



**MEETING OF THE WOU BOARD OF TRUSTEES  
MEETING NO. 68 – April 22-23, 2025**

**April 22, 2025**

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

**WERNER UNIVERSITY CENTER | COLUMBIA  
ROOM**

**To observe the meeting:** <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:** Members of the Tuition Fee Advisory Committee (TFAC) & the Incidental Fee Committee (IFC)

**IV. STAKEHOLDER UPDATES**

**1) SHARED GOVERNANCE**

- a. ASWOU | Brenda Rocio Martinez
- b. [Faculty Senate](#) | Dr. Steve Scheck (p.4)
- c. [Staff Senate](#) | Alexis Morrison (p.6)

**2) UNION**

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

**V. RECESS**

Following the recess, members of the Board of Trustees will participate in a reception with members of the campus community at the WUC, Summit located on the second floor.



**April 23, 2025**

**CAMPUS COFFEE CHAT**

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

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

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

**WERNER UNIVERSITY CENTER | COLUMBIA ROOM**

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**AGENDA**

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

**II. CHAIR'S WELCOME**

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

1) Meeting Minutes:

a) [February 25-26, 2025 Meeting Minutes](#)

2) [FY25 Management Report](#) (As of March 31, 2025)

**IV. FIRST PUBLIC COMMENT**

**V. STAKEHOLDER UPDATES**

1) **WOU FOUNDATION REPORT** | Katie Wojke, Vice President for Advancement

2) **LEGISLATIVE REPORT** | Evan Sorce, Acting Executive Director for Government Relations

**VI. [PRESIDENT'S REPORT](#)** | President Jesse Peters (p.8)  
(Senior Leadership Council Reports in [Appendix B](#))

**VII. BREAK**

**VIII. LUNCH / SHOWCASE PRESENTATION: [Strong Start Program: Destination Western](#)**  
Presenters: (p.23)

- Megan Habermann-Guthrie, Director of New Student & Family Programs
- Morgan Pemberton, Student
- Brittany Robles Jiminez, Student



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

- 1) Committee Chair Report | Trustee Gayle Evans
- 2) Committee Recommendations for Board Discussion/Action
  - a. [Updates to the Board Statement on the Investment of Quasi-Endowment Funds & Addendum to the Board Statement of the Investment of Quasi-Endowment Funds](#) | Penny Burgess, CFA, Executive Director Treasury Management Services Director (p.29)
  - b. [Investment Portfolio Change for Quasi-Endowment](#) | Penny Burgess, CFA, Executive Director Treasury Management Services Director (p.42)
  - c. [Adoption of Board Statement on Investment of Operating Assets](#) | Penny Burgess, CFA, Executive Director Treasury Management Services Director (p.45)
  - d. [2025-2026 Academic Year & Summer 2025 Tuition & Fee Book](#) | Kwabena (KB) Boakye, Vice President for Finance & Administration (p.51)

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

- 1) Committee Chair Report | Trustee Kari Nelsestuen
- 2) Committee Recommendations for Board Discussion/Action
  - a. [New Committee Name to Incorporate Athletics](#) (p.78)

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

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

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

- 1) Committee Chair Report | Chair Angela Fasana
- 2) Committee Recommendations for Board Discussion/Action
  - a. None

**XIII. SECOND PUBLIC COMMENT**

**XIV. ANNOUNCEMENTS/COMMENTS**

**XV. ADJOURNMENT**



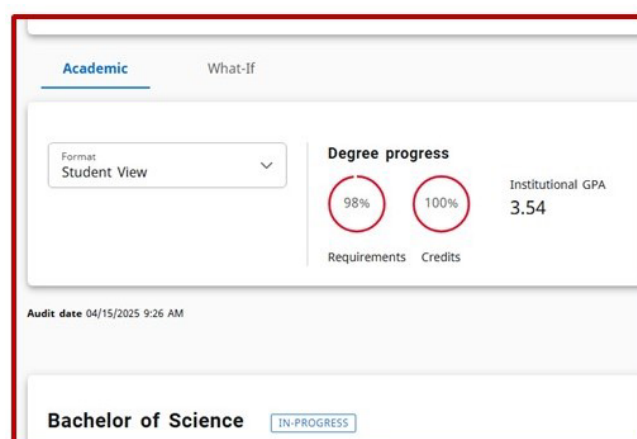
## Faculty Senate Report to the WOU Board of Trustees, April 22 - 23, 2025

Dear Trustees,

I am pleased to provide you with a brief report on behalf of the Faculty at Western Oregon University. I have included several images this time because, let's be honest, they liven a possibly dull report.

Spring term is launched, and students and instructors are settling into the dynamics of their various courses.

The Registrar's Office, with collaboration from faculty advisors, is verifying that students who believe they will graduate this June will have completed all necessary coursework by the end of spring term. An image on my computer screen that I never tire of seeing is an advisee's Degree Track report like this one displaying 100% of credits completed and a 98% program completion (the remaining 2% is the requirement for the student to formally file for graduation). It's also enjoyable to see the blue "IN PROGRESS" notation – certainly better than the red "INCOMPLETE" notation that the student has seen on their Degree Track reports in previous terms.



**In Faculty Senate-related business:** The mad rush to process 100s of minor course and program alterations for inclusion in the 25-26 AY Course Catalog has now finished. Experiences by the Registrar's staff, those submitting proposals, and the various faculty review committees (curriculum, graduate studies, general education) are being collated for review and possible modifications to this new submission review system.

Of note, quite a few of these changes were necessitated by updating course and program descriptions as a result of new Higher Education Coordinating Commission-adopted common courses ("Z" courses) across all public community colleges and universities. Again, I wish to express my appreciation to the work done by the Registrar's staff to shepherd catalog updates with Z courses – and to the faculty senate committees, especially the curriculum committee under Tad Shannon's leadership, for handling a historic number of proposals in a short period of time. We anticipate processing additional Z courses next year.

I am pleased to report that I've heard many more positive comments from faculty colleagues across the campus about the new curriculum submission/review process than I have heard negative comments. Like rollouts of all new software tools, we experienced a few bumps along the way, but we can address those.

Phase two of the new curriculum submission/review process – major program changes and new program proposals – will be mapped out for the Registrar's Office to construct the digital review pathways for

implementation for the 26 – 27 catalog year. In preparation for this, the Faculty Senate Academic Sustainability Committee has begun meeting and identified its first deliverable (by end of spring term) to be a framework for how major curricular proposals should be reviewed by the university (*i.e.*, academic divisions, deans, senate committees, administration). This framework may also be a fiduciary instrument to reference when reviewing existing programs. University Vice President for Finance and Operations Kwabena Boakye has committed his assistance to support the committee's work.

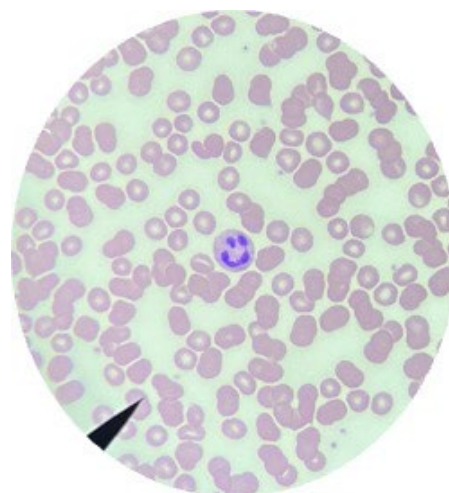
The Academic Sustainability Committee will then switch its attention to other issues of concern to the Provost; namely, achieving resource allocation targets for the FY 27 and beyond. For the time being, Dr. Bojan Ilievski, Professor of Finance and Chair of the Business and Economics Division and I are co-chairing this committee. Other faculty members on the committee are Kathleen Connolly (modern languages), Ben Cote (mathematics), Melanie Landon-Hays (education & leadership), Janeanne Rockwell-Kincanon (library), Tad Shannon (computer science), Ricardo Pelegrin Taboada (history), Daniel Tankersley (art), and Gay Timken (health & exercise science).

The work of the committee will be difficult to do – but such work gives the faculty an opportunity to play a major role in configuring the operational nature of WOU. Academic units will be vital to providing insight and creative imagination for how academic programming can be offered in a way that students choose to come to and stay enrolled at WOU and that the university can operate in an overall sustainable way.

Other activities receiving attention at Faculty Senate include discussions about course delivery modalities (in-person, online, hybrid). Dean Chelle Batchelor and members of the course modality working group Provost Coll appointed last fall will visit with senators for a second time this year. Senators also are discussing national events related to student free speech.

Past President Elisa Maroney is leading an action team to identify and recruit faculty members to fill the senate president, vice president, secretary and two at-large positions on the Executive Committee for the 26-27 AY. I will then be able to transition into the past-president role.

And, since we all can benefit from a cheer-me-up after tax season – a microscope image from Dr. Alice Naftaly's BI 135 students who were viewing prepared slides of human blood. One lab team came across a neutrophil (a type of white blood cell) that appeared to be a happy little neutrophil, surrounded by its red blood cell companions. The purple material inside the neutrophil is due to the staining of its nucleus. Red blood cells do not have nuclei; hence, no staining. (This is a true image from a WOU microscope – not an AI-generated one.)



On behalf of the Faculty, I thank you for the time you give to serve on the WOU Board of Trustees. Your commitment is greatly appreciated.

Respectfully submitted,

Stephen Scheck, Ph.D.  
Senate President



April 16, 2025

To The Board of Trustees:

As you know, the WOU Staff Senate continually strives to be a place to connect with others around campus and discuss issues identified by staff members. I am happy to report that we have made great progress toward meeting the Staff Senate's goals for the 2024-2025 academic year. These goals include:

1. Increase funding for the Staff for Students Scholarship
2. Build connections through consistent communication and guest speakers

While Staff Senate continues to encourage donations to the Staff for Students Scholarship Fund, we were able to offer another \$1,000 scholarship for the next academic year. You may recall that the WOU Foundation received a \$400 match donation for Giving Day on March 4. With help from the WOU community, this anonymous donation truly bolstered the Staff for Students Scholarship Fund and ensured another \$1,000 scholarship for the next Academic Year.

Staff Senate continues to prioritize building connections via consistent communication and guest speakers. We have had guest speakers at most of our meetings this academic year. We are currently scheduling additional guests in May and June! I also continue to use the Staff Senate email account ([staffsenate@mail.wou.edu](mailto:staffsenate@mail.wou.edu)) for official correspondence from the Staff Senate.

As was the case when we last met, the Staff Senate Vice President has worked to fill vacancies, but classified staff representatives are finding other work opportunities as quickly as we can fill vacant seats. With Staff Senate general elections just around the corner, the Executive Committee felt we should focus on engaging the campus community and getting folks excited for elections in May. To that end, we are planning a Coffee and Tea Break with Staff Senate on April 24 from 9:00 - 10:00 am

in the Werner University Center. More details on this event are forthcoming.

The Staff Connections Committee, a subcommittee of the Staff Senate, works to strengthen the relationships and connections folks have at WOU. This group has great membership and support from the WOU community. The next Staff Connections event is a Bring-Your-Own-Lunch Picnic on April 30th from 12-1:30 in front of Rice Auditorium. This is a great opportunity to engage with folks across campus (and there will be yard games). Copies of WOU's Collaborative Cookbook will also be available during the event for a \$20 cash donation to the Staff for Students Scholarship Fund.

Thank you,

***Alexis Morrison, MS | she/her***

**Staff Senate Membership for 2024-2025** \*New members/positions in bold\*

*Executive Committee:* Alexis Morrison (President), Rip Horsey (Vice President), Ambre Plahn (Treasurer/Secretary)

*Classified Senators:* Alexis Morrison, Sandra Holland, Ellie Baker, Gregory Vineyard

*Unclassified Senators:* Kristen Perry, Ambre Plahn, Adrian Trujillo, Rip Horsey, Connor King-Goehring, Wendi Mars





**April 23, 2025**

**President's Report to the Board of Trustees:**

We have a unique and amazing university that strives every day to serve our students in the very best ways possible. Western Oregon University's employees are dedicated and focused on the success of the institution, and I am impressed by their work and commitment. This is especially notable during uncertain times. Since we last gathered, the federal landscape has become increasingly volatile, and we are constantly monitoring policy shifts and the ramifications of decisions related to higher education. As I have stated many times over the last few months, we will uphold our institutional mission, vision, and core values.

The other main issue we are tackling as a community is achieving the institutional goal of fiscal sustainability. As a reminder, our new five-year plan maps a route to a balanced budget, and that map will require cost reductions over the next few years. Of course, we remained focused on stabilizing enrollment and improving graduation rates and retention. But we are also working to identify cost saving measures as we develop the preliminary budget that will be presented to the trustees in June. Understandably, members of the community have questions and concerns about how we will achieve these cuts and what the ramifications will be. As we did in 22-23, we held a town hall to explain the budget reality and the sustainability plan. We will continue to engage and answer questions, especially during the next academic year as we work towards the 26-27 budget. And of course, we will constantly reevaluate the need for reductions in spending and adjust as needed.

This is the moment to reimagine what we do at Western, using the strategic plan as our guide. We are a regional, comprehensive university that is grounded in the liberal arts while serving the needs of the local and regional communities. Our strength is in our vibrant campus and personalized learning community. And the ways that we center students while supporting and educating them, especially first-generation students, will be the cornerstone of our identity.

This afternoon, we will cut a ribbon for the grand opening of the new Student Success Center. This is a symbolic moment for Western. First, the building sits on the site of the old education building. Thousands of students and employees worked and learned in that building as WOU continued its long, long tradition of producing teachers, educators, and administrators who worked, and continue to work, in Oregon and beyond. So it is fitting that the new building continues the tradition of student support. Second, the building brings together student services that exemplify our core values: centering students, embracing diversity, fostering accessibility, and valuing community. Situated between the library and the university center, the heart of the campus is now clearly focused on students.





Finally, as I announced at the HSI Summit last Friday, Western Oregon University has achieved eligibility as a Hispanic Serving Institution. We are the first public, four-year HSI in the state of Oregon and the sixth institution of higher education in the state to achieve this designation. This moment marks a milestone for this university and comes out of the hard work of WOU employees over many years. Over time, more and more Latino students have chosen Western as the place to attend college. This is because of the quality education and the welcoming environment that our employees provide. Campus leaders like Anna Hernandez Hunter and the efforts of student services like Multicultural Student Support Services (MSSP), have set the stage to make our university an institution of choice in Latino communities.

I also congratulate the Office of Diversity, Equity, and Inclusion for their hard work and guidance over the last few years. Executive Director Dominique Vargas, through efforts like the equity assessment and equity action plan, continues to guide the university as we strengthen our campus culture and work deliberately to improve inclusion and accessibility. Also, former WOU trustee, Cristian Mendez Garcia has been working diligently as Assistant Director of Diversity, Equity, and Inclusion (focused on HSI Initiatives) to improve our community relations, programs, and opportunities as we moved from an emerging HSI to a recognized HSI in Oregon.

