4) strengthen workforce pipelines by increasing experiential learning opportunities for students in industry setting. This is a collaboration between three areas on campus: (1) Sponsored Projects Office; (2) Division of Computer

Science, and (3) WOU's partnership specialist. WOU faculty/staff leading the project are Hillary Fouts, Becka Morgan, Tad Shannon, Breeann Flesch, and Jessica Murfin.

- 8) HSI Status: The Hispanic Serving Institution Advisory Committee has begun meeting this Fall 2023 term with initial focus areas including: updating membership, data, and setting goals for the year. The HSI Advisory Committee currently includes: Doris Cancel-Tirado, Julian Elizalde, Kathy Espino-Perez, Hillary Fouts, Anna Hernandez-Hunter, Rico Lujan Valerio, Mary Pettenger, David Szpakowski, and Dominique Vargas. The committee is recruiting two students for the 2023-2024 year.

An updated Hispanic Serving Institution Summit Working Group has been formed and includes Jamiere Abney, Chelle Batchelor, Doris Cancel-Tirado, Brittany Kima, Sarah Lockwood, and Dominique Vargas. The next HSI Summit is scheduled for Friday, April 26, 2024. This group will begin meeting in November to plan the spring summit.

President Jesse Peters, Doris Cancel-Tirado and Dominique Vargas attended the Hispanic Association of Colleges and Universities Annual Conference in Chicago, October 27-October 31. Additionally, [Cancel-Tirado and Vargas were selected for leadership fellowships with HACU for the 2023-2024 cohort](#), which started prior to the conference in Chicago.

- 9) Equity Action Planning: We currently have a draft plan that maps out how we will address the observations and suggestions presented in our external equity assessment. As we also refine the overall Strategic Plan, we will connect these two efforts, making sure that the strategies we undertake and the resources we allocate match the overall goals of the institution.

In October 2023 a draft Equity Assessment Action Plan was provided to the Board's Diversity, Equity and Inclusion Advisory Committee and the President's Cabinet for review and recommendations for moving forward. This plan was developed by the Equity Assessment Team, led by Dominique Vargas, included volunteers from the 2022-2023 University Diversity and Inclusion Advisory Committee, joined by two students recommended by Senior Leadership.

- Jaclyn Caires-Hurley, Associate Professor, College of Education
- Doris Cancel-Tirado, Professor, Health & Exercise Science
- Nicole Derrick, Junior, Community Health
- Gabriela Eyster, Construction Project Manager, Capital Planning & Construction
- Maria Fernandez, Director, Equity, Outreach & Inclusion, The Research Institute
- Maddux Gillett, Sophomore, Political Science
- Sarah Lockwood, Facilities Scheduling Manager, Student Engagement
- Chung-Fan Ni, Associate Professor, Deaf Studies & Professional Studies
- Mari Sakiyama, Assistant Professor, Criminal Justice Sciences
- Chris Solario, Director, Student Enrichment Program
- Judy Sylva, Associate Provost for Academic Effectiveness, Academic Affairs

This draft plan is currently focused on four key themes: **accessibility, technology, recruitment and retention of students, and recruitment and retention of employees.**

We are developing ways for trustees to provide input between this meeting and the next BOT meeting when we will have a final plan for review. We welcome your input and suggestions. Please also note, that the planning process is not stopping our work to implement actions and strategies in the short-term that address DEIA issues on our campus.

## **Western Oregon University Board of Trustee November 15, 2023 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. At the June 14, 2023 meeting the Board of Trustees referred this charter back to the DEIAC for additional revisions that would bring the DEIAC Charter in alignment with the other subcommittees. In their October 20, 2023 meeting the DEIAC unanimously approved the charter with additional proposed changes.

### **SUBCOMMITTEE 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 that, 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 **under the guidance of the full board**, 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, **recommending**, 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.

#### ***Dashboard***

The DEIAC, with the assistance of campus units, such as Institutional Research, will formulate, monitor, and receive periodic updates on a Diversity, Equity, Inclusion and Accessibility dashboard to track progress on DEIA goals and measures, including but not limited to the development of any institution goals and any assistance the Board's Executive, Governance and Trusteeship Committee (EGTC) requires in its duty to conduct 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 his/her/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 October 20, 2023 DEIAC Meeting



# Admit to Enroll Workgroup

Jamiere Abney, Director of Admissions

Kella Helyer, Director of Financial Aid

Megan Habermann-Guthrie, Director of New Student & Family Programs

Lindsey Gibson, Director of University Housing

Paige Jackson, Director of Student Success & Advising



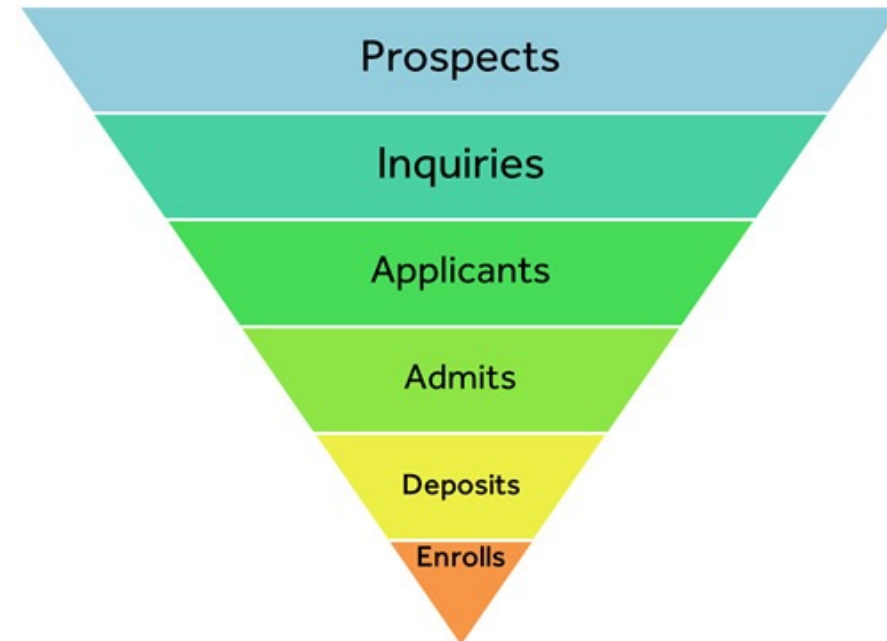
# Who we are and what we do

- **We are a sub-group of the Enrollment Strategies Team**
- **We focus on the student pipeline of undergraduate students from Admit Status to Enrolled Student**
  - **We collaborate on communications, processes and programs to increase yield and retention**