I also applaud the foresight of the BOT to establish a focus on Diversity, Equity, Inclusion, and Access at the structural level. When we ground our work in similar philosophies and directions, positive results emerge. We will continue to provide the best services possible to Latino students and to all students, always pushing ourselves to improve as an institution. As the strategic plan clearly articulates, we will lean into who we are and continue to celebrate the values that attract a diverse student population to our institution.

As I approach the end of my third year as president of Western Oregon University, I am encouraged by all that has been achieved by our community. The opening of the Student Success Center is one excellent example, but there are many. We have made focused investments that are having positive results on retention and persistence. We are shifting our systems of operations to meet best practices and help us do our work better and more efficiently. We are improving our access to, and analysis of, data. We are fine-tuning our financial planning and projections. And we are examining ways to improve the student experience and academic success. As always, we will continue striving for improvement.

To illustrate examples of how our daily work and initiatives relate to the strategic plan, I present highlights in my report as organized by the institutional goals. Though activities and accomplishments are only listed under one goal, you will see that many connect across goals.



## INSTITUTIONAL SUSTAINABILITY

**Goal:** Enhance the financial stability and sustainability of the institution through strategic financial planning, responsible resource allocation, and innovative revenue-generation initiatives, ensuring long-term resilience and success.

### Activities & Accomplishments

- 1) Graduate Education:** The decision to focus the Salem building on graduate education is a strategic move that enhances our ability to offer specialized programs. By prioritizing graduate programs such as the Organizational Leadership MA, Counseling Rehabilitation MA, and Occupational Therapy Doctorate, we are positioning ourselves as a leader in key educational areas that have the potential for strong demand and enrollment growth in our region.

Looking ahead, the next phase for the Salem Center for Graduate Studies will include developing a plan for a continuing education center, further expanding our impact in partnership with community leaders and responding to regional educational needs. Continuing education is a significant revenue stream for a regional university that is currently absent at WOU.

- 2) Wolves Rising:** The Campaign for Western Oregon University pillars are \$10M Scholarships, \$5M Wolves Athletics and \$5M Student Success. The goal and timeline are \$20 million by June 30, 2028.

As of March 31, we have raised \$2,992,479 for the 2024-2025 fiscal year. This brings the current Campaign total to \$18,119,190 which is nearly 91% towards our goal of \$20 million.

Percentage Progress by Pillar as of March 31:

- Scholarship – 122%
- Wolves Athletics – 33%
- Student Success – 85%

- 3) Athletics Financial Analysis:** Athletics staff and university administration have been working to contain costs, develop new funding sources and make informed decisions for the future of WOU Athletics. Sport programs are completing current year expense analysis that will help us as we make budgetary decisions for FY26. The Athletics



department continues to work closely with the University Advancement staff to expand our fundraising efforts and donor base.

- 4) **Applications for Fall 2025:** Applications for the entering class of Fall 2025 have risen by **26% year over year**, which reflects the success of the recent changes in our admissions process. The introduction of the **Common Application (CommonApp)** has significantly contributed to this surge. Typically, the Common App leads to increased applications but a decrease in yield (the percentage of admitted students who decide to enroll). However, we are focused on countering this trend and maximizing yield.
- 5) **Admissions:** Admits for Fall 2025 have also increased by **25% year over year**, reflecting strong interest in WOU from qualified prospective students. This growth shows that more students are finding value in the programs and opportunities we offer. To capitalize on this momentum, our efforts are now centered on improving communications with admitted students, increasing participation in visit programs, and promoting **FAFSA** and **ORSAA** (Oregon Student Aid Application) submissions. These efforts aim to encourage admitted students to finalize their enrollment decisions and commit to attending WOU.
- 6) **Housing Revenue:** Housing continues to host groups on campus year around, providing overnight accommodations to a number of high schools coming for Admissions events and daily tours. Additionally Housing hosted families for Family Weekend, football recruits, and OSU's Middle School SMILE program. Revenue generation helps offset expenses and keep costs lower for students living on campus.
- 7) **HR Banner Optimization:** Human Resources launched an independent HRIS Banner Optimization project in July 2024, which has since been integrated into the university-wide WOU Banner Optimization initiative. We are currently rebuilding key system components—such as E-Classes, Benefit Categories, and Leave Categories—to enable full use of Banner's automation tools, including Web Time Entry and EPAFs. A formal engagement with SIG begins in May 2025 to support this work. These efforts are focused on improving efficiency, accuracy, and functionality within HR operations. Our goal is to have WebTime Entry fully operational for all employee classes by July 2025.
- 8) **Budget Planning:** Budget planning and development activities are ongoing with the scrutiny to contain cost escalation and reduce the structural deficit in order to achieve a balanced budget in the shortest possible time frame. Therefore, monthly budget status reports are generated and shared with budget managers to monitor their spend levels.



Also, Management Reports are prepared and shared with the Board of Trustees showing the preliminary budget approved by the Board, adjusted budget approved by the Board, actual revenues and expenses compared with the approved adjusted budget and projected year-end actual results.

- 9) Utility and Energy Conservation:** Engagement in sustainability, utility and energy conservation efforts are ongoing. CPC efforts include incorporation of environmentally sustainable practices in planning and designing spaces, evaluation of opportunities for energy efficiency, waste reduction, and green building certifications, and designing projects considering future expansion and alternate occupants. In addition, Facilities Services efforts include optimizing building systems to improve energy efficiency, such as installation of HVAC controls, LED lighting, and water bottle fill stations.



## **STUDENT SUCCESS**

**Goal:** Enhance degree completion rates for undergraduate, graduate, and transfer students, through strategic initiatives focused on academic support, streamlined pathways, and the necessary services that ensure timely and successful attainment of their educational goals.

### **Activities & Accomplishments**

- 1) **Retention:** Early data shows that our **term-to-term persistence rate** for the Fall 2024 cohort has improved by over **4%**, with **93% of students** who enrolled in Fall 2024 returning for Winter term and nearly **86%** returning for Spring 2025. This is significant year over year growth and indicates that our retention strategies, academic support services, and student engagement initiatives are having a positive impact on student success. By continuing to focus on retention through targeted outreach, enhanced student services, and increased engagement, we are confident that we can further improve persistence rates and help students complete their degrees at higher rates.
- 2) **Foundation Competitive Grants:** The WOU Foundation opened applications for its campuswide [Competitive Grants program](#) for the **2025-2026 academic year**. These grants support numerous divisions across campus and are typically made in amounts of \$1,000 or less. The Competitive Grants program is funded by unrestricted gifts to the Fund for WOU. The WOU Foundation has been able to award around \$25,000 each year for the past couple of years and plans to do the same next year.
- 3) **Financial Aid:** The first award offers for the 2025-2026 year started going out on March 5, 2025. Communication was sent via postcard to the new students' home addresses as well as email. Financial Aid received Oregon Opportunity Grant awards the week of March 24 and began fully packaging students' financial aid awards. Award letters with the comprehensive aid package (federal, state, scholarship awards) will be mailed and emailed to new incoming students and emailed to current students on Monday, April 7.
- 4) **Student Health and Counseling:**
  - Installed an ADA accessible door to the medical lab restroom; this accessibility was not included when the building was built.
  - Established a couple of counseling support groups:
    - Friendship Connections Group: making meaningful connections, initiating friendships, and expanding your social network





- Queer and Questioning Group: The intersectionality of sexuality and faith - for those struggling between who they are and what they believe.
- An additional medical provider (K. Burnett) has completed SANE (Sexual Assault Nurse Examiner) training and is taking over the oversight for this service.
- Four new counseling interns started their internships Spring term. This will bring the center up to 8 interns, with different levels of experience and qualifications.

Service data shows that the demand for services continues to increase, along with the complexity of needs among the students being served.

The area of Counseling services has seen a 26% increase through Winter term.

1. 26% average increase in the past 5 years.
2. 7 FTE 5 years ago vs. current FTE of 4.4

The area of Medical services has seen an 8% increase through Winter term.

1. 19% average increase in the past 5 years.
2. 5.8 FTE 5 years ago vs. current FTE of 3.8

- 5) Student Hold Policy:** The Business Office, along with Academic and Student Affairs, developed a Student Hold Accounts Receivable policy, which was approved by the President's Cabinet for implementation. The policy clarifies the minimum threshold amount a student can owe on their accounts in order to continue enrolling at WOU. Clarity on the threshold amount should enable students to plan their budgets and sources of income to continually finance their education.
- 6) Freedom Center Reimagined.** The Office of Diversity, Equity, and Inclusion and Student Affairs continue to engage students to reimagine the Freedom Center as well as discuss culturally relevant spaces more holistically. A draft proposal for a new Mosaic Center that is supported in partnership with Student Engagement, ASWOU, and Multicultural Student Services and Programs has been developed. This proposal will be shared with students in current multiculturally affinity ASWOU chartered student organizations this spring for additional feedback. The proposed Mosaic Center mission is to support and connect students and friends of multicultural affinity ASWOU chartered student organizations.
- 7) Student Athletes:**
- Athletics Department Academic Stats (Winter Quarter 2025)
    - Women: 3.58 GPA, 79 Honor Roll



- Men: 3.19 GPA, 81 Honor Roll
- 40% of all student athletes earned a term GPA over 3.5





## **TRANSFORMATIONAL DIVERSITY**

**Goal:** Foster an inclusive educational, living, and work environment at Western Oregon University, ensuring that students and employees feel a profound sense of belonging and have abundant opportunities for growth and success.

### **Activities & Accomplishments**

- 1) **Student Athlete Training:** Each Athletic team participated in a campus sexual violence prevention workshop presented by Abby's House staff. The training (Be the Solution) is designed to help students identify and respond to behaviors that may lead to violence. The goal is to foster a safe and productive learning environment by educating our student athletes about inappropriate behaviors and resources available within the campus community.
- 2) **Oregon Department of Education, Latinx Student Success Act: Project Equidad:** \$666,684 This significant grant supports **Latinx children and families** in accessing equitable, culturally sustaining educational experiences. Project Equidad aligns with WOU's mission to provide support for multilingual learners, their educators, their families, and the school districts they are part of. This work is a central part of the College of Education's efforts to make a meaningful impact on educational equity in Oregon. By investing in this initiative, WOU is actively addressing the educational needs of Latinx communities and fostering a more inclusive and supportive learning environment for all.
- 3) **Veteran's Resource Center:** Winter 2025 saw a record-breaking 544 student walk-ins for VRC services, support, or lounge use. This increase is attributed to the refreshed space, enhanced supplies (funded by an ODVA grant), and a more diverse team that better represents our student Veteran community.
- 4) **Accessibility:** As part of accessibility efforts, the University Computing Solutions has completed the first draft of the Digital Accessibility policy for consideration and review by the President's Cabinet. Also, UCS has equipped more classrooms with new microphones, speakers, and cameras in alignment with accessibility requirements. In addition, Capital Planning and Construction completed projects with spaces that accommodate and adapt to evolving needs of students with all manner of abilities. Further, Facilities Services prioritize funding for physical accessibility in efforts to bring infrastructure to industry standards.



- 5) **HSI Designation.** The office of diversity, equity, and inclusion completed the process for confirming eligibility for Title V/HSI funding. On March 10, we received a letter from the U.S. Department of Education confirming our eligibility for Title V programs. This is confirmation of our HSI status for the next academic year.
- 6) **HSI Summit.** As of this report 250 individuals are registered for the annual HSI Summit on Friday, April 18, 2025. These individuals represent more than 40 different entities from across the state of Oregon. [Doctora Gina Ann Garcia](#) is our keynote presenter and workshop facilitator.



## **COMMUNITY STRENGTH**

**Goal:** Cultivate and maintain a culture at Western Oregon University that embraces collaboration, connection, and communication as we build meaningful partnerships with internal and external communities, while enriching the educational experience of our students.

### **Activities & Accomplishments**

- 1) **Admissions Partnership with OSU:** This partnership is aimed at expanding access to higher education for students who might not otherwise have the opportunity to attend college. This collaboration is not only an example of creative problem-solving but also a reflection of our commitment to meeting the needs of Oregon's students and enhancing educational access.
- 2) **New Student & Family Programs:**
  - 60 students and their families participated in Family Weekend this year! A total of 194 people were on campus for our fun events, including Senior Night Basketball games, the Winter Play, Murder Mysteries, and more!
  - Assisted the Office of Admissions with the launch of the Parent Portal for prospective students
  - Families continue to engage with the newsletter and emails at strong rates
    - Average an over 50% open rate on all newsletters
    - First Gen Families open at a 75% rate
    - First Year families open at an 80% rate
- 3) **Budget Town Hall:** As part of efforts for transparency and university community engagement in the budget process, a budget town hall was organized to bring the university community together to share budget status information and to discuss measures to balance the budget. Attendance is estimated at more than 300 participants. Subsequent town halls will be held jointly with the University Budget Advisory Committee and facilitated by the Vice President of Finance and Administration, Kwabena Boakye.
- 4) **City Collaborations:** The Monmouth City Manager was engaged in a meeting to map out a schedule for periodic collaborative meetings to discuss matters of mutual interest to both WOU and the City of Monmouth. The University Computing Solutions explored potential collaborations with the City of Independence to create an accelerator program to facilitate startups.



- 5) **Civics Training:** The Office of Diversity, Equity, and Inclusion partnered with [OCTPET](#) for the third time to engage in civics training. Jaime Rodriguez and Teresa Alonso Leon brought three interns to support this opportunity for WOU students. On March 6, 12 WOU students and four faculty/staff engaged in this effort with OCTPET in preparation for civic engagement and more specifically upcoming advocacy days in Salem.
- 6) **Celebrate Your True Self (GSA Day):** The Office of Diversity, Equity, and Inclusion, GSA Day Committee, Safe Zone Advisory Board, and Admissions partnered to present Celebrate Your True Self on Friday, March 7. 131 high school students from 11 area high schools participated in this one-day event at WOU. [Karelia Stetz-Waters](#) was the keynote presenter.
- 7) **Cesar E. Chavez Leadership Conference:** As of this report 1067 individuals are registered for our returning CECLC. This number includes 963 students and 104 chaperones from 49 different high schools. There are at least 15 entities signed up for the college/career fair and 25 concurrent session presentations. [Alejandra Campoverdi](#) is our keynote presenter.
- 8) **Social Media Engagement:** March 2025: Western's Instagram followers have almost reached 10,000, gaining 2,000 followers in March. Facebook's page visits remained steady at 4,500, with 13,000 followers. LinkedIn page followers increased 2%, now with over 26,000 followers.
- 9) **Student Athletes:** Throughout winter term, student athletes from women's soccer, volleyball and men's track & field spent time at Monmouth Elementary and Talmadge Middle School, joining students for recess and engaging in play. This experience allowed our student athletes to connect with local youth, strengthen community ties and inspire the next generation by showcasing the possibilities of playing collegiate sports or attending Western Oregon. It was a meaningful opportunity to give back and foster stronger relationships within our community.
- 10) **Alumni and Community Engagement:** Demographics and statistics are valuable in alumni relations because they provide insights into potential areas for engagement and can help lead to more targeted and effective communication and outreach strategies.



We have **42,569 Alumni of record**, which means all living alumni we have any contact information for who haven't told us not to contact them. Note that this number changes daily as records are added, alumni pass away, contact information, etc.

Of those, **9,065** have made a gift at least once since graduation (**21.2%**), and of those, **1,646** have made a gift in the last 5 years (**3.9%**). Alumni giving percentages vary from school to school and but the average alumni giving rate for surveyed schools in the [U.S. is around 7.7%](#).

This is why a focus on Alumni Engagement activities both on and off campus is so important, as well as stewardship and regularly sharing more impact stories.

Of our Alumni of record, **29,507 live in the State of Oregon**. Below is a chart by county, with data from 2024.

Broken down by Alumni in the Willamette Valley - 23,802

- Portland Metro - 7,480
- Mid Valley - 12,266
- South Valley - 4,056

County	State	Alumni	County Population	Alum per 1k
Baker County	Oregon	64	16,912	3.78
Benton County	Oregon	1,133	97,713	11.60
Clackamas County	Oregon	2,538	423,173	6.00
Clatsop County	Oregon	341	41,102	8.30
Columbia County	Oregon	284	53,880	5.27
Coos County	Oregon	356	64,212	5.54
Crook County	Oregon	138	26,952	5.12
Curry County	Oregon	84	23,296	3.61
Deschutes County	Oregon	1,112	208,513	5.33
Douglas County	Oregon	573	112,435	5.10



Gilliam County	Oregon	24	2,026	11.85
Grant County	Oregon	43	7,215	5.96
Harney County	Oregon	55	7,440	7.39
Hood River County	Oregon	182	23,745	7.66
Jackson County	Oregon	390	220,768	1.77
Jefferson County	Oregon	130	25,454	5.11
Josephine County	Oregon	195	87,821	2.22
Klamath County	Oregon	259	70,003	3.70
Lake County	Oregon	56	8,293	6.75
Lane County	Oregon	1,425	381,181	3.74
Lincoln County	Oregon	360	50,821	7.08
Linn County	Oregon	1,498	131,496	11.39
Malheur County	Oregon	83	32,044	2.59
Marion County	Oregon	6,885	346,741	19.86
Morrow County	Oregon	51	12,302	4.15
Multnomah County	Oregon	2,169	789,698	2.75
Polk County	Oregon	4,046	89,805	45.05
Sherman County	Oregon	17	1,951	8.71
Tillamook County	Oregon	280	27,417	10.21
Umatilla County	Oregon	330	80,053	4.12
Union County	Oregon	73	25,944	2.81
Wallowa County	Oregon	26	7,674	3.39





Wasco County	Oregon	182	26,333	6.91
Washington County	Oregon	2,773	598,865	4.63
Wheeler County	Oregon	17	1,436	11.84
Yamhill County	Oregon	1,335	108,644	12.29

Outside of Oregon, there are more than 850 alumni in the Seattle Metro area, 600 in Arizona, over 400 in Hawaii, 380 in Los Angeles metro, and 350 in the Bay Area.

### 11) Upcoming Events:

- May 10 – Wolves Spring Game
- May 17 – WOU Block Party
- May 31 – Rugby Alumni Game and Banquet Dinner
- May 31 – Wolves Athletics Auction
- June 7 – Smith Fine Arts Series featuring The Revelers
- June 13 – Forever Wolves Grad Party
- June 14 – WOU Commencement
- August 10 – Alumni Regional Event – Portland Metro
- September 5 – Football Hall of Fame Pre-Celebration
- September 6 – Football Hall of Fame
- September 23 – PACK Week – MI Town Alumni Booth
- October 17 – Wolves on the Green Golf tournament
- October 18 – Homecoming
- December 5 – Tree Lighting

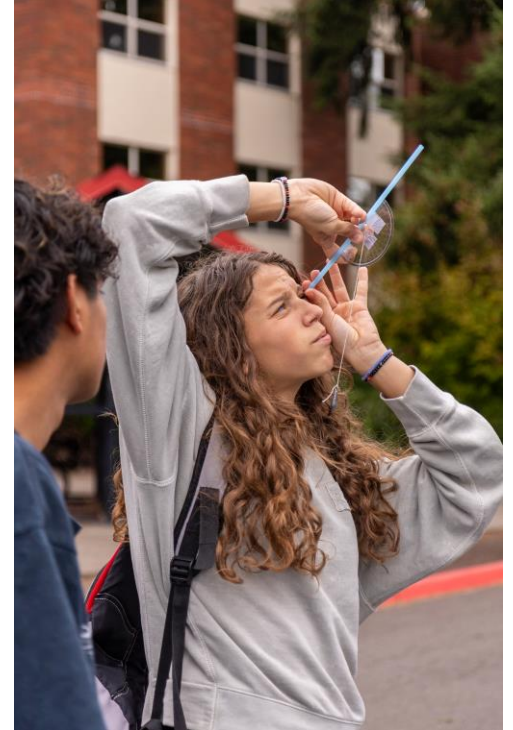
**Parades:** Planning continues for the 4<sup>th</sup> of July Monmouth-Independence parade and Fiesta Mexicana parade in Woodburn in August.





# Destination **WESTERN**

- Destination Western is a 10-day bridge orientation program aimed at serving unrepresented students to ease their transition into college life.
- Focuses on foundational college topics- math and writing- in two academic experiences led by WOU faculty
- Uses cohort-based model to aid in the social transition by creating small communities from day one





**Western Oregon**  
UNIVERSITY



[Destination Western Highlight video](#)





Western Oregon  
UNIVERSITY

# Destination **WESTERN**





- Funding History
  - Strong Start Grant in May 2021
  - Funded through 2023
  - Grant was renewed at a fraction
  - Moved over entirely to General Funds based on retention data
    - Students who complete the program are retained at 5-10% higher rates than students who do not go through the program and maintain higher credit loads.



- Funding Future
  - Continue to be funded by the General Fund
  - Lobbying to get the Strong Start Grant again
    - This would not only relieve the budget for 1-2 years but also enable us to bring back the wage replacement stipend that allowed the students with higher need to be involved previously.
    - Additional funds would also allow us to expand some of the social programming





Western Oregon  
UNIVERSITY



Destination  
**WESTERN**



Questions?



**Western Oregon University Board of Trustees, April 23, 2025  
Board Statement on the Investment of Quasi-Endowment Funds.**

On December 13, 2024, the Western Oregon University Board of Trustees held a special meeting to make changes to the Investments of part of the Quasi Endowment Fund. At that meeting, the committee requested that Ms. Penny Burgess, Executive Director, and Treasury Management Services Director at USSE, review the Board Statement on Quasi Endowment Investment and bring updates to a future Finance and Administration Committee meeting.

At the April 15, 2025, Finance and Administration Committee meeting, Ms. Burgess presented her recommendations to update the committee. The changes included updates to the investment objectives and benchmarks, delegating the authority to select investment managers to the Vice President for Finance and Administration, and combining the Board Statement and the Addendum into one Board Statement. After some conversation and edits to the updated draft of the statement, the committee voted unanimously to recommend its adoption to the Western Oregon University Board of Trustees at their April 23, 2025 meeting. The following document is the version the Finance and Administration Committee forwarded to the Board.

**COMMITTEE RECOMMENDATION:**

On the April 15, 2025 meeting, the Finance and Administration Committee recommended that the Western Oregon University Board of Trustees approve the updated Board Statement on Quasi Endowment Investment as written in the docket.



## **Board Statement on the Investment of Quasi-Endowment Funds**

### **1.0 Purpose of the Investment Portfolio**

The Board Statement on Investments provides the guiding principles for Western Oregon University to effectively supervise, monitor, and evaluate the investment of the Western Oregon University Quasi-Endowment “Quasi-Endowment” assets. The primary purpose of the Quasi-Endowment investment portfolio is to maintain the purchasing power of the assets over an intermediate period, to support **scholarships** and other University programs.

### **2.0 Fiduciary Responsibility**

**WOU Board of Trustees** will be referred to as “The Board” throughout this Board Statement. The Board has fiduciary responsibility for the university’s invested assets, including the Quasi-Endowment. The Board is responsible for establishing and maintaining the Quasi-Endowment’s investment policy and to recommend broad investment goals to the Investment Advisor and/or investment managers, including input into the asset allocation. The Board may delegate the day-to-day investment decisions on the investment portfolio.

### **3.0 Investment Objective**

The Board desires that its quasi-endowment portfolio will grow, over time, at a rate exceeding the consumer price index and will achieve that growth at a steady rate over time at increments less volatile than the respective market indices. The Board believes that a diversified equity and fixed income portfolio has the best chance to achieve this objective. Because of the short to intermediate term nature of the expected uses of this fund, the assets should be invested into a conservative portfolio of equities and fixed income.

### **4.0 Investment Time Horizon**

The expected investment horizon for this Quasi-Endowment is short to intermediate term with the Board having the authority to spend down the funds.

### **5.0 Targeted Rate of Return**



Over a five year market cycle, it is the goal of the Aggregate Plan Assets to achieve an average annual return, net of fees, of **5.0%**

The investment goals above are the objectives of the Aggregate Investment Plan, and are not meant to be imposed on each individual investment account.

## 6.0 Strategic Asset Allocation

<u>Asset Class</u>	<u>Minimum</u>	<b><u>TARGET</u></b>	<u>Maximum</u>	<u>Benchmark</u>
Cash & Equivalents	25%	<b>35%</b>	45%	91-day T-Bill
Fixed Income	25%	<b>35%</b>	45%	Bloomberg Agg
Global Equities	0%	<b>30%</b>	40%	MSCI ACWI IMI Net
*Alternative Investments	0%	<b>0%</b>	0%	

<b>Equities: 30%</b>	<b>Fixed Income: 35%</b>	<b>Alternatives: 0%</b>	<b>Cash: 35%</b>
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\*Alternative investments include REIT's (Real Estate Investment Trusts), Commodities, Private Equity, Foreign Currency, Structured Products, and any other non-traditional asset class that the Board deems appropriate.

The Board, at its discretion, may elect to invest some or all the funds in accordance with socially responsible investing.

## 7.0 Investment Restrictions

- 1) **Cash:** Cash to be invested in a bank account, money market fund or reasonable cash alternative.
- 2) **Fixed Income:** This component of the Quasi-Endowment shall adhere to the following criteria:
  - Limit fixed income portfolio risk, as measured by tracking error, to an annualized target of 1.5% relative to the established fixed income benchmark.
  - Average credit quality should not be lower than one grade below the approved fixed income benchmark index.
  - The fixed income allocation should be sufficiently diversified. Not more than 5% of the market value of any investment fund will be invested in any single issuer or issue.



- Below investment grade bonds shall not exceed 20% of the fixed income portfolio.
  - Non-U.S. dollar bonds shall not exceed 20% of the fixed income portfolio.
- 3) **Equities:** This component of the Quasi-Endowment shall adhere to the following criteria:
- Permitted Holdings: publicly traded domestic, international and emerging market common stock, and other equity instruments.
  - Diversification: Not more than 5% of the market value of any investment fund will be invested in any single security, unless it is part of an index fund.

## **8.0 Portfolio Rebalancing**

The Portfolio will be reviewed at least semi-annually by the Investment Advisor to rebalance the portfolio to the Board's target asset allocation.

## **9.0 Investment Manager Performance Review and Evaluation**

Performance reports generated by the Investment Advisor shall be reviewed by the Board, the Board's Finance and Administration Committee, and the University's Vice President for Finance and Administration "VPFA" or designee at least quarterly. The investment performance of total portfolios, as well as asset class components, will be measured against commonly accepted performance benchmarks. Consideration shall be given to the extent to which the investment results are consistent with the investment objectives, goals, and guidelines as set forth in this statement. The Board intends to evaluate the portfolio(s) over a 3-5 year period, but reserves the right to terminate an investment manager for any reason including the following:

1. Investment performance which is significantly less than anticipated given the discipline employed and the risk parameters established, or unacceptable justification of poor results.
2. Significant qualitative changes to the investment management organization.

Investment managers shall be reviewed regularly regarding Performance, Personnel, Strategy, Research Capabilities, Organizational and Business matters, and other qualitative factors that may impact their ability to achieve the desired investment results.

## **10.0 Roles and Responsibilities**

### **10.1 ROLE OF THE BOARD**



- Approve the selection of the Investment Advisor and provide adequate oversight during their engagement.
- Review the performance of the Investment Managers to ensure the assets are invested within the guidelines of this Board Statement.
- Review this Board Statement for accuracy and completeness.
- Provide accurate, complete financial information to the Investment Advisor and alert the Investment Advisor to any significant changes to this information, including changes to the Board's financial objectives.
- Participate in periodic portfolio reviews with the Investment Advisor, and/or designee.

## 10.2 ROLE OF THE INVESTMENT ADVISOR/MANAGERS

- The Investment Advisor, and/or designee, serves as consultant to the Board and VPFA.
- Prudently invest the portfolio assets within the guidelines of this Board Statement.
- Develop portfolio guidelines based on University's financial status, investment objectives, liquidity needs, tolerance for risk and investment time horizon.
- Monitor investment manager performance, on an ongoing basis.
- Provide the Board with portfolio reporting upon request.
- Recommend changes in asset allocation guidelines for this portfolio.
- Respond promptly to the Board's concerns and inquiries.

## 10.3 ROLE OF THE UNIVERSITY PRESIDENT, VPFA, AND THEIR DESIGNEES

- The management of the investment program including the selection and termination of investment managers is delegated to the VPFA.
- Exercise due diligence in checking the investment managers' and investment consultants' credentials and backgrounds prior to the board's selection.
- Contact the Investment Advisor, and/or designee with any questions or concerns regarding the investments.
- Monitor Investment performance on an on-going basis and review all investments for consistency with this investment policy.
- Provide the Board with the quarterly investment reporting and attribution analysis based on Investment Managers' performance versus benchmarks.
- 

## 10.4.

## 11.0 Prudence and Ethical Standards



## 11.1 PRUDENCE

All participants in the investment process shall act responsibly. The standard of prudence to be applied by the Board, the Investment Advisor, selected designees, WOU staff and external service providers shall be the “prudent investor” rule, which states: “Investments shall be invested and the investments managed as a prudent investor would do, under the circumstances then prevailing and in light of the purposes, terms, distributions requirements, and laws governing each investment fund.”

## 11.2 ETHICS AND CONFLICTS OF INTEREST

Board members, Investment Advisory staff, selected designees, WOU staff and external service providers involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program or that could impair their ability to make impartial decisions. These parties are required to reveal all relationships that could create or appear to create a conflict of interest in their unbiased involvement in the investment process.

## 12.0 Asset Custody

Custodial responsibility for all securities is to be determined by the Board or its designee(s).

## 13.0 Conclusion

Implementation of the Board Statement, including investment manager selection, shall be the responsibility of the VPFA and Investment Advisor, subject to the necessary approvals from the Board.

This Board Statement shall be reviewed by the Board at least every two years, or more frequently as needed to ensure its continued appropriateness.