# The Admissions Funnel

- Start with our potential students, including names we buy (test scores, surveys, & other student activity)
- Working to increase top 3 levels
- Soft hand-off for admitted students, but being effective so they enroll





# Boost Prospects, Inquiries, & Applications

1. Improved Communication, Data Management, & Staff skills in **Slate** – **Admissions CRM tool**
2. Maximize contracts with vendors (EAB, College Board, etc.)
  - Western Undergraduate Exchange outreach and future recruitment
  - Monitor Secondary & Tertiary Markets to make data-informed decisions
3. Become a member of **Common Application** – most used app by students
  - Application + Data/Reporting tool + Student Resource (invites them to consider similar schools)



# Financial Aid

1. Work closely with Admissions for prospective students to assist them with their financial aid and help them through the process
2. Work closely with Admissions regarding funding options that may impact recruitment in the upcoming cycle
3. Work with orientation to check the financial aid status of students attending summer Connect Days and to assist them in person, if needed
4. Work with Student Success & Advising to assist new students, meeting with them throughout the summer for those who have questions about their aid packages
5. Work closely with ABS and Registrar's Office to ensure roadblocks to enrollment are cleared



# New Student & Family Programs

- Create a comprehensive approach orienting new students with a dual focus on yield and first year retention
- Offer orientation year-round for students admitted in Winter, Spring, and Fall, with biggest programs geared towards Fall admits
- Work closely with the other departments on this committee to be responsive to the trends they are seeing regarding new students
- Provide a bridge orientation program, Destination Western, to engage at-risk students in robust early onboarding to set them up for success as a WOU Student



# New Student & Family Programs

- PACK (Prepare, Advise Connect, & Know) Welcome is our comprehensive new student onboarding program
  - Starts in February with our Prepare step, which is a multimodal communication plan to assist students with the steps they can take to be ready to start college in the Fall
  - In May, we start the Advise step with Student Success & Advising to connect students with professional and faculty advisors to get them registered for classes and onboarded with essential information
  - In the summer, students are invited to Connect Days, where they meet fellow new students to start building community and work directly with support services
  - Once September comes, students get to Know everything they need at PACK Welcome Week





# University Housing

- Invited admitted students to complete the housing application as soon as possible
  - Students received automated message 21 days after being admitted
- Integrated messaging
- Created another marker for first year students to indicate WOU as their choice





# Advising & Student Success

## Highlights

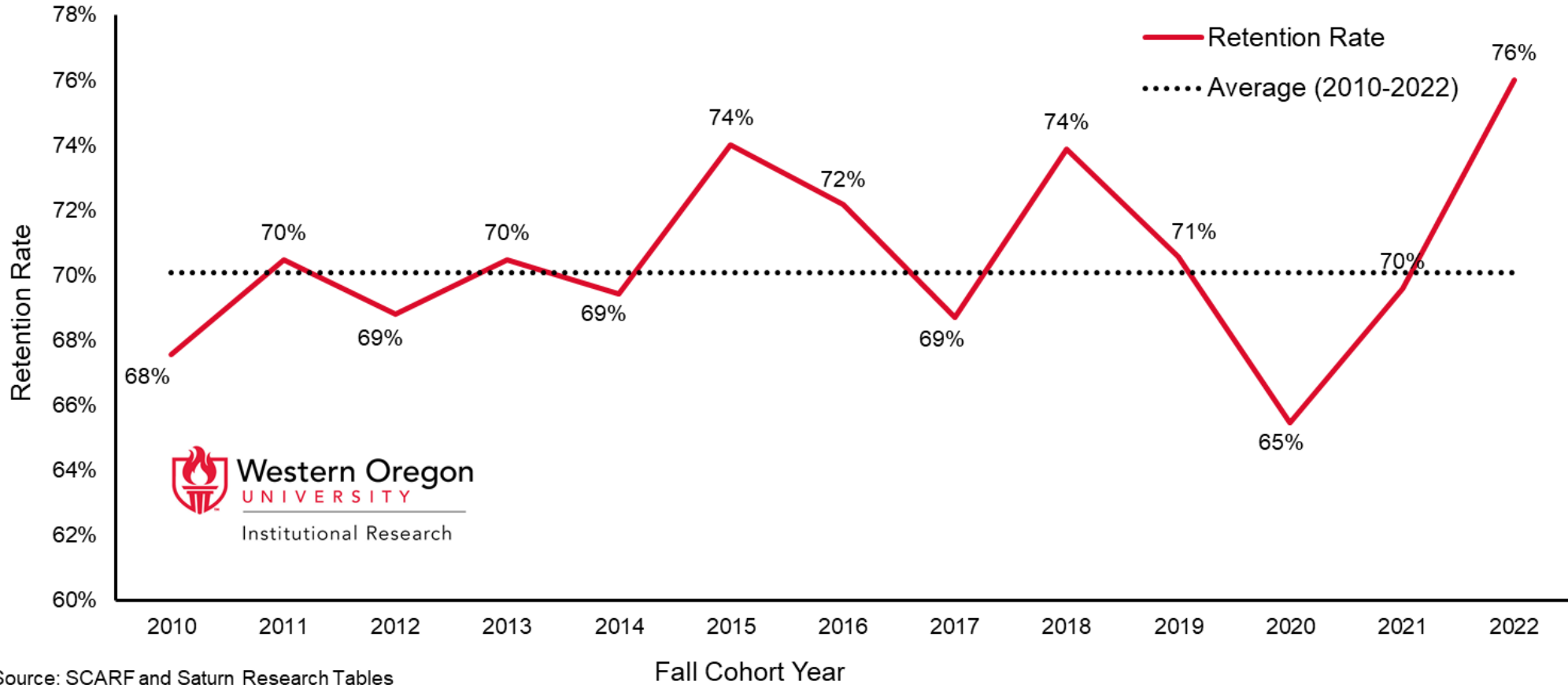
- Targeted advising outreach
- Orientation Advising Redesign
- Reduce Holds