## Document History

Version	Changes	Date
1	Initial Version	Adopted by the Western Oregon University Board of Trustees at their October 17 <sup>th</sup> , 2018 meeting.
2	Made updates around investment objectives, updated minimum and maximum allocation bands, and global equities benchmarks, delegated authority to VPFA for	Prepared for the Western Oregon University Board of Trustees for their April 23, 2025 meeting



	<b>investment manager selection. Merged the Quasi Endowment Investment Board Statement and the Addendum into one</b>	
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## Board Statement on the Investment of Quasi-Endowment Funds

### 1.0 Purpose of the Investment Portfolio

The Board Statement on Investments provides the guiding principles for Western Oregon University to effectively supervise, monitor, and evaluate the investment of the Western Oregon University Quasi-Endowment "Quasi-Endowment" assets. The primary purpose of the Quasi-Endowment investment portfolio is to maintain the purchasing power of the Western Oregon University Quasi-Endowment assets over the mid-but unspecified term intermediate period, to support **scholarships** and other University programs.

### 2.0 ~~Organization~~ Fiduciary Responsibility

WOU Board of Trustees will be referred to as "The Board" throughout this Board Statement. The Board has fiduciary responsibility for the university's invested assets, including the Quasi-Endowment. The Board is responsible for establishing and maintaining the Quasi-Endowment's investment policy and to recommend broad investment goals to the Investment Advisor and/or investment managers, including input into the asset allocation. The Board may delegate will engage an investment management consultant to manage the day-to-day investment decisions on the investment portfolio.

### 3.0 Investment Objective

The Board desires that its quasi-endowment portfolio will grow, over time, at a rate exceeding the consumer price index and will achieve that growth at a steady rate over time at increments less volatile than the ~~stock-respective~~ market indices. The Board believes that a diversified equity and fixed income portfolio has the best chance to achieve this objective. Because of the ~~midshort to -term~~ intermediate term nature of the expected uses of this fund, the assets should be invested into a ~~balanced-conservative~~ portfolio of equities and fixed income.

### 4.0 Investment Time Horizon

The expected investment horizon for this ~~Plan-Quasi-Endowment~~ is ~~mid-but unspecified~~ short to -term intermediate term with the Board having ~~an-the~~ authority to spend down the funds.

Adopted: 101718





## 5.0 Targeted Rate of Return

Over a five year market cycle, it is the goal of the Aggregate Plan Assets to achieve an average annual return, net of fees, of **5.0%**

The investment goals above are the objectives of the Aggregate Investment Plan, and are not meant to be imposed on each individual investment account.

Adopted: 101718



## 6.0 Strategic Asset Allocation

Asset Class	Minimum	<b>TARGET</b>	Maximum	Benchmark
Cash & Equivalents	<del>0</del> <u>25</u> %	<del>5</del> <u>35</u> %	<del>25</del> <u>45</u> %	<u>91-day T-Bill</u>
Fixed Income	<del>15</del> <u>25</u> %	<del>40</del> <u>35</u> %	<del>60</del> <u>45</u> %	<u>Bloomberg Agg</u>
<del>US-Global</del> Equities	<del>25</del> <u>0</u> %	<del>35</del> <u>30</u> %	<del>65</del> <u>40</u> %	<u>MSCI ACWI IMI Net</u>
<del>International Equities—</del> Developed	5%	15%	30%	
Emerging Markets	0%	5%	10%	
*Alternative Investments	-0%	-0%	-0%	

**Equities: ~~55~~30%    Fixed Income: ~~40~~35%    Alternatives: 0%    Cash: ~~53~~5%**

\*Alternative investments ~~would~~ include REIT's (Real Estate Investment Trusts), Commodities, Private Equity, Foreign Currency, Structured Products, and any other non-traditional asset class that the Board deems appropriate.

The Board, at its discretion, may elect to invest some or all the funds in accordance with socially responsible investing.

## 7.0 ~~Fiscally and Socially Responsible Investing~~ Investment Restrictions

**Commented [PB1]:** Adding components of the Addendum to the Board Statement.

- 1) **Cash:** Cash to be invested in a bank account, money market fund or reasonable cash alternative.
- 2) **Fixed Income:** This component of the Quasi-Endowment shall adhere to the following criteria:
  - Limit fixed income portfolio risk, as measured by tracking error, to an annualized target of 1.5% relative to the established fixed income benchmark.
  - Average credit quality should not be lower than one grade below the approved fixed income benchmark index.
  - The fixed income allocation should be sufficiently diversified. Not more than 5% of the market value of any investment fund will be invested in any single issuer or issue.
  - Below investment grade bonds shall not exceed 20% of the fixed income portfolio.
  - Non-U.S. dollar bonds shall not exceed 20% of the fixed income portfolio.

The Board will not allow more than ~~10~~0% of the total portfolio value to be invested in fixed income securities with a Standard and Poor's credit rating below "~~A~~" (or equivalent). The

Adopted: 101718



~~Board will not allow more than 5% of the total portfolio value to be invested in fixed income securities with a Standard and Poor's credit rating below "BBB" (or equivalent). The Board, at its discretion, may elect to invest some or all the funds in accordance with socially responsible investing.~~

3) **Equities:** This component of the Quasi-Endowment shall adhere to the following criteria:

- **Permitted Holdings:** publicly traded domestic, international and emerging market common stock, and other equity instruments.
- **Diversification:** Not more than 5% of the market value of any investment fund will be invested in any single security, unless it is part of an index fund.

## 8.0 Portfolio Rebalancing

The Portfolio will be reviewed at least semi-annually by the Investment ~~Management Consultant~~Advisor to rebalance the portfolio ~~back~~ to the Board's preferred target asset allocation. ~~The Board will review this Board Statement annually or more often as needed to ensure its continued appropriateness.~~

## 9.0 Investment Manager Performance Review and Evaluation

Performance reports generated by the Investment ~~Management Consultant~~Advisor shall be reviewed by the Board, the Board's Finance and Administration Committee, ~~or and~~ the University's Vice President for Finance and Administration "VPFA" or designee at least quarterly. The investment performance of total portfolios, as well as asset class components, will be measured against commonly accepted performance benchmarks. Consideration shall be given to the extent to which the investment results are consistent with the investment objectives, goals, and guidelines as set forth in this statement. The Board intends to evaluate the portfolio(s) over a 3-5 year period, but reserves the right to terminate an investment manager for any reason including the following:

1. Investment performance which is significantly less than anticipated given the discipline employed and the risk parameters established, or unacceptable justification of poor results.
2. Significant qualitative changes to the investment management organization.

Investment managers shall be reviewed regularly regarding Performance, Personnel, Strategy, Research Capabilities, Organizational and Business matters, and other qualitative factors that may impact their ability to achieve the desired investment results.

## 10.0 Roles and Responsibilities

Adopted: 101718



## 10.1 ROLE OF THE BOARD

- Approve the selection of the ~~investment managers and investment consultants~~Investment Advisor and provide adequate oversight during their engagements.
- Review the performance of the Investment Managers to ensure the assets are invested within the guidelines of this Board Statement.
- Review this Board Statement for accuracy and completeness.
- Provide accurate, complete financial information to the Investment ~~Managers~~Advisor and alert the Investment ~~Managers~~Advisor to any significant changes to this information, including changes to the Board's financial objectives.
- Participate in periodic portfolio reviews with the Investment ~~Managers~~Advisor, and/or designee.

## 10.2 ROLE OF THE INVESTMENT ADVISOR/MANAGERS

- The Investment Advisor, and/or designee, serves as consultant to the Board and VPFA.
- Prudently invest the portfolio assets within the guidelines of this Board Statement.
- Develop portfolio guidelines based on University's financial status, investment objectives, liquidity needs, tolerance for risk and investment time horizon.
- Monitor investment manager performance, on an ongoing basis.
- Provide the Board with portfolio reporting upon request.
- Recommend changes in asset allocation guidelines for this portfolio.
- Respond promptly to the Board's concerns and inquiries.

## 10.3 ROLE OF THE UNIVERSITY PRESIDENT, VPFA, AND THEIR DESIGNEES

- The management of the investment program including the selection and termination of investment managers is delegated to the VPFA.
- Exercise due diligence in checking the investment managers' and investment consultants' credentials and backgrounds prior to the board's selection.
- Contact the Investment ~~Managers and the Investment Consultants~~Advisor, and/or designee with any questions or concerns regarding the investments.
- Monitor Investment performance on an on-going basis and review all investments for consistency with this investment policy.
- Provide the Board with the quarterly investment reporting and attribution analysis based on Investment Managers' performance versus ~~the~~ benchmarks.
- ~~Participate in monthly portfolio reviews with the Investment Management.~~

Adopted: 101718



#### 10.4. ROLE OF THE INVESTMENT CONSULTANT

- Provide the VPFA and FAC with customized performance reports versus the benchmarks.
- Assist the VPFA with attribution analysis
- Contact the Investment Managers with any questions or concerns regarding the investments on the VPFA's behalf.

### 11.0 Prudence and Ethical Standards

#### 11.1 PRUDENCE

All participants in the investment process shall act responsibly. The standard of prudence to be applied by the Board, the Investment Advisor, selected designees, WOU staff and external service providers shall be the "prudent investor" rule, which states: "Investments shall be invested and the investments managed as a prudent investor would do, under the circumstances then prevailing and in light of the purposes, terms, distributions requirements, and laws governing each investment fund."

#### 11.2 ETHICS AND CONFLICTS OF INTEREST

Board members, Investment Advisory staff, selected designees, WOU staff and external service providers involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program or that could impair their ability to make impartial decisions. These parties are required to reveal all relationships that could create or appear to create a conflict of interest in their unbiased involvement in the investment process.

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### 13.0 Conclusion

Implementation of the Board Statement, including investment manager selection, shall be the responsibility of the VPFA and Investment Advisor, subject to the necessary approvals from the Board.

This Board Statement shall be reviewed by the Board at least every two years, or more frequently as needed to ensure its continued appropriateness.

Adopted: 101718



**Western Oregon University Board of Trustees, April 23, 2025**  
**Investment Portfolio Change for Quasi-Endowment Fund**

On December 13, 2024, the Western Oregon University Board of Trustees met at a special meeting to make changes to the Investments of part of the Quasi-Endowment Fund. At that meeting, the Western Asset Core Plus Bond Fund was sold due to concerns about lack of internal controls at Western Asset and poor relative long-term performance. The Board gave direction for staff to find alternative options and bring them to a future Finance and Administration Committee meeting.

Western Oregon University's investment advisor, Oregon State Treasury, provided a variety of passive and active core and core-plus intermediate term bond fund manager options. WOU's staff in consultation with USSE staff reviewed the investment options on the basis of product, people, process, performance, and fees and narrowed the options to two fixed income managers. At the April 15, 2025 Finance and Administration Committee meeting, Staff and Ms. Burgess from USSE walked the committee through the two options of fixed income managers (JP Morgan Active Core Bond Fund, or Fidelity Total Bond Fund) and ultimately based on the committee's comfort with a less than five-year time horizon, the committee voted to recommend to the Western Oregon University Board of Trustees to move forward with the JP Morgan Active Core Bond Fund.

**COMMITTEE RECOMMENDATION:**

On the April 15, 2025 meeting, the Finance and Administration Committee recommended that the Western Oregon University Board of Trustees approve staff to move forward to authorize the Oregon State Treasury purchase the JP Morgan Active Core Bond Fund for the fixed income allocation.

# INVESTMENT FUND DUE DILIGENCE (Attachment 2)

## AND RECOMMENDATION

**Overview:** Western Oregon University is seeking to add a core fixed income manager. WOU's investment advisor and consultants have reviewed passive and active core fixed income funds for WOU's endowment fund and considered the endowment fund's investment policy rules and portfolio guidelines.

**Recommendation:** JP Morgan Active Core Bond (JBND)

100% Fixed Income Allocation

### **Benefits of JP Morgan Active Core Bond**

- A focus on high quality – Invests approximately 60% in AAA rated bonds
- Consistent long-term relative performance
- Managed by a well-seasoned team with deep resources

**Designed to deliver total return from an actively managed portfolio of U.S. investment grade bonds.**

#### **Approach**

- Invests primarily in a diversified portfolio of intermediate-term, high-quality bonds
- Leverages a team of dedicated credit analysts to employ a value-driven security selection process, with an emphasis on risk management
- Provides exposure across all sectors of the U.S. investment grade market including securities that are not available in the benchmark

#### **Expertise**

##### **Portfolio manager(s) and years of experience**

Richard Figuly, 32 years	Andy Melchiorre, 17 years
Justin Rucker, 26 years	Edward Fitzpatrick, 26 years

#### **Ratings**

<b>Morningstar Medalist Rating™</b>	<b>SILVER - 3/15/2024</b>
<b>Analyst-Driven %</b>	<b>100</b>
<b>Data Coverage %</b>	<b>100</b>

<b>Morningstar Star Rating</b>	<b>12/31/24</b>
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<b>Overall Morningstar Rating™</b>	<b>★★★★</b>
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<b>Morningstar Category™</b>	<b>Intermediate Core Bond</b>
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Overall Morningstar ratings 4 stars; 431 funds. Three year rating 4 stars; 431 funds. Five year rating 4 stars; 387 funds. Ten year rating 4 stars; 274 funds. Ratings reflect risk-adjusted performance. Different share classes may have different ratings.



## Why JP Morgan Active Core Bond Fund?

- 10-Year relative outperformance – 26 basis points
- High-quality blend of fixed income holdings
- Competitive management fees – 0.25%
- Offers exchange traded fund option (JBND) for efficient trading and administration

## Return (%)

		Total Return		Average Annual Return			
		3mos	YTD	1yr	3yrs	5yrs	10yrs
<b>F</b>	at NAV	-3.03	1.98	1.98	-1.85	0.22	1.61
<b>B</b>		-3.06	1.25	1.25	-2.41	-0.33	1.35

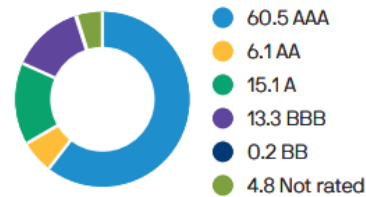
Returns as of December 31, 2024

## Sector Allocation (%)

Asset Backed	8.0
Agency Mortgage	29.7
Money Market	2.9
CMBS	4.8
Credit	26.3
Non-Agency Mortgage	4.2
Agency	0.4
Treasury	41.1

## Holdings

### Credit Quality (%)



## Portfolio Analysis

Approximate number of holdings	3760
Turnover ratio (trailing 12 months) (2/29/24) (%)	14.00
Average duration (years)	6.08
Average life (years)	6.30
Reporting yield (%)	5.53

**J.P.Morgan** ASSET MANAGEMENT



**Western Oregon University Board of Trustees, April 23, 2025  
Board Statement on the Investment of Operating Assets.**

At the February 11, 2025, Finance and Administration Committee of the Western Oregon University Board of Trustees, Penny Burgess, Executive Director and Treasury Management Services Director, gave a robust presentation about the investment management of our operating assets and quasi-endowment funds. In her presentation, Ms. Burgess recommended the creation of a Board Statement on the Investment of Operating Assets to the committee. The committee requested she put together a draft of a board statement and bring it back to the Finance and Administration Committee at their April 15, 2025, meeting.

At the April 15, 2025, Finance and Administration Committee meeting, Ms. Burgess presented her recommendation to the committee. After some conversation and edits to the original draft of the statement, the committee voted unanimously to recommend its adoption to the Western Oregon University Board of Trustees at their April 23, 2025 meeting. The following document is the version the Finance and Administration Committee forwarded to the Board.

**COMMITTEE RECOMMENDATION:**

On the April 15, 2025 meeting, the Finance and Administration Committee recommended that the Western Oregon University Board of Trustees approve the Board Statement on Investment of Operating Assets as written in the docket.



## **Board Statement on the Investment of Operating Assets**

### **Purpose**

Western Oregon University's ability to fulfill its mission for the benefit of current and future students depends on sound fiscal management and the practical management of university assets. This policy identifies the strategies for prudent investment of Western Oregon University ("University") funds by providing parameters to be followed to maintain operating liquidity and invest university funds.

The investment policies and practices of the University are based on federal and state law and prudent money management. All funds will be deposited and invested in accordance with the Policy and all statutes, ordinances and policies governing the University.

It is intended that this policy cover the University's operating funds under the direction of the Western Oregon University Board of Trustees ("Board"). This policy excludes retirement funds, the university's quasi-endowment fund, and funds managed by the Western Oregon University Foundation.

### **1.0 Definitions**

- A. **"Liquid investments"** refers to cash and cash equivalent assets.
- B. **"Liquidity "** refers to how quickly and easily a financial asset or security can be converted into cash without losing significant value.
- C. **"Prudent money management"** refers to the use of financial assets that are suitable for an investor's goals and objectives considering the risk/return profile and the time horizon. A prudent investor is required to follow a reasonable process in reaching their investment decisions regardless of whether their investment decisions were successful.
- D. **"Return on Investment"** a key financial ratio that measures the profitability of an investment relative to its costs, expressed as a percentage.
- E. **"Tier 1"** includes liquid, short-term investments intended to be held less than one year.
- F. **"Tier 2"** includes intermediate-term investments intended to be held between one to ten years.
- G. **"Tier 3"** includes long-term investments intended to be held longer than ten years.

## **2.0 Roles & Responsibilities**

- A. The Board fulfills its fiduciary responsibility for the management of all invested assets through the development of the university's Investment Policy Statement, which strives to maximize investment return with a prudent level of risk.

The Board retains authority and responsibility for:

1. Reviewing this Board Policy for accuracy and completeness and alerting investment managers to any significant changes to this information, including changes to the Board's financial objectives.
  2. Reviewing investment performance of the investment managers to ensure the assets are invested within the guidelines of this Policy.
  3. Providing oversight of investment managers and consultants during their engagements.
  4. Approving this policy, amending this policy as necessary, and reviewing this policy at least every two years.
- B. The Board delegates to the President, who may further delegate as appropriate to other University officials, authority and responsibility for:
1. Implementing this policy and overseeing management of daily activities related thereto.
  2. Establishing relationships with financial institutions, investment managers, investment consultants, custodians, and other vendors directly related to the provision of investment management services, for the holding or management of the university's invested assets.
  3. Monitoring and reviewing all investments for consistency with this investment policy.
  4. Recommending corrective action to the Board.
  5. Developing, installing, and overseeing the operations of suitable business systems and staffing to accomplish this function.
  6. Setting forth recommendations to the Board regarding the investment policy.
  7. Reviewing asset allocation and portfolio and asset class performance on a quarterly basis.

8. Preparing and distributing investment reports to the Board on a quarterly basis or as requested.
9. Approving investment manager hiring and termination upon recommendation from the investment consultant and investment staff.
10. To ensure liquidity for operational purposes is achieved.
11. To ensure that the current spending requirements of the university are supported, and the university's daily cash flow demands are met.

### **3.0 Objectives**

Operating funds are invested to preserve value and safety of the principal, maintain liquidity appropriate to the forecasted working capital requirements of the university, provide prudent diversification of investments and maximize the rate of return on investment.

The primary investment objective(s) by tier are:

1. Tier 1 – Safety and liquidity, includes cash, cash equivalents, and short-term fixed income instruments
2. Tier 2 – Safety, liquidity, and return on investment with an expectation of a higher return than Tier 1, includes intermediate-term fixed income securities
3. Tier 3 – Return on investment with the ability to assume more risk and volatility than Tier 1 or 2, includes long-term fixed income securities, equities, and alternative asset classes.

### **4.0 Liquidity**

This provision serves as an important governance function by providing a framework to define liquidity, establishing and assigning responsibilities for managing the institution's liquidity needs, evaluating the appropriate level of liquidity for the institution, and outlining sources of liquidity when needed.

Within the context of this document, liquidity is defined as cash and cash equivalents, access to cash, and the convertibility of assets to cash in order to meet operating and financial needs during the operating cycle.

Liquidity risk is defined as an inability to meet payment obligations in a timely manner when they become due and the risk that assets may not be convertible into cash when needed.

Liquidity risk is categorized into three risk types:

- *Operating liquidity risk* occurs when the University cannot fund its operating expenses due to insufficient liquid cash holdings.
- *Financing liquidity risk* occurs as a result of external financing activities and the potential for those financings to come due before maturity (e.g. credit lines).
- *Market liquidity risk* occurs when the University is unable to convert assets into cash without significant losses.

The objective of this provision is to ensure that the University operates with an adequate level of institutional liquidity to minimize risk associated with temporary, unforeseen liquidity needs.

The university's liquidity sources include the following:

- Operating and non-operating revenues,
- Cash and liquid investments,
- Operating Credit Lines, and
- Gifts, in the form of cash or pledges.

A minimum liquidity balance may be determined by the Board in the future.

## **5.0 Prudence**

The vice president for finance and administration, controller, and the Board are fiduciaries subject to the prudent investor standard. When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a fiduciary shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the University, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the University.

## **6.0 Permitted Investments**

The University will limit investments in any one non-government issuer, except investment pools, to no more than 5% regardless of security type.

### **Investment Pools**



- 1) The **Public University Fund** established by Oregon Revised Statutes 352.450.
- 2) The **Oregon Short-Term Fund (OSTF)** as managed by the Oregon State Treasury in accordance with the terms approved by the Oregon Investment Council.
- 3) Any investment pool managed by the Oregon State Treasury in accordance with terms approved by the Oregon Investment Council.
- 4) Any investment pool or exchange traded fund managed by a third-party manager.

Prior to investing in any investment pool, the University will review the pool's governing document, prospectus (if available), permitted investments, fees, and management for compliance with this policy and other due diligence purposes.

## **7.0 Diversification**

The investments shall be broadly diversified across securities to reduce the impact of losses in individual investments in a manner that is consistent with fiduciary standards of diversification. This diversification shall be achieved by employing multiple investment managers and by imposing a 3% maximum position limit with the exception of U.S. Treasury securities, U.S. government agency securities, and money market funds.

## **8.0 Safekeeping and Custody**

The assets of the University shall be secured through third-party custody and safekeeping procedures.

## **9.0 Reporting Requirements**

Manager(s) Responsibilities:

The investment manager(s) is responsible for strict compliance with the provisions of their investment management agreement with the University. The investment manager(s) will report investment results to the University vice president for finance and administration, or his/her delegate, no less frequently than quarterly.

## **10.0 Review of Investment Policy**

The university vice president for finance and administration, or his/her delegate, will present the Board Statement on the Investment of Operating Assets for review no less than every two years.

DOCUMENT HISTORY

Version	Changes	Date
1	Initial Version	Prepared for the Western Oregon University Board of Trustees April 23,2025 Meeting

Approved on \_\_\_\_\_ , 2024

\_\_\_\_\_  
Chair of the Board

\_\_\_\_\_  
Secretary of the University

## **Finance & Administration Committee (FAC), Tuition & Fees for 2025-26 Academic Year & Summer 2025**

### SUMMARY OF RECOMMENDED CHANGES IN TUITION AND FEES FOR 2025-26

#### Undergraduate:

- 4.76% increase to resident tuition (\$10 per credit increase from \$210 to \$220 per credit) & WUE tuition (\$15 per credit increase from \$315 to \$330 per credit)
- 1.64% increase to non-resident undergraduate tuition (\$11 per credit increase from \$669 to \$680 per credit)

#### Graduate:

- 4.97% increase to base graduate tuition (\$24 per credit increase from \$483 to \$507 per credit)
  - Graduate tuition is assessed at the same rate regardless of residency.
- 4.99% increase to occupational therapy doctorate tuition (\$435 per term increase from \$8,725 to \$9,160 per term). Summer 2025 will remain at the rate of \$8,725 as this is the initial cohort. Subsequent OTD cohorts will follow the usual academic year tuition rate, with the new tuition rate going into effect in the Summer preceding the Academic Year.

#### Fees:

- 4.57% increase in the health service fee (\$8 per term increase from \$175 to \$183 per term)
  - For completely online/Salem students, a 4.62% increase in the health service fee (\$6 per term increase from \$130 to \$136 per term)
- \$13 increase to the Building fee (begins at \$36 for credit 1 and increases by \$2/credit until \$58 for 12 or more credits)
- No increases to the student health building (\$11 per term), student rec center building (\$42 per term), and matriculation fees (one-time \$365 for undergraduate and \$315 for graduate)
- Online course fee remains at \$53/credit, to be charged to both undergraduate and graduate students based on online course modality
- 4.82% increase in the incidental fee (\$20 per term increase from \$415 to \$435 per term)
  - For completely online/Salem students, a 4.76% increase (\$10 per term increase from \$210 to \$220 per term)

#### Summer:

Summer 2025 tuition rates are included at the same rates as the 2025-26 academic year. Building and student rec center building fees are slightly less than the academic

year (as is consistent with historical summer fees). The summer incidental fee reflects a 10% increase, from \$150 to \$165, to reflect the difference in service level during summer.

Room and board rates:

Housing residence hall rates include between 3-5% increases (actual percentage increases vary by room/hall). Dining rates reflect a 2.5% increase.

### TUITION & FEE ADVISORY COMMITTEE

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

**COMMITTEE RECOMMENDATION:** It is recommended that the Western Oregon University Board of Trustees approve the 2025-2026 Academic Year & 2025 Summer Session Tuition & Fee Book as presented.

### ADDITIONAL INFORMATION

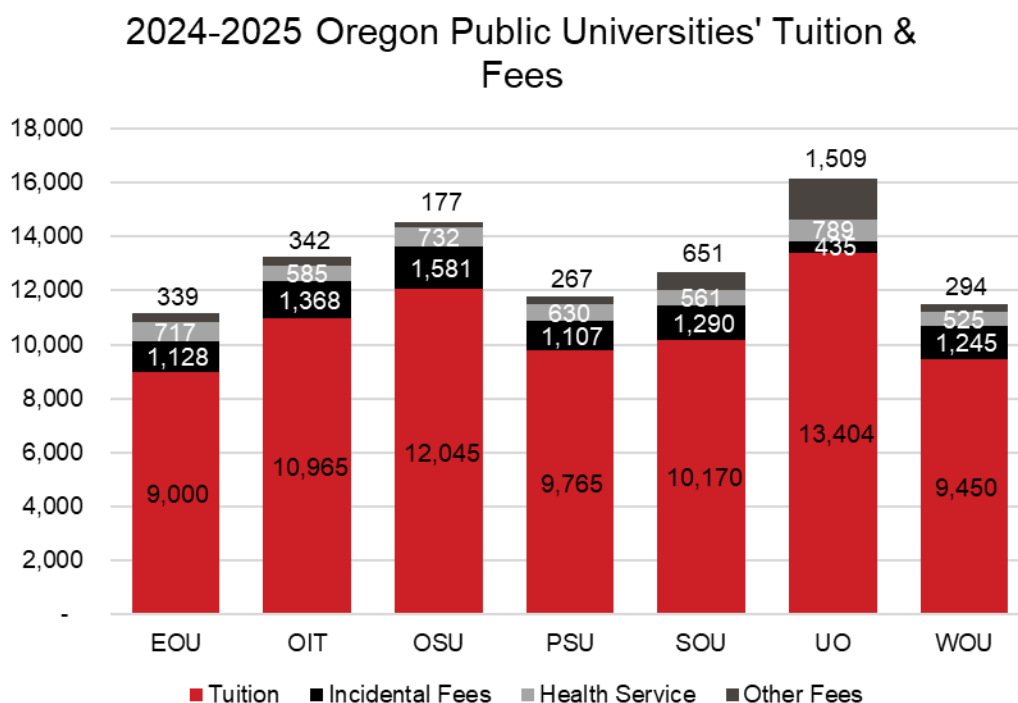


Figure 1: Oregon public universities' cost comparison for 2024-25 resident undergraduate tuition & fees, assuming 15 credits/term.

### Non-Resident Undergraduate Tuition:

	Resident	Non-Resident	Ratio
EOU	200	501	2.51
OIT	244	776	3.18
OSU*	261	778	2.98
PSU	217	646	2.98
SOU	226	651	2.88
UO*	298	930	3.12
WOU	210	669	3.19
*Rate for 2024-25 Entering Cohort			

Figure 2: Oregon public universities' resident and non-resident undergraduate per credit tuition rates for 2024-25, and their calculated ratio.

While WOU is the second-lowest for resident undergraduate tuition, we are in the middle of seven for non-resident undergraduate tuition. The proposed rates of \$220 for resident and \$680 for non-resident undergraduate tuition would bring our ratio to 3.09, which is more in line with our peers.

### Occupational Therapy Doctorate Tuition:

	Tuition	Type
WOU	34,900	Doctorate
George Fox	38,143	Doctorate
Pacific University	43,818	Doctorate
Pacific Northwest University	45,320	Masters
University of Washington	26,136	Masters
Puget Sound	59,960	Doctorate
Eastern Washington	17,199	Masters

Figure 3: Oregon and Washington universities Occupational Therapy programs tuitions for 2024-2025.

The proposed increase for Occupational Therapy would bring WOU's annual cost to 36,640, which maintains our pricing rank to cost comparators in Oregon and Washington, prior to whatever increases other schools may implement as well.

**Building Fee:**

Credits	EOU	OIT	OSU	PSU	UO	WOU
1	85	23	37	23	45	23
2	85	25	39	25	45	25
3	85	27	41	27	45	27
4	85	29	43	29	45	29
5	85	31	45	31	45	31
6	85	33	47	33	45	33
7	85	35	49	35	45	35
8	85	37	51	45	45	37
9	85	39	53	45	45	39
10	85	41	55	45	45	41
11	85	43	57	45	45	43
12+	85	45	59	45	45	45

Figure 4: Oregon public universities' building fees for 2024-25.