## Future Directions

- Proactive Advising Pilot
- Increased Academic Support



### Western Oregon University Retention Rates 2010-2022



Source: SCARF and Saturn Research Tables



# Questions?

Jamiere Abney, Director of Admissions

Kella Helyer, Director of Financial Aid

Megan Habermann-Guthrie, Director of New Student & Family Programs

Lindsey Gibson, Director of University Housing

Paige Jackson, Director of Student Success & Advising

**Western Oregon University Board of Trustees November 15, 2023  
Capital Project Submission to HECC for 2025-27 Biennia**

Western Oregon University Capital Planning and Construction would like to present two capital projects for review and approval. The first project submitted for approval is the Performing Arts Remodel Project. This project will invest capital into the WOU Performing Arts buildings Leonard W. Rice Auditorium and Smith Music Hall.

Rice Auditorium will be given a new shop area, new roofs, and address accessibility issues in and around Rice Auditorium. Smith Music Hall will need to be 95 percent demolished and rebuilt in a large-scale remodel project. These two buildings demonstrate WOU's commitment to the Arts programs and the community.

The total project cost of the Performing Arts Remodel Project is estimated at \$24,200,000 with \$726,000 (3%) coming from institution match.

The second project to be submitted is the WOU Data Complex Project. WOU's servers and data center are currently located in an old elementary school classroom built in the late 1950's. The cooling system, dust control system, and seismic conditions in the room and building leave the equipment vulnerable to failure.

The new WOU Data Complex will be a newly constructed building located where the modular classrooms are currently located. This location will provide access to the campus tunnel systems, a loading dock area, and an abundance of parking in an emergency event. WOU will be working with different community groups to help define their needs and allocate space in the Data Complex for backup restoration for school and city servers and an Emergency Operations Center with studio and classrooms.

The total project cost of the WOU Data Complex is estimated at \$13,800,000 with \$690,000 (5%) coming from institution match.

WOU's Senior Leadership has selected the following order for the projects:

1. Performing Arts Remodel Project
2. WOU Data Center Complex

SUBCOMMITTEE RECOMMENDATION:

The Finance and Administration Committee recommends to the Board of Trustees to delegate to staff the authority to submit rubrics in accordance with HECC requirements for the Performing Arts Remodel Project for up to \$24.2 million and to continue to refine a proposal for the rubric for the WOU Data Center Complex for up to \$13.8 million to the Higher Education Coordinating Commission for scoring.

### Part 3: **Supports research and economic development**

*How does the proposal develop space in support of the expansion of research efforts or the potential for additional research grant funding? Or create and expand employment opportunities relative to the economy and workforce needs indicated in the SCDP by institution? Or support degree programs that are important to employers?*

[Economic development](#) for rural communities such as Monmouth and Polk County is largely dependent upon a vibrant college or university. Facilities such as the Performing Arts Center serve as a front door to university, but also allow communities to host large events that draw new visitors to Monmouth and Independence. These visitors occupy hotel rooms, eat at local restaurants, and shop in local stores. Improving the campus facilities will enable WOU to draw more and larger events to the campus, especially during the summer when there is lower student enrollment and activity. This project will allow the university to host more events that draw more patrons who in turn send more in the local economy.

This project will also likely allow the university to add employees to manage the increase in events and activities. A more vibrant Performing Arts calendar will also create additional student jobs such as show ushers and technical supports such as lighting and sound assistants.

### Part 4: **Collaboration between the public universities and interested parties**

*Does the proposal include space to support collaborative efforts between the university and other public service entities (or related parties) or the creation of consortia?*

Support of this project would enhance partnership with Oregon school districts to provide students dual credit opportunities that support student completion of high school and progression to college. These dual credit opportunities in the theatre and music expand the college platform to a broader set of students who are often not engaged in the more traditional science, math and English academic tracks.

Productions and events held in Rice Auditorium attract patrons from all over the Willamette Valley. This project would potentially expand this important cultural connection to the local and regional communities and enable the university to showcase its talented class of artists and high-quality productions that are available here at Western Oregon University.

## **COMPONENT B: OPERATIONAL SAVINGS AND SUSTAINABILITY**

*Does the proposal generate operational savings? Or the potential for sustainability?*

The renovation of both Smith Music Hall and Rice Auditorium will reduce operation and maintenance costs; increase energy efficiency; and make both buildings more accessible and safer for students, faculty and community members.

More importantly, funding for the Center for the Arts is critically needed to continue the sustainability and growth of the creative arts, music and dance programs. The numerous aging problems with the building along with the lack of necessary space for practice and rehearsal rooms, classrooms and stages severely hinder the university's mission to provide high-quality academic programs.

The university plans to seek LEED certification equivalency for the project.