The building fee is allocated to pay debt service associated with past construction and renovation projects on the WOU campus. Any additional funds collected are put into a reserve or used for small construction projects. Originally, all seven public universities had the same building fee structure, which began at credit 1 at \$23, and increased by \$2/credit until plateauing at \$45 for 12 or more credits; WOU has not changed from that structure. In FY25, WOU will generate ~\$300K of building fee revenue. The proposed increase would result in an ~\$85K of additional revenues, which would begin to address the needed debt service payments which were set when enrollment was 5,000 plus (compared to the current levels of less than 4,000).



## ADDITIONAL INFORMATION PROVIDED TO TFAC

<b>Resident UG Credit Rate</b>	<b>\$ Increase</b>	<b>% Increase</b>	<b>Revenue*</b>
210	-	0.00%	-
211	1	0.48%	114,497
212	2	0.95%	244,806
213	3	1.43%	359,303
214	4	1.90%	489,612
215	5	2.38%	604,109
216	6	2.86%	734,418
217	7	3.33%	848,915
218	8	3.81%	979,224
219	9	4.29%	1,093,721
220	10	4.76%	1,224,030
*Increase in UG Resident & WUE tuition revenue generated compared to 0% tuition increase assuming flat enrollment.			

Figure 5: Estimated change in undergraduate resident & WUE tuition revenues for FY2026 for each respective resident undergraduate tuition rate, assuming flat enrollment.

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

Western Oregon University						
Tuition and Fees Projection Model		UG Enrollment Assumption		0.00%		
University Revenue Impact		GR Enrollment Assumption		0.00%		
	Current Credit Rates	Projected FY26 Credits	FY26 Credit Rates % Increase	Rounded %	Rate	Projected FY26
Revenues						
UG Tuition						
UG Resident	210	98,685	5.00%	4.76%	220	21,710,700
UG WUE/Texas	315	15,812			330	5,217,960
UG Non-Resident	669	988	0.00%	0.00%	669	660,972
GR Tuition	483	8,894	0.00%	0.00%	483	4,295,802
OTD*	8,725	52	0.00%	0.00%	8,725	1,814,800
Other		-				2,600,000
Total Gross Tuition		124,431				36,300,234
Online Fees						2,956,022
Other Fees						1,050,000
Fee Remissions						(5,445,035)
Total Net Tuition & Fees						34,861,221
State Appropriations						36,170,019
Gifts Grants & Contracts						2,600,000
Investment						2,300,000
Sales & Services						500,000
Other Revenues						100,000
Total Revenues						76,531,240
Expenses						
Personnel						65,295,825
Service & Supplies						10,909,251
Total Expenses						76,205,076
Net Transfers						5,765,938
Total Expenses and Transfers						81,971,014
Recurring Net Revenues less Expenses						(5,439,774)
One Time Activites						-
Net Revenues less Expenses						(5,439,774)
Beginning Fund Balance						9,145,593
Projected Ending Fund Balnce						3,705,819
% of Revenues						4.84%

Figure 6: A snapshot of TFAC's university revenue projection interactive model

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

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

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

	Current Credit Rates	FY26 Credit Rates	Tuition	Building	Mandatory Fees* Health Incidental	Total Per Term Cost	Total 2025-26 Cost	Total 2024-25 Cost	Incr. for Cont. Students \$ Increase % Increase
Undergrad:									
Resident	210	220	2,860	98	175 415	3,548	10,644	10,254	390 3.80%
WUE/Texas	315	330	4,290	98	175 415	4,978	14,934	14,349	585 4.08%
Non-Resident	669	669	8,697	98	175 415	9,385	28,155	28,155	- 0.00%
Graduate**	483	483	4,347	98	175 415	5,035	15,105	15,105	- 0.00%

**\*Mandatory Fee Assumptions**

Building Fees includes \$45 Building Fee (staggered for less than full-time), \$11 Student Health Building Fee, and \$42 Student Recreation Center Building Fee

Health Service Fee is currently \$175 assessed at Credit 1 for in-person, \$130 for completely online/Salem students

Incidental Fee is currently at \$415 assessed at Credit 1 for in-person, \$210 for completely online/Salem students; determined by the Incidental Fee Committee

\*\*Graduate tuition rates reflected exclude Occupational Therapy students, which is a cohort model program where students are currently assessed tuition of \$8,725/term.

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

Total Tuition & Fees 10,644 Financial Aid Award Package based on Total Cost of Attendance  
<https://wou.edu/admission/tuition-and-aid/>

**Aid:**

Pell	7,395	Approx. 40% of our students are Pell-eligible; maximum is \$7,395 for 2024-25
Oregon Opportunity Grant	-	Maximum is \$7,524 for 2024-25
Federal Direct Loans	5,500	Maximum for first-year dependent student is \$5,500
Parent PLUS Loans	-	Maximum is cost of attendance less any other financial assistance
Private Scholarships	1,000	WOU Scholarships, or external private scholarships
WOU Fee Remissions	1,500	Varies by individual; some students receive up to \$6,000, average award is \$1,500
Total Aid (including loans)	15,395	

Net Cost/(Refund) (4,751) Students also need to pay for housing/other bills

**Some examples of Fee Remissions:**

Merit	1,000-5,000	Starting at 3.0 GPA
Bilingual Teacher Scholarship	3,000	
Diversity Commitment	6,000	

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

Figure 7: A snapshot of TFAC's individual impact estimation interactive model

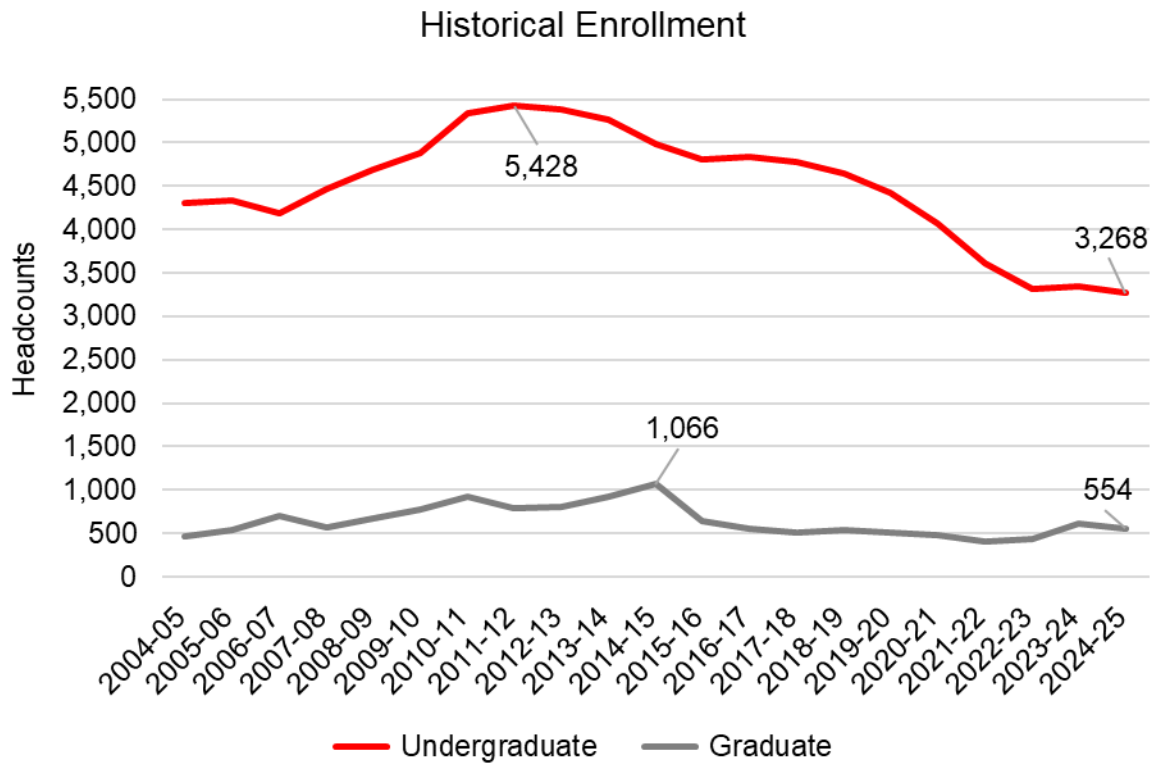


Figure 8: Historical enrollment headcounts (fall-term census)

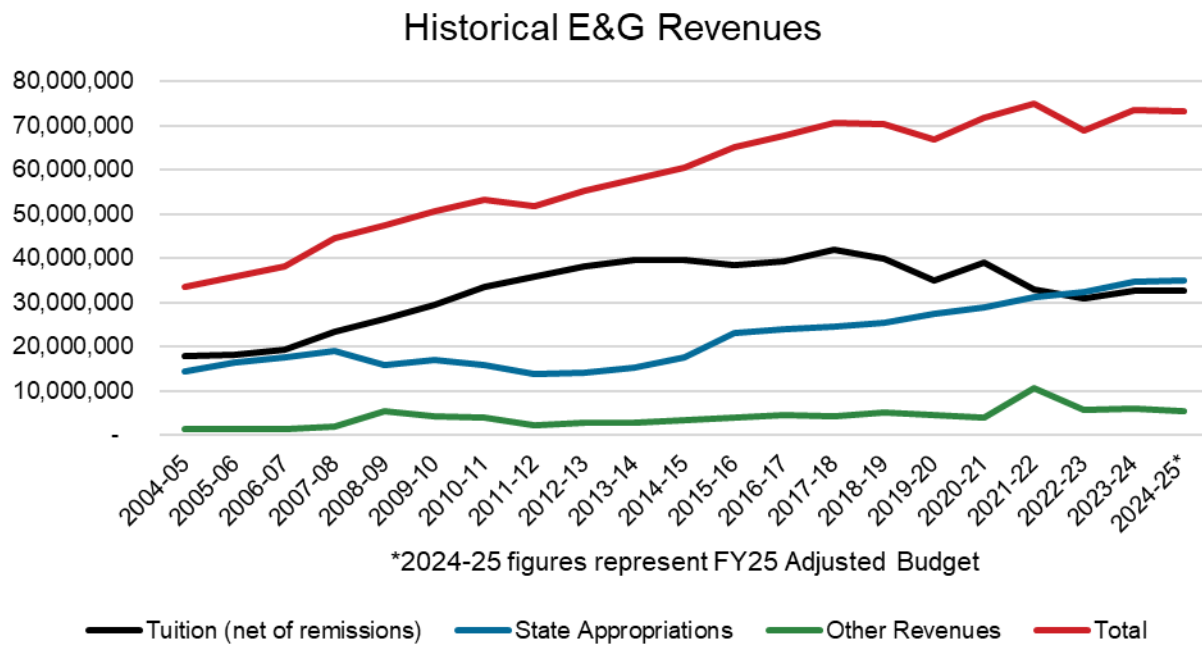


Figure 9: Historical Education & General fund revenues

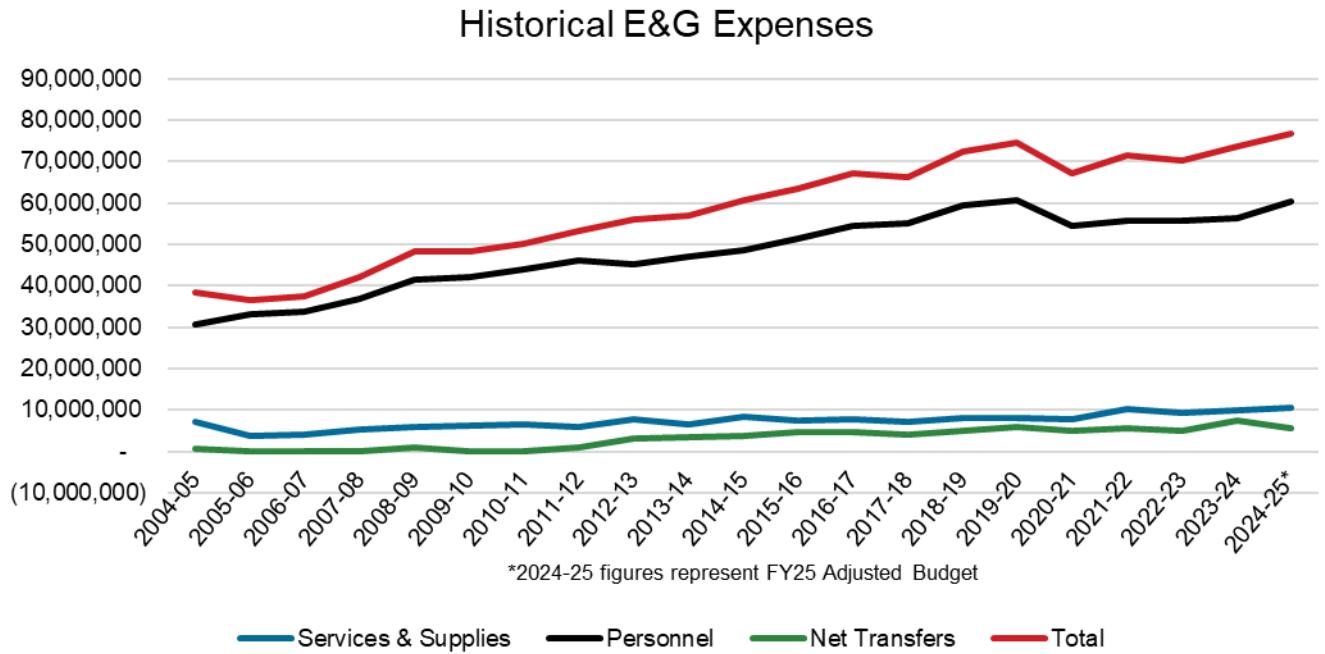


Figure 10: Historical Education & General fund expenses

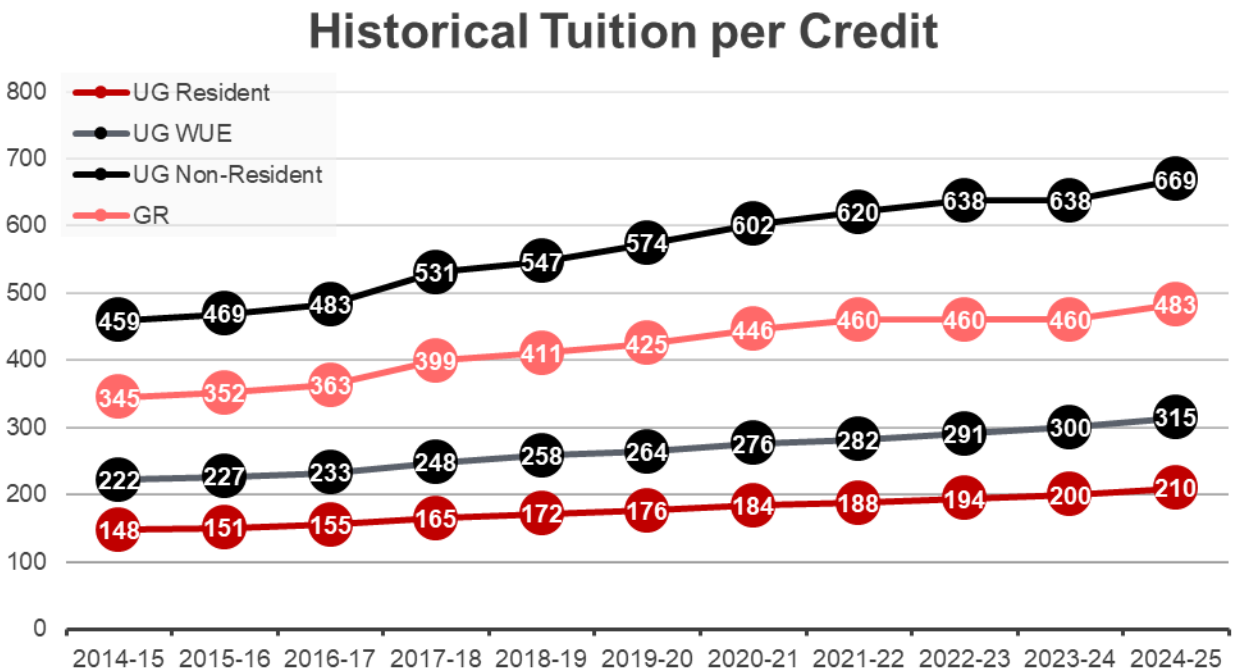


Figure 11: Historical tuition rate per credit

	Rate	\$ Increase	% Increase
<b>2011-12</b>	143		
<b>2012-13</b>	145	2	1.40%
<b>2013-14</b>	148	3	2.07%
<b>2014-15</b>	148	0	0.00%
<b>2015-16</b>	151	3	2.03%
<b>2016-17</b>	155	4	2.65%
<b>2017-18</b>	165	10	6.45%
<b>2018-19</b>	172	7	4.24%
<b>2019-20</b>	176	4	2.33%
<b>2020-21</b>	184	8	4.55%
<b>2021-22</b>	188	4	2.17%
<b>2022-23</b>	194	6	3.19%
<b>2023-24</b>	200	6	3.09%
<b>2024-25</b>	210	10	5.00%

Figure 12: Historical undergraduate resident tuition rate per credit and past rate percentage increases

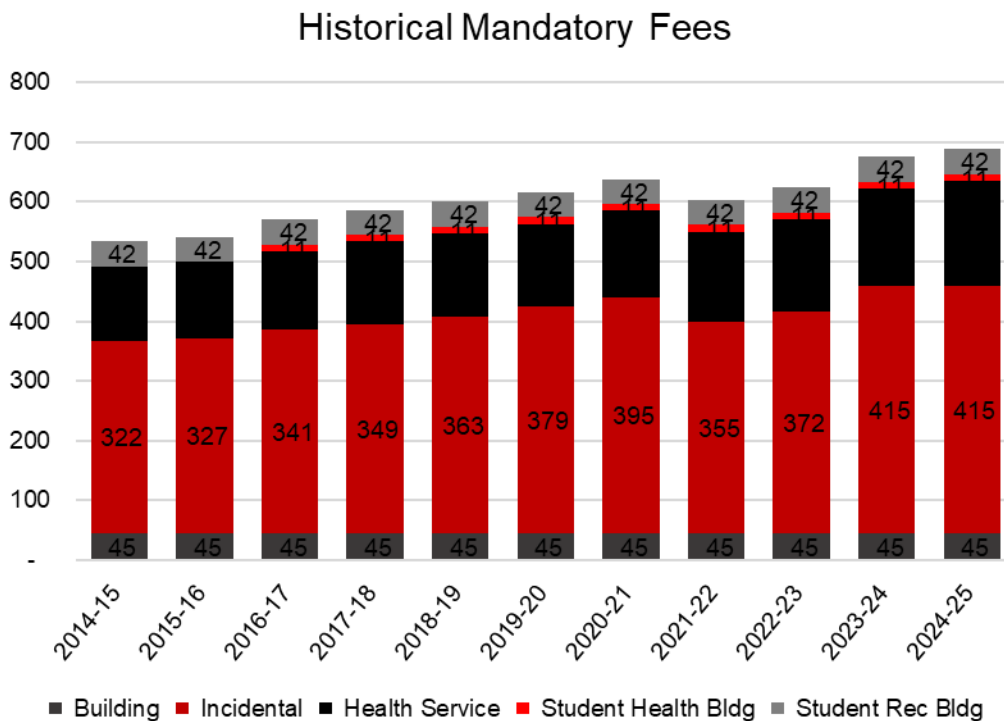


Figure 13: Historical mandatory fees



March 12, 2025

To: President Peters and the WOU Board of Trustees

Subj: Recommendation from the Tuition & Fee Advisory Committee

After several months of meetings, gathering student input, and many lively discussions as a Committee while trying to keep the student at the forefront of our minds, we recommend a resident undergraduate tuition rate increase of 4.76%, \$10 per credit hour (from \$210 to \$220 per credit). Although the Committee overall supports this, we do recognize that every student dollar is precious. Our recommendation attempts to balance the needs to sustain the institution as well as the need for affordability for our students.

In our student survey with 444 respondents, 323 students (72.75%) responded in support of a 2.86% increase (see full survey results in appendix). Additionally, 217 students (48.87%) ranked affordability as their top priority.

Additionally, we recommend a 4.57%, \$8/term increase (from \$175 to \$183 per term) for health service fee for Monmouth-campus students, and a 4.62%, \$6/term increase (from \$130 to \$136 per term) for completely online/Salem students. In the student survey, 240 students (54.05%) responded in support of not increasing the health service fee. In response to student feedback, additionally we do ask the Student Health Advisory Committee to revisit and reassess exclusion options.

## Appendix: TFAC Campus-Wide Survey Results

Total Responses: 444

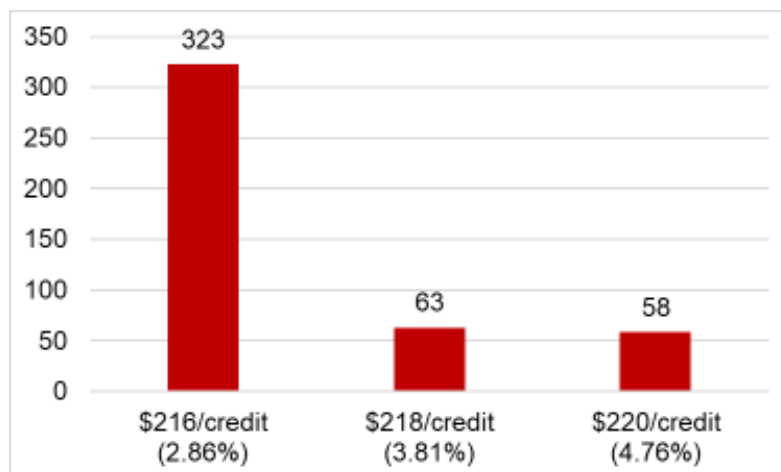
Question 1: The Tuition & Fee Advisory Committee (TFAC), comprised of WOU students, faculty, and staff, is seeking your input on undergraduate resident tuition rate increases for next academic year, 2025-2026. TFAC considers both the university's overall financial situation and the impact that increases have on students. The TFAC then makes a recommendation to the WOU President and ultimately to the Board of Trustees.

WOU currently operates in a deficit budget, using its reserves, as a result of declining enrollments, state funding shortfalls, labor cost increases, and inflation. The university knows it cannot balance the budget by raising tuition alone, which would require an ~24% increase. Further information is available to [read](#) or to [listen with slides](#).

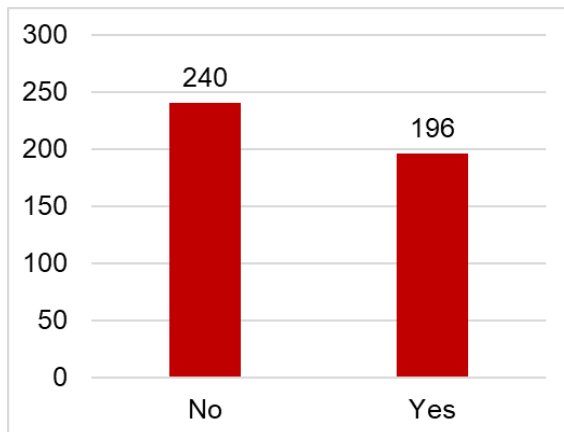
WOU's current resident undergraduate tuition rate is \$210 per credit. The table below summarizes the proposed rates being considering, the respective percentage increase, the annual increase in cost to student based on 45 credits per year, and the subsequent revenue to the university assuming flat enrollment.

	Proposed rate per credit	Percentage increase	Annual increase to student	Additional revenue
a.	\$216	2.86%	\$270	~\$735K
b.	\$218	3.81%	\$360	~\$980K
c.	\$220	4.76%	\$450	~\$1.225M

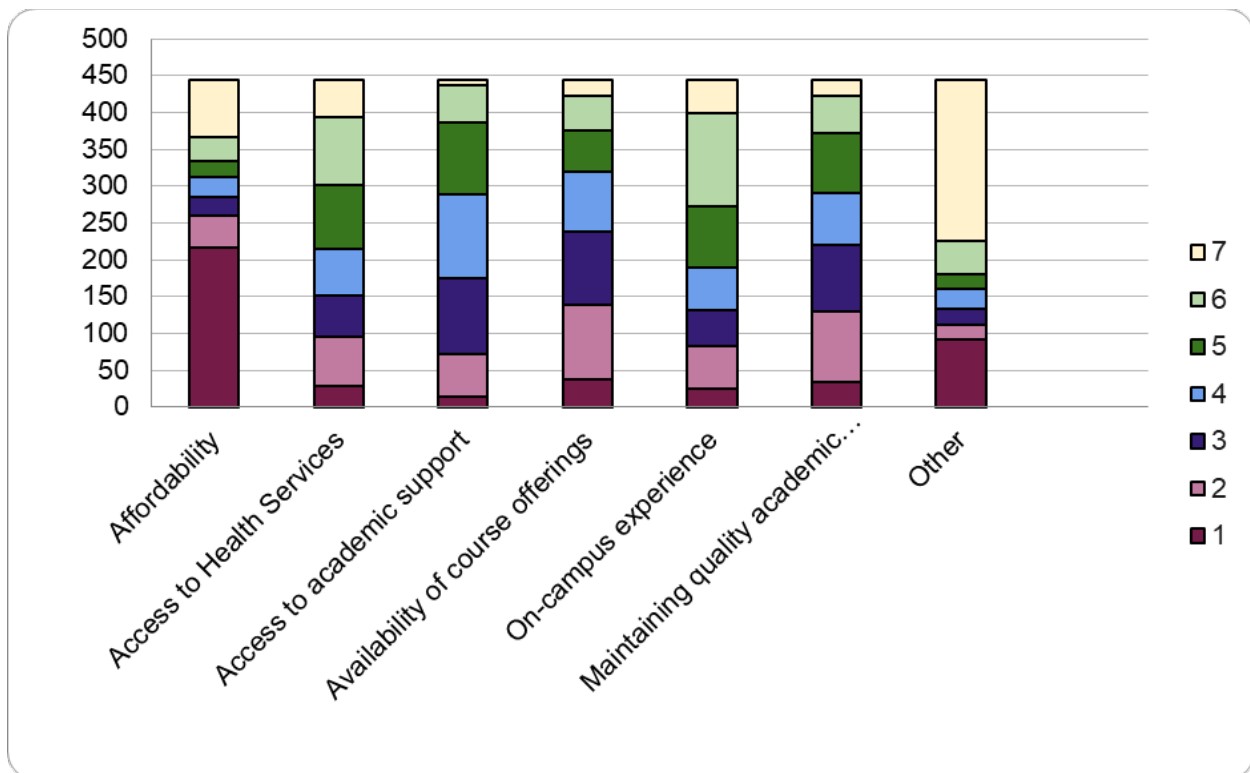
Which would you be most supportive of?



Question 2: The health service fee, paid per term by students, funds all mental health counseling and medical services available at the Student Health & Counseling Center. In order to maintain current service level, would you be in support of an \$8/term (4.57%) increase, bringing the fee to \$183/term for Monmouth-campus students (\$136/term, 4.62%, for completely online/Salem students)?



Question 3: Please rank your priorities for next year from 1 (top) to 7 (lowest):



Other Responses:

Priority	Response
7	Increase online courses, saves transportation cost
4	Online graduate programs
5	Abby's House
2	Ability to work
4	Access to affordable & actually decent meal options
1	Access to SAFE Food at the Dining Hall
1	Access to the arts programs, things like galleries and theater performances.
6	Access/Affordability to the HWC
5	advising
3	Aesthetic Vision/Pleasant campus.
6	Affordability
6	Affordability.
7	afqf
7	athletics
7	Availability of more off-campus opportunities (field trips, off campus activities, ect)
1	Availability of Online Courses
6	Availability of Professors who are able to provide the class with the information they are paying for, ie one of my professors doesnt know what they are teaching and the class is suffering because of it
2	Availability to online courses
1	Being able to graduate on time with lower course availability.
6	Being an out of state student being able to support myself while also paying for school and working full time.
2	Cheaper housing
7	continue to have online classes for thoes that are not able to take inperson class.
1	Cut the pay of the dean....and defend the girls basketball team instead of hanging them out to dry.
6	Decrease cost of schooling
5	Diversity in online classes and availability of online classes
1	Diversity programs
1	Diversity, Equity & Inclusion
6	Don't have one
1	Eliminate the online student tax
6	Emergency support
6	events
2	Fees on online classes to be eliminated and all in person
4	Forensic science and forensic anthropology programs and classes
5	Funding the OT program
1	Get rid of the student health center altogether and provide guidance for students to

get mental health services through the county not only on a "Crisis" basis but on a consistent one. The wait can be similar to get into see someone, and students (most) would qualify for medicaid. The student health services is a joke. We literally pay "for access only" that is what I was told. If I need any type of healthcare beyond the free covid test (provided by the county for free, I was also told!!!) then I have to PAY for services, unless again, I have medicaid - which most qualify for - and they bill them, or any other insurance there is. GET RID OF THE STUDENT HEALTH PROGRAM AND THAT WILL GREATLY HELP WITH THE DEFICIT PROBLEM.

2 Gym

7 Had to place it at 7 to submit the form.

1 Had to select other to be able to submit the survey

7 Had to select other, not sure what to but here.

6 Having good instructors that care for student success!

6 Having more operating times for students that can't access resources outside of operating hours.

4 housing

4 housing?

1 I accidentally clicked it and I can't remove it.

7 I am unable to move forward unless I click other.

7 I believe western should focus its funds on the academic side of the house. Give students access to healthcare and give them the support they need to succeed. The degree is going to help them the most later in life. Being on the sports team will not. I believe we should cut funding for sports to maintain the quality of education that is currently provided here.

7 I do not think it is right for online students to have to pay fees for services we do not have the opportunity to take advantage of. Health services and on-campus experiences are not an option for me, yet I am funding these for other students. This is my biggest issue.