## COMPONENT C: LIFE SAFETY, SECURITY, OR LOSS OF USE

*Does the proposal address facility deficiencies (code compliance) related to the health, safety, and welfare, or security of the occupants and the public? Do the deficiencies pose a significant hazard or risk? Do the deficiencies need to be addressed immediately? e.g. during the period requested? Does the proposal address imminent loss of use due to facility deficiencies?*

A major component of this project is the effective redress and elimination of serious safety-related problems and challenges. Among the issues that plague the existing buildings (see Appendix D for letter from expert verifying these and the [DOGAMI report](#)):

### **Life Safety:**

- Seismic event vulnerability (99% risk according to [2007 DOGAMI report](#)).
- Reduce the risk of accidents by replacing the existing stage rigging.
- Upgrade the HVAC system to improve the indoor air quality.
- Abate asbestos material to reduce exposure risk for building users.
- Make the building ADA compliant.
- Several other deferred maintenance and problems too numerous to list.

### **Security:**

- Improve the entrance including ticket office and lobby.
- Add elevator to make the new second floor balcony accessible.

### **Loss of Use:**

- Due to the limited space of the scene shop, sets have to be built on the stage, making the entire auditorium unusable for other events at least 75 percent of the time.
- Smith and Rice both lack adequate space to accommodate the demand for production and performance venues.

## COMPONENT D: INSTITUTIONAL PRIORITY

This project is the **first** institutional priority (first out of two projects).

## COMPONENT E: STUDENT SUCCESS FOR UNDERSERVED POPULATIONS

*Does the proposal improve degree or certificate attainment or reduce equity gaps, with special emphasis on those underserved populations that are similarly emphasized in the Student Success and Completion Model (e.g. low income, underrepresented minority, rural, or veteran)?*

Renovations to Rice Auditorium and Smith Music Hall would increase the yearly number of dance, theatre and music performances. This would allow more WOU students the opportunity to see high-caliber arts performance. The project would potentially expand this important cultural connection to the local and regional communities and allow the university to showcase its talented student artists creating high-quality productions. The WOU population is, in general, underserved with many of our students having never attended a symphony, play or dance recital.

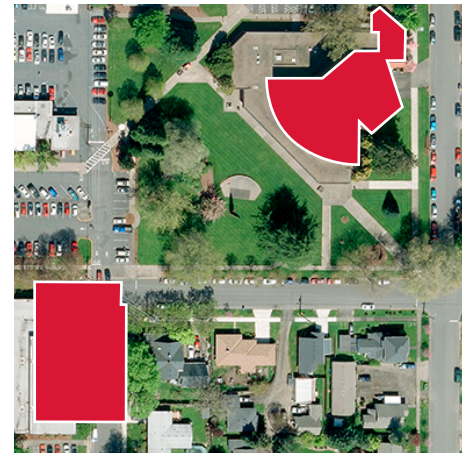


# Performing Arts Remodel

*Remodel of and additions to Rice Auditorium and Smith Hall*



*Current Rice Auditorium and Smith Music Hall*



*Proposed location of Performing Arts*

## Project Executive Summary Statement

The Performing Arts project involves two adjacent buildings. Rice Auditorium built in 1976 and SmithHall built in 1958 are used together to support academic programs in Performing Arts:

Music, Theatre and Dance. Both buildings are also used for community events that support music and theater performances. Both buildings are in need of significant mechanical upgrades and deferred maintenance projects. Deferred maintenance needs total \$2.5 million for the two buildings. Smith Music Hall, which seats 110, and Rice Auditorium, which seats 610, are both stretched beyond reasonable capacity.

Smith Hall has some spaces which will be reconfigured and the building will be expanded to support teaching and practice. Rice Auditorium is in need of additional and repurposed space to meet the current teaching and programmatic needs of dance, music, and theater. The proposal addresses two major areas of emphasis for the HECC – increasing capacity for degree production and addressing outstanding deferred maintenance issues.

Current WOU Master Plan has Rice Auditorium 14th and Smith Music Hall 21st on the list of Capital Projects. WOU has invested in Science, Athletics and student facilities but has failed to invest or request any funding for art programs and this lack of investment is apparent in the music and theater facilities. Western Oregon University’s Creative Arts division offers an integrated set of programs of vibrant programs that are sought out by students.

Modern facilities are needed to meet the demands and expectations of students and parents in a 21st century creative arts program. WOU’s creative arts program prepares students for careers and advanced graduate study in areas such as performance, creative arts education, creative arts history, and technical fields such as sound engineering and theatre design.

## Project Summary

*Project title: Performing Arts Renewal*

*Location: 344 Knox Street N., Monmouth, OR 97361*

*Academic programs served: Music, Theatre and Dance*

*Total project cost: \$24,200,000*

*State funding request: \$23,474,000*

*Committed external funds: Institutional match of: \$726,000. All fund are on hand.*

*Total gross square feet: Rice Auditorium – 27,667 sf and Smith Music Hall – 14,315 sf*

*Combined – 41,982sf*

*Total net square feet: 24,350*

*Project start and completion dates: Spring 2024 – Spring 2026*



*Rice Auditorium*



*Smith Music Hall*

### Detailed project description

The project will remodel and add on to Smith Hall and Rice Auditorium. Most of the major systems in Smith Hall and Rice Auditorium will be updated as a part of this project.

Smith Hall will be rebuilt as a performance space and a second floor will be added containing classrooms, a second recording studio, a student lounge, a conference room, instrument storage, percussion practice rooms, 20 soundproof practice rooms, and restrooms. Rice Auditorium will be modernized including reconfiguring the seating to better meet ADA standards and increase capacity, a black box theater will be added along with scenery and costume shops, classrooms, a design lab, a computer lab, and storage.

These improvements will create improved performance and teaching efficiencies. The improved performance spaces will serve campus and community efforts to provide additional creative arts programming. This will include the theater program, music and dance and the fine arts. The Smith Fine Arts Series, a community-based music program, and other on-campus and community groups will also benefit from the project.