7 I don't have one

7 I don't know at the moment

3 I don't understand taking online courses require an online fee, shouldn't these courses be cheaper?

5 I feel strongly that online students should be able to opt out of paying for medical services and gym memberships that are impossible to use. Of all the fees I've paid in college, paying for a gym membership and doctor an hour and a half away from where i live feels to me to be the least helpful one.

4 I'd rather loose access to services that I don't use if it means that the ability afford classes is more accessible. What I would examine, is why is enrollment declining?

This seems like a larger, systemic issue.  
 7 ice cream machine  
 4 idk  
 2 If off-campus/online, utilization or resources such as health are lower.  
 2 IFC Funds for Creative Arts  
 7 In person ASL classes  
 4 include textbook costs with tuition, so that costs are all included upfront  
 4 Increasing the quality of existing programs  
 2 It made me select other.  
 6 Just had to select an option  
 4 Keeping core "WOU" programs like Criminal Justice and ASL to promote new students enrollment in those programs  
 1 Keeping faculty that have made my experience at WOU positive.  
 6 Keeping online courses available.  
 1 Keeping the non-tenured teachers in biology so that we have access to the courses we need to graduate! Please do not take away our non-tenured teachers!!!  
 6 keeping the professors that help the majors that struggle the most  
 7 Maintaing staff/faculty  
 2 Maintaining Campus Recreation's function and their vital outreach to students. They play a large role on campus as an outreach center and employer and they need to be presevered.  
 2 More in person class offerings.  
 5 More in-person class options.  
 4 More interactive activities that work around athletes schedules.  
 3 More travel options for those who want to study abroad.  
 3 My concern with raising prices and creating a higher revenue is what those prices will go toward funding. College is becoming exceedingly cost prohibitive with the career positions available and our current economy.  
 7 My lowest priority is marketing.  
 7 n/A  
 2 N/A  
 4 N/A  
 7 n/a  
 7 N/A  
 7 n/a  
 7 N/A  
 1 N/A  
 7 N/A  
 7 n/a  
 7 n/a

2	N/A
7	N/A
6	N/A
7	N/A
7	n/a
5	N/A
1	N/A
1	N/A
6	n/a
7	N/A
7	n/a
7	N/A
7	N/A
6	N/A
7	N/A
2	n/a
1	N/A
7	n/a
7	N/A ... currently
4	NA
1	NA
3	NA
7	NA
1	NA
7	NA
7	New buildings (do not build new builds pls!!!)
7	no
4	No grace on making payments. It kills students especially for those out of pocket students.....
7	None
7	none
1	none
1	None.
7	not for other, but I would like to suggest making the health service fee optional for students who have healthcare options outside of WOU, rather than raising the price for all students on top of other price increases.
4	Not having to pay for health services in tuition if not using the services. Especially with taking all online courses and not even being on-campus to use.
1	Nothing comes to mind.
7	nothing it just made me check the box



- 5 Offer the classes already in the catalog so degrees and their concentrations can be completed.
- 7 Online Career Devel for students
- 3 Online class availability
- 6 Online Classes
- 1 Online course availability
- 3 Online Course Options
- 5 online courses available
- 4 options for online students to get involved
- 1 Other
- 5 Please offer more available times/online classes. For athletes its really hard to register for classes during practice time. Im having to take my biomechanics class at another school during the summer because of this.
- 1 quality
- 3 Quality teachers
- 5 Retaining our non-tenure professors in the biology department
- 4 Scholarships
- 4 scholarships
- 6 scholarships for international students
- 4 Sports like Football, Soccer, Rugby all have the ability to draw in new students (if funding improved these programs)
- 7 Supporting our non-tenure track faculty that are imperative to getting our degrees. Tuition fees wont matter for a school no one goes to because there are no degrees <3
- 7 Sustainability
- 3 Swimming pool in rec center
- 7 The form required all rows to be selected, I did not have an other in mind, I just selected it to complete the survey.
- 7 The list is broken, the last one would be a 7 for Access to online courses, and the second to last needs to be a 6 for me please, so sorry.
- 2 the university needs to be smart with the money it gets and start standing on its own two feet rather than extorting the people that attend the school
- 2 Theater productions.
- 3 Transparency from the university in plans for the future
- 6 Using money for on campus activities that have no point should be lessened imo, I can understand funding for an informational event or some dances throughout the year, but a human hamsterball run? Really?
- 5 veteran center
- 7 Wave health insurance for students who already have a health insurance plan
- 7 Work outside academic hours

- 2 You should actually give sports funding
- 1 You should really find a way to keep the instructors that are bringing students back, or keeping students enrolled instead of giving tenure to people that cannot make connections to the current student body. This would alleviate part of the budget problem as well.
- 5 zoom opportunities for non campus people



Western Oregon  
UNIVERSITY

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## 2025 – 2026 Academic Year & 2025 Summer Session Tuition and Fee Book

Adopted by Western Oregon University Board of Trustees at the April \_\_, 2025, meeting. All prior tuition and fee books are superseded except as to the rights and obligations previously acquired or incurred therein.

## 2025-26 ACADEMIC YEAR & SUMMER 2025 TUITION

Credits	Undergraduate			Graduate <sup>(3)</sup>
	Resident	WUE/Texas	Non-Resident	
1	220	330	680	507
2	440	660	1,360	1,014
3	660	990	2,040	1,521
4	880	1,320	2,720	2,028
5	1,100	1,650	3,400	2,535
6	1,320	1,980	4,080	3,042
7	1,540	2,310	4,760	3,549
8	1,760	2,640	5,440	4,056
9	1,980	2,970	6,120	4,563
10	2,200	3,300	6,800	5,070
11	2,420	3,630	7,480	5,577
12	2,640	3,960	8,160	6,084
13	2,860	4,290	8,840	6,591
14	3,080	4,620	9,520	7,098
15	3,300	4,950	10,200	7,605
16	3,520	5,280	10,880	8,112
17	3,740	5,610	11,560	8,619
18	3,960	5,940	12,240	9,126
<i>Each Add'l Credit Hour</i>	220	330	680	507

**Notes:**

(1) Tuition for undergraduate students under the Western Undergraduate Exchange (WUE) program or who are from Texas is assessed at 150% of the resident tuition rate.

(2) Tuition rates apply to all courses regardless of modality (face-to-face, hybrid, online) or location (Monmouth, Salem).

(3) Graduate students enrolled in the Occupational Therapy Doctorate are assessed tuition of \$9,160 per term; Summer 2025 will be assessed at the rate of \$8,725.

## MANDATORY FEES – ACADEMIC YEAR

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Credits	Undergraduate Mandatory Fees					Total
	Building	<a href="#">Incidental</a>	<a href="#">Health Service</a>	Student Health Bldg	Student Rec Ctr Bldg	
1	36	435	183	11	42	707
2	38	435	183	11	42	709
3	40	435	183	11	42	711
4	42	435	183	11	42	713
5	44	435	183	11	42	715
6	46	435	183	11	42	717
7	48	435	183	11	42	719
8	50	435	183	11	42	721
9	52	435	183	11	42	723
10	54	435	183	11	42	725
11	56	435	183	11	42	727
12 or more	58	435	183	11	42	729

**Notes:**

- (1) A one-time Matriculation Fee of \$365 is assessed to all new and transfer undergraduate students.
- (2) Online courses are subject to an online course fee of \$53 per credit.
- (3) Building, Student Health Bldg, and Student Rec Ctr Bldg fees are based on Monmouth campus credit hours.
- (4) Students not enrolled at the Monmouth campus are assessed a discounted incidental fee of \$220 and may opt into the Student Rec Ctr Bldg fee to access the Health & Wellness Center.
- (5) Students not enrolled at the Monmouth campus are assessed a discounted Health Service Fee of \$136.

## MANDATORY FEES – ACADEMIC YEAR (cont.)

Credits	Graduate Mandatory Fees (Monmouth Campus only)					
	Building	<a href="#">Incidental</a>	<a href="#">Health Service</a>	Student Health Bldg	Student Rec Ctr Bldg	Total
1	36	435	183	11	42	707
2	38	435	183	11	42	709
3	40	435	183	11	42	711
4	42	435	183	11	42	713
5	44	435	183	11	42	715
6	46	435	183	11	42	717
7	48	435	183	11	42	719
8	50	435	183	11	42	721
9 or more	58	435	183	11	42	729

Credits	Graduate Mandatory Fees (WOU:Salem only)		
	<a href="#">Incidental</a>	<a href="#">Health Service</a>	Total
1 or more	220	136	356

Credits	Graduate Mandatory Fees (Online only)			
	<a href="#">Incidental</a>	<a href="#">Health Service</a>	Online	Total
1 or more	220	136	53 per credit	Calculated by credit

### Notes:

- (1) A one-time Matriculation Fee of \$315 is assessed to all new and transfer graduate students.
- (2) Online courses are subject to an online course fee of \$53 per credit.
- (3) Building, Student Health Bldg, and Student Rec Ctr Bldg fees are based on Monmouth campus credit hours.
- (4) Students not enrolled at the Monmouth campus are assessed a discounted incidental fee of \$220 and may opt into the Student Rec Ctr Bldg fee to access the Health & Wellness Center.
- (5) Students not enrolled at the Monmouth campus are assessed a discounted Health Service Fee of \$136.

## MANDATORY FEES – SUMMER 2025

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Credits	Undergraduate & Graduate Mandatory Fees					Total
	Building	<a href="#">Incidental</a>	<a href="#">Health Service</a>	Student Health Bldg	Student Rec Ctr Bldg	
1 or more	36	165	183	11	35	430

**Notes:**

- (1) A one-time Matriculation Fee of \$365 for undergraduate and \$315 for graduate is assessed to all new and transfer students.
- (2) Online courses are subject to an online course fee of \$53 per credit.
- (3) Building, Student Health Bldg, and Student Rec Ctr Bldg fees are based on Monmouth campus credit hours.
- (4) Students not enrolled at the Monmouth campus are assessed the incidental fee of \$165 and may opt into the Student Rec Ctr Bldg fee to access the Health & Wellness Center.
- (5) Students not enrolled at the Monmouth campus are assessed a discounted Health Service Fee of \$136.



## MANDATORY FEES – DESCRIPTION

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Fee	Description
Building	This fee is allocated to pay debt service associated with past construction and renovation projects on the WOU campus. Any additional funds collected are put into a reserve or used for small construction projects. The building fee is a mandatory fee assessed to all students taking 1 or more credit hours on the Monmouth campus and varies depending on the number of credits a student is enrolled in.
<a href="#">Incidental</a>	This fee funds services such as Abby's House, Food Pantry, Access, ASWOU, Athletics, Campus Recreation, Childcare, Creative Arts, Student Engagement, Student Activities Board, Student Media, and WOLF Ride. The Incidental Fee Committee is responsible for recommending the amount and allocation of the incidental fee to ASWOU and the President. The incidental fee is a mandatory fee assessed to all students.
<a href="#">Health Service</a>	The fee is in place to support all the services offered by the Student Health & Counseling Center. The health service fee is a mandatory fee assessed to all students.
Student Health Building	This fee is allocated to pay debt service associated with the construction of the Student Health & Counseling Center building. This fee is a mandatory fee assessed to all students taking 1 or more credit hours on the Monmouth campus. This fee began Fall 2016 and will end Spring 2031.
Student Recreation Center Building	This fee is allocated to pay debt service associated with the construction of the Health & Wellness Center. This fee is a mandatory fee assessed to all students taking 1 or more credit hours on the Monmouth campus. This fee began Spring 2010 and will end Spring 2039.
Matriculation (one-time fee)	The matriculation fee is mandatory for all new undergraduate, graduate, and postbaccalaureate students. The fee is \$365 for undergraduates and \$315 for graduates; this is a one-time fee billed at the beginning of your first term at WOU.

Online courses have an additional fee of \$53 per credit.

# UNIVERSITY HOUSING AND CAMPUS DINING

<b>Landers Hall</b>	<b>Annual</b>	<b>Fall</b>	<b>Winter</b>	<b>Spring</b>
<b>Standard Double:</b> 2 people in a 2 person room.	6,285	2,200	2,200	1,885
<b>Single Room:</b> 1 person in a 1 person room.	8,325	2,914	2,914	2,497
<b>Heritage and Ackerman Hall</b>	<b>Annual</b>	<b>Fall</b>	<b>Winter</b>	<b>Spring</b>
<b>Standard Double:</b> 2 people in a 2 person room.	7,235	2,532	2,532	2,171
<b>Single Room:</b> 1 person in a 1 person room.	8,325	2,914	2,914	2,497
<b>Super Single:</b> 1 person in a 2 person room.	9,180	3,213	3,213	2,754
<b>Arbor Park Apartments</b>	<b>Annual</b>	<b>Fall</b>	<b>Winter</b>	<b>Spring</b>
4 people in a 4-bedroom apartment.	8,160	2,856	2,856	2,448

Rates listed are per person. Rates for Residence Halls and Arbor Park includes wireless network, on-campus movie streaming service, and a social activity fee.

	<b>Meal Plans</b>	<b>Annual</b>	<b>Per Term</b>
<b>Wolf Pup Plan (White Plan)</b>	10 meals/week \$250 Wolf Bucks/term 5 guest meals/term	4,751	1,584
<b>Wolf Howl Plan (Red Plan)</b>	14 meals/week \$200 Wolf Bucks/term 10 guest meals/term	5,230	1,743
<b>Wolf Pack Plan (Black Plan)</b>	19 meals/week \$150 Wolf Bucks/term 12 guest meals/term	6,196	2,065
<b>Western Wolves Plan (Gray Plan)</b> Only available for Arbor Park Apartments	4 meals/week \$300 Wolf Bucks/term 2 guest meals/term	4,265	1,422

Students in Landers, Ackerman, and Heritage must choose a meal plan each term. Meal plans are optional for students in Arbor Park.

<b>Family Housing</b>	<b>Rent</b>
<b>Knox Street Family Housing</b> Includes utilities, internet through Minet Fiber, and free laundry in community laundry rooms.	815/month
<b>Alderview Townhouses</b> Includes utilities, campus internet/data line, wireless access, on-campus movie streaming service, and in-unit washer and dryer.	1,080 or 1,115/month



**Western Oregon University Board of Trustees, April 23, 2025**

**Academic & Student Affairs Committee (ASAC)**

**New Committee Name to Incorporate Athletics**

During their September 2024 Board Retreat, the Western Oregon University Board of Trustees agreed that the Athletics Department would join the Academic & Student Affairs Committee (ASAC) portfolio.

At its February meeting, the ASAC requested staff to prepare a recommendation for name changes that incorporate athletics into the committee's name. At its April 8, 2025 meeting, the committee voted unanimously to adopt the Academic, Student, and Athletic Affairs Committee (ASAAC) as its new committee name.

**COMMITTEE RECOMMENDATION:**

At their April, 8 2025 meeting the Western Oregon University Academic & Student Affairs Committee recommends that the Board approve the revision of the Committee's name to be the **Academic, Student, and Athletic Affairs Committee (ASAAC)**.