### Resolves Unmet Needs

The campus' critical and significant need of **open labs** will be partially met by **the computer labs, the scenery and costume shops, the recording studio, and additional practice rooms.**

The project will result in a **net addition of classrooms** that will help decrease the **challenge of scheduling classroom space.** (HECC SCDP, PAGE 264)

## Business Plan

*“Western Oregon University creates lasting opportunities for student success through transformative education and personalized support.”* WOU MISSION STATEMENT

Providing opportunities for students, staff, faculty and community members to discover and experience an array of music, theater and dance productions and events are the impetus for creating a premier performing arts facility at Western Oregon University. The new addition and remodel

### Raises Facility Quality

Each of the **teaching spaces** will be configured to accommodate current teaching styles and will support the application of these styles with **new and appropriate technology**. The same is true for the **performance spaces**.

### Fulfills special need

Rice Auditorium is a **special space** that is used often by outside groups and hosts performers whose **audience** is drawn from beyond the confines of the campus community into the **town and the local region**.

would create new space and reconfigure existing space to alleviate current restrictions for the efficient use of the facility. It would also allow the department to consolidate many related academic functions economizing space and resources, and promote its vibrant theater, dance, and music programs that will attract top-notch faculty and talented students.

The campus has a strong and growing number of students seeking degrees in the performing arts. This project addresses an area of enrollment growth by building capacity for the future and renewing existing spaces to improve their effectiveness as teaching and learning spaces. According to the SCDP the campus is short on teaching spaces and open labs both for the current enrollment but also for projected levels of enrollment. This project meets both a campus need and a recognized emphasis for the HECC.

### Campus needs

Oregon’s Higher Education buildings built in the 1960’s and 70’s are often purpose built and inflexible, less efficient and more costly to operate, not in conformance with current codes and health/safety regulations, and are becoming worn out (SCDP, P. 11). This project addresses needs in these areas.

According to the HECC SCDP (PAGE 264) the campus has a significant shortage of classrooms and open lab space. This project includes both of these and will address that critical need

### Possible operational savings

Operational savings will occur when the project is completed in day-to-day operations such as new surfaces which are easier to clean (and need cleaning less often), and new mechanical equipment which uses less energy and requires less repair time.

### Funding sources

State Bonds in the amount of \$23,474,000 and Institutional matching funds in the amount of \$726,000

### Alternatives considered

The existing spaces were purpose built to support very specific and unique activities related to performance and the activities that support and lead to those performances including teaching and practice. There are not alternative spaces available that are suitable replacements nor could the current spaces be rebuilt new for less than the cost of remodeling them.

# Capital Project Evaluation: **Performing Arts Remodel**

Responses specific to elements of the 2019-21 University Capital Project Rubric

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## **COMPONENT A: STRATEGIC CAPITAL DEVELOPMENT PLAN (SCDP) ALIGNMENT**

### Part 1: **Space renewal, workforce or completion priorities**

*How does the proposal increase the capacity and effectiveness of instructional space?*

The project will add to the campus' inventory of classrooms and raise the quality of its current classrooms by remodeling existing classrooms and creating new state of the art classrooms.

*“Space needs may arise from changing pedagogical practices that are known to achieve better student success. Paired with the existence of a sizeable inventory of older buildings that do not offer much in the way of flexible learning spaces, Oregon’s capital strategic plan should attempt to renew such spaces in ways that achieve academic and workforce goals.” (HECC SCDP PAGE 48)*

This will effectively increase the capacity of the campus. When the new classrooms are added in the new capacity will significantly aid the campus in alleviating the shortage of classroom space in the SCDP models (CURRENT AND FUTURE—PAGES 264 AND 265).

*How does the proposal address workforce needs by providing clear pathways to aligning educational supply with employment demand?*

According to the Bureau of Labor Statistics, *Occupational Outlook Handbook*, the national job market for entertainers will grow at the national average over the next ten years. Actors, dancers, choreographers and musicians face different employment prospects in these highly competitive fields. However, professionals in these areas who attend schools that provide professional experiences have a much better chance of employment. For example, “Dancers who attend schools or conservatories associated with a dance company may have a better chance of finding work at that company than other dancers have.” (BUREAU OF LABOR STATISTICS, *OCCUPATIONAL OUTLOOK HANDBOOK*). WOU currently houses several instrumental ensembles, choir, and symphony orchestra.

*How does the proposal bring business and industry to campus by core sectors for research collaboration or economic development projects or to assist in an educational capacity?*

According to a recent study of the arts in Oregon, “the nonprofit arts and culture sector is a significant industry in the State of Oregon—one that generates \$687 million in total economic activity. This spending—\$364.1 million by nonprofit arts and cultural organizations and an additional \$323 million in event-related spending by their audiences—supports 22,299 full-time equivalent jobs, generates \$469.5 million in household income to local residents, and delivers \$53 million in local and state government revenue.” (p. 3, Americans for the Arts, *Arts & Economic Prosperity 5*, 1000 Vermont Avenue NW, Sixth Floor, Washington, DC 20005)

The partnership between Western Oregon University and the Smith Fine Arts Series is but one example of the economic impact that the arts have on Polk County and the surrounding community. From direct expenditures to spending on related activities and volunteerism, arts

have a profound cultural and economic impact. External performance - Smith Fine Arts - support regional arts community

## Part 2: Addressing deferred maintenance issues

### *How does the proposal reduce deferred maintenance?*

As noted in the SCDP, WOU has the oldest average buildings in the pool of higher education facilities. Smith Hall and Rice Auditorium have significant deferred maintenance challenges to systems that are well-beyond their original useful life resulting in constant repairs and increasing costs. Practically every system is at or near failure, including the roofs, the windows, the plumbing and the remaining mechanical systems.

This project will completely eliminate the estimated \$830,000 of deferred maintenance for the building which represents about 2% of the campus' total backlog.



*Rice Auditorium: loading dock, set building area, storage*



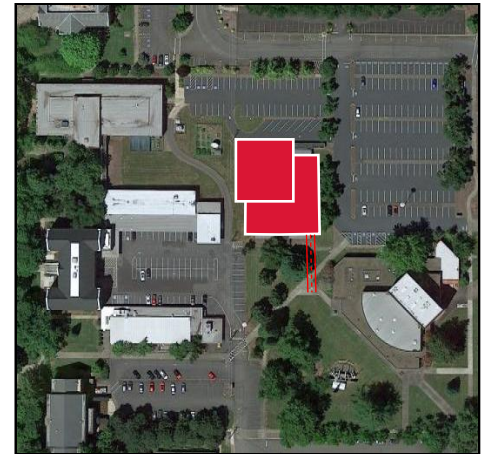
*Smith Music Hall: air handler, restrooms, ductwork*

# WOU Data Center

New University Computing Services Building with upgraded servers and data storage



Current location of Campus servers computing help Desk and UCS Center



Proposed location of new Server building

Universities commonly operate data centers that have been built over time and in an ad hoc fashion. These facilities house critical IT gear which supports important prospective programs and is powered by antiquated data center infrastructure. The current Western Oregon University Data Center is housed in a 60-year-old masonry building that started its life as elementary school.

The servers are in an old classroom that has been upgraded with cooling equipment designed to condition spaces for humans not servers and data towers. This equipment operates at the top of its cooling threshold and during summer months has issues keeping up with the cooling load of the servers. But a data center needs more than just cool air to keep operating at its most efficient. Dust mitigation and humidity control are also key factors in keeping the servers operating and the current system at WOU is underperforming and requires constant maintenance and repair. The building itself is a major factor in the servers performance, its low thermal rating, seismic design and location are all problematic.

### **Thermal Rating:**

The wall and ceiling of the building are 1960 design, and their masonry units collect and trap heat. This heat then warms the server area and causes the cooling system to work harder and increases WOU energy consumption, increasing cost. The building is also not designed to breathe, the heat gained through masonry is trapped and is required to be conditioned to cool area. We can't move cooler fresh air into the space even when outdoor ambient air temperature air would allow it.

### **Seismic Concerns:**

The buildings age means that it was not built to resist a seismic event. This factor with the addition of a chilling unit on the roof means that the building will be very susceptible to shear in a seismic event. UCS has implemented many plans to ensure in a seismic event we can get the servers back up and operating unfortunate with the lack of shear walls the west end of ITC south would be prone to possible collapse in an earthquake.

### **Location:**

As outlined before the current center is located in an old classroom that has no added water infiltration protection system, no added protection from vehicle traffic and limited accessibility for new equipment. A burst pipe, a confused driver that gets gas and break switch could all result in our data center being taken off line and thus our campus being offline.

## Project Summary

**Project title:** WOU University Data Center

**Location:** 388 Knox Street N., Monmouth, OR 97361

**Total project cost:** \$13,800,000

**State funding request:** \$13,110,000

**Committed external funds:** Institutional match of: \$690,000. All fund are on hand.

**Total gross square feet:** Data Center – 6,450 sf, Classrooms, UCS Offices, and EOC with studio – 6,548 sf and Parking and loading – 3,974 sf  
Combined – 16,972 sf

**Total project area on Campus - 22,271 sf**

**Project start and completion dates:** Spring 2026 – Summer 2027



*Tilt-up construction with steel frame front offices will reduce cost*



*Server towers with racks*

## Detailed project description

The project will add a new University Data Center at 388 Knox Street north in Monmouth Oregon. This site currently has six underutilized modular classrooms that have reached the end of their life cycle and would cost the campus more than their value to upgrade.

The area is off the main campus avenue, but close to the university tunnel system to utilize existing fiber-optic lines. Being off our main avenue we can utilize a simpler construction method such as concrete tilt up to minimize cost and maximize usable space.

The new building would solve many of the issues with our current data center mentioned previously and provide the ability to serve future expansion of campus and the community.

This center will allow WOU to decrease its reliance on cloud bases servers, provide lease-able data space, and met Oregon's House Bill 2816 to get 80% of their energy from renewable sources.

WOU like all campuses have several boards, committees and other groups that require a large room set up with audio visual needs. WOU's current room set up takes 2 people 1 day for set up and 1 day for tear down costing our UCS department vital resources. By having a dedicated room set up we eliminate a burden on our UCS staff and can have a place that is easily accessible to the WOU students, staff and the community.

### Resolves Unmet Needs

While they might be out of sight and out of mind for most students and faculty, data centers represent the lifeblood of any university.

Their systems store and manage student data and other critical data, and support applications such as research computing, email, online coursework and more.

As more technology takes hold in the classroom and campuses become more mobile, data centers shoulder even heavier burdens

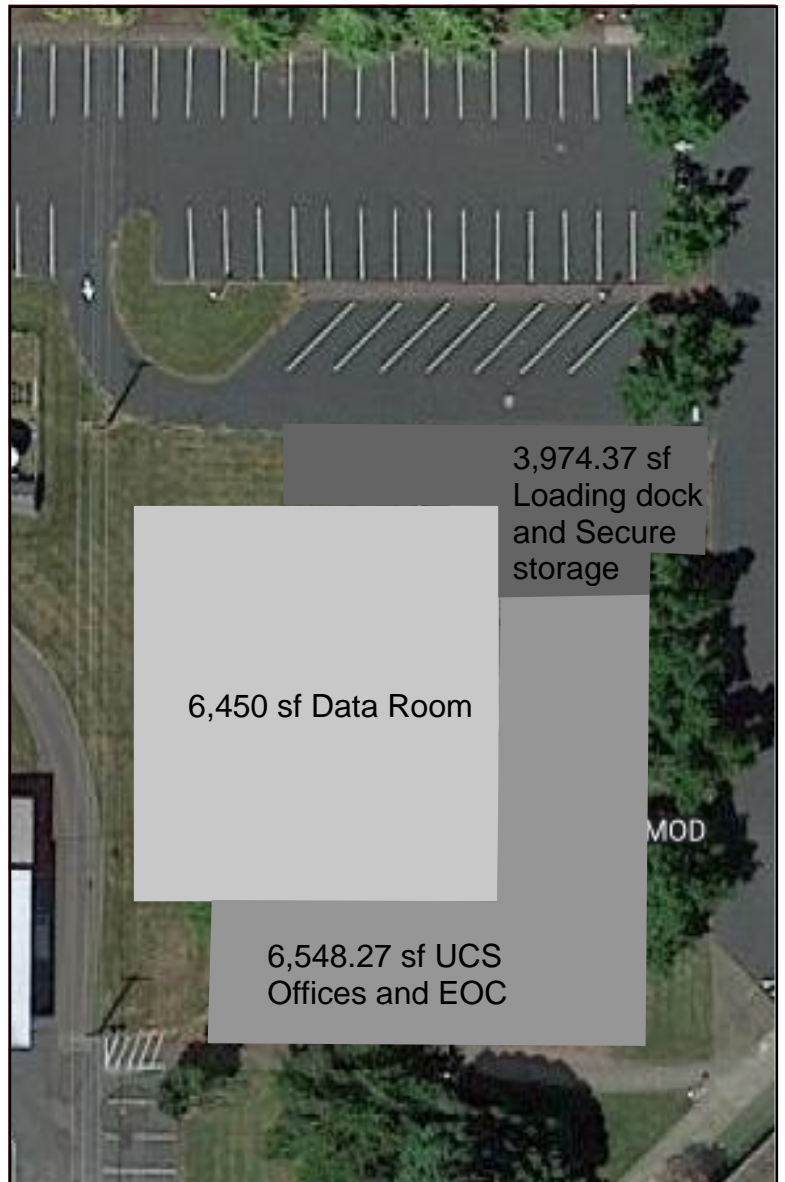
## Preliminary Building Layout

The WOU Data Center will need access to the existing university tunnel system to ensure we can use the already installed fiberoptic cables.

Current tunnel system passes in front of ITC South and travel between Rice Auditorium and Campbell Hall. From this tunnel our fiber-optic lines are dispersed through out campus. The ability to tie into the existing tunnel is a driving force for the Data Centers location at 388 Knox Street N. In addition to the proximity to the tunnel this location is also close to the existing Data Center which will lessen the cost and impact to campus of moving.

Building a new facility for the data center is key to this project since we can't shut down the data center for a year and remodel the area. We will need to have the new center up and running and transfer over the data little by little to ensure that there is no negative effect on campus.

In addition the the tunnel system parking, loading and unloading of equipment must be taken into account. The North side of the building will have a dedicated loading dock with security fencing and properly coverage from the Oregon weather.



Preliminary Building Layout and location



WOU tunnel system that carries the campus's fiber-optic lines, emergency power and other vital utilities



Data centers are facilities that host IT equipment and data for organizations and companies. For schools, data centers are essential since they are the central system that contains school records, student and teacher information and other sensitive information such as test scores. And for universities especially, they can hold invaluable research information that will propel us forward.

## Cyber-Infrastructure

The internal Data Center network is a mixture of 10, 40 and 100 Gigabit connections with redundant connections to all hosts and network components whenever possible.

The Data Center supports a robust virtual private cloud in which 98% of campus servers have been consolidated. This includes servers (both research and operational) on campus that were housed in poor environmental conditions within distributed locations.

"WOU Campus Cyber-Infrastructure Plan"

### Data Centers Provide Security:

Approximately 19 million students attended colleges and universities in the United States alone in 2021. That's a whole lot of data being shared, stored and accessed on a daily basis. Imagine the impact it could have on the students if that information was lost, disrupted, or even hacked?

In 2019, a data breach affected nearly 6,000 Montgomery County students, exposing data such as personal information, student IDs, emails, address and SAT scores of 5,962 students.

Many schools are using old network devices and servers that falter and fail under power conditions that current technology can easily withstand. With a data center, schools will have the latest technology at their fingertips and have peace of mind knowing that it provides reliable, secure storage.

With a third-party data center, schools can leverage 24/7 surveillance, redundancies in case of power outages and an IT professional on-demand for any maintenance request.

### Data Centers Improve Efficiency:

Universities such as Southern Connecticut State are leveraging data centers to conduct longitudinal studies that span from freshman orientation to graduation. They're using this data to create a tailored learning experience for each individual student. To make this possible, institutions need to have a scalable solution that allows seamless gathering and access to data, along with a secure place to store it.

The adoption of devices, apps and E-Learning has changed the way we view education. onsite data centers improves the online experience for students, faculty and staff by providing access to fast and reliable data. Pairing the power and security of a data center with BYOD (Bring Your Own Device) virtual desktops allows schools to teach effectively.

By leveraging a data center, education institutions improve their efficiency by using data to help students.

## Possible Operational Savings

Operational savings will occur when the project is completed in a reduced load on the electrical grid, less maintenance in day-to-day operations and new mechanical equipment which uses less energy and requires less repair time. We will also lessen our reliability on cloud based systems and greatly increase our capacity

## Funding source

State Bonds in the amount of \$13,800,000 and Institutional matching funds in the amount of \$690,000

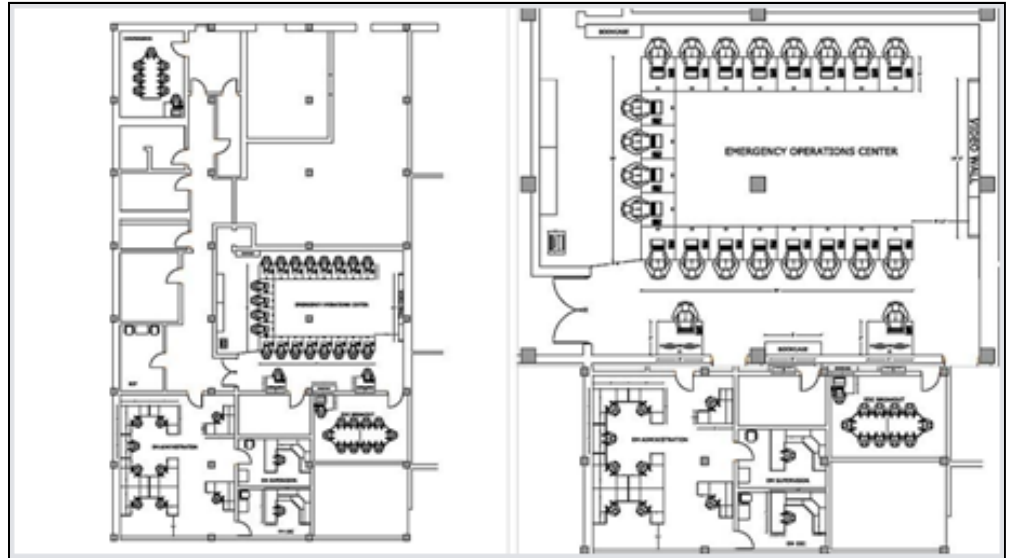
## Alternatives considered

The WOU Space Utilization Committee has looked at other option to house a new data center but due to the electrical, parking and required tunnel access this location is the only one that meets the requirements. There is no other existing building on campus that provides all the requirements and will not be a short term solution to a long term problem.

## Community benefits

### **Disaster Recovery Site:**

Western Oregon University new data center would be large enough to be able to provide the cities and school districts in Polk County a Disaster Recovery center for their critical data. This facility would store an organization data that can use be used to recover and restore its technology infrastructure and operations when its primary data center becomes unavailable.



*Example of Emergency Operations Center that can be used for online meetings*

### **Emergency Operations Center:**

An Emergency Operations Center (EOC) brings highly trained experts together to respond faster, make better decisions, and manage resources effectively. EOC supports the real-time, coordinated response to emergencies, including natural and man-made disasters, disease outbreaks, and other public health threats. By carving out a section of our data center to act as an EOC with a studio we are providing both the community and WOU with a place that will have power, communication and space to properly manage dangerous events.

### **Data Center Space Rental:**

Data center space rental is similar to leasing an office space, where the tenant only requires a portion of the building such as floor or even a fraction of a floor to run businesses. For data centers, their leasable spaces are provided to house their tenants' servers, equipped with sophisticated network connections, stable power supply, cooling, security, and fire suppression systems.

### **Other Benefits:**

**Esports** a form of organized competitive team play using video games that attract audiences to provide entertainment. Esports is the same as traditional sports. Traditional sports encompass games like football, baseball, soccer, tennis, etc. With esports, we have games like: League of Legends, Rocket League, Call of Duty, Dota 2, etc. Just as you would see in traditional sports, esports builds soft skills like leadership, promotes community, and provides viewing entertainment.

### **Reduce cloud based services**

The WOU Data Center will reduce our dependence on cloud based storage. This will result in more secure data, access to data based on WOU connection not outside source and more control over the cost of ballooning cloud storage.

### **Added location:**

By adding the Data Center to campus we now have a building dedicated to computer services and a space that will be designed to grow and expand with our campus and community. We also can utilize the old building in our master plan and move our Campus mail department into the space, and up-cycle to area. Current mail room is located on the far northside of campus and locating it in central campus will reduce distance traveled for mail pick-up and delivery.



## Addendum to the Board Resolution on the Responsibilities of Individual Trustees:

Since its founding in 1856, Western Oregon University has benefited from the service, intellectual contributions, ethical behavior, and philanthropy of countless faculty, staff, students, alumni, and friends. Those of us who have been chosen to serve as fiduciary trustees for a period of time – to safeguard the University’s assets and to foster its capacity to serve others – have a heightened obligation to the University and to each other. To serve on a university governing Board is a significant responsibility.

Although a Board Resolution on the Responsibilities of Individual Trustees has been in place since 2015, the trustees of Western Oregon University have chosen to clarify the responsibilities, obligations, and expectations we have of each other. Please note it is the trustees intent for this to be a living document that is reviewed regularly.

We agree that each Board member is responsible to:

- a. Center our conversations and decisions on what is best for our students.
- b. Embrace the institution’s mission and its responsibility to serve the diverse society that supports and depends on it to develop our future leaders.
- c. Devote the time and energy necessary to faithfully and diligently prepare for and participate in the Board’s meetings.
- d. Participate in constructive, informed deliberations by considering reliable information, thinking critically, asking good questions, and respecting diverse points of view in order to reach decisions that are in the interests of the institution.
- e. Speak candidly, but also be willing to support decisions and policies approved by the Board- even if the trustee did not vote for them.
- f. Foster openness and trust among the board, the administration, the faculty, the students, state government and the public.
- g. Remember that only the Board Chair speaks for the Board. Similarly, the President speaks for the University.
- h. Avoid personal agendas or being seen as a representative of any internal or external constituency, special interest group or cause, community, or specified part of the institution.
- i. Support the President of the University while at the same time exercising critical judgment as an active, discerning, energetic, and probing trustee.
- j. Distinguish between management and governance issues.
- k. Communicate any significant concern or complaint promptly to the Chair or President, as appropriate.
- l. Respect the opinions of others and refrain from public criticism of them or their views.
- m. Defend the institutions and the Board’s autonomy while working with other trustees to provide accountability and advocacy in equal measure.

**Document History:** Developed for Consideration of the Board of Trustees for their November 15<sup>th</sup> 2023 meeting.