



**Western Oregon University Board of Trustees:
Finance & Administration Committee (FAC)**

Meeting No. 42

November 4, 2025 | 1:00-5:00 pm

To Observe This Meeting [Click Here](#) | By Phone: 1-253-215-8782

AGENDA

I. CALL-TO-MEETING AND ROLL CALL

II. COMMITTEE CHAIR'S WELCOME

III. CONSENT AGENDA (1:00-1:10 pm)

- 1) [Approval of the May 21, 2025, Meeting Minutes](#) (page 3)

IV. REPORTS & ACTION ITEMS

- 1) Accept [FY2026 Management Report \(as of September 30, 2025\)](#) (1:10-1:45 pm)

Camarie Moreno, Director of Budget & Planning (page 9)

- 2) [Recommend for Approval FY2026 Adjusted Budget](#) (page 19) (1:45-2:45 pm)

Camarie Moreno, Director of Budget & Planning

- a) Update on Budget Dashboard

Camarie Moreno, Director of Budget & Planning

- 3) [Cybersecurity Update](#) (page 26) (2:45-3:00 pm)

Michael Ellis, CISO University Computing Services

V. BREAK

VI. REPORT AND DISCUSSION ITEMS

- 1) [University Budget Advisory Committee](#) (UBAC) (page 27) (3:15-3:30 pm)

Tri-Chairs: Zach Hammerle, Kristin Nxumalo

- 2) [University Technology Advisory Committee](#) (UTAC) (page 29) (3:30-3:45 pm)

Tri-Chairs: Chelle Batchelor, Amy Clark, Thomas Litterer

- 3) [Vice President for Finance & Administration Report](#) (page 30) (3:45-4:30 pm)

Kwabena Boakye, Vice President for Finance & Administration

- a) [Campus Safety & Operations Update](#) (page 36)

Rebecca Chiles, Assistant VP for Campus Safety & Operations



- b) [University Computing Solutions Update](#) (page 38)

Thomas Litterer, CIO and Director of University Computing Solutions

- c) [Cash Flow Projections](#) (page 42)

Shadron Lehman, Controller for Accounting & Business Services

- VII. NOVEMBER 18-19, 2025 BOARD MEETING PREPARATION** (4:30-4:40 pm)
VIII. UPDATES AND AROUND-THE-TABLE (4:40-4:50 pm)
IX. ADJOURNMENT



**Western Oregon University Board of Trustees:
Finance & Administration Committee (FAC)
Meeting No. 40
May 21, 2025 | 01:30 – 5:00 pm**

Draft Meeting Minutes

I. CALL-TO- MEETING AND ROLL CALL

Chair Evans calls the meeting to order at 1:34 pm and asks Secretary Sorce to do a roll call:

The following Trustees are present: Trustee Rey Perez, Trustee Schwarzler, Trustee Mark Zook, Trustee Kate Schwarzler (Joined at roughly 2:30pm) Chair Gayle Evans

The following Trustees are excused:

Other Staff Present: Board Secretary Evan Sorce, President Jesse Peters, Camarie Moreno, LouAnn Vickers, Kwabena Boakye, Ashley Schaumburg, Beth Scroggins, Desiree Noah, Heather Brophy, Bev West, Lauren Kennedy, Tom Litterer, Cara Grashong, Darin Silbernagel, Nick Miller, Rebecca Chiles, Shadron Lehman, Amanda Bales, Alyssa Worthey, Chelle Batchelor

II. CHAIR’S WELCOME AND ANNOUNCEMENTS

Chair Evans welcomed everyone to the May Finance and Administration Committee. Chair Evans also pointed out that the agenda layout is a bit different because a couple of items have been combined to improve the flow of the meeting. Chair Evans walked through the agenda, then moved to the consent agenda.

III. CONSENT AGENDA

1) Approval of the meeting minutes from April 15, 2025:

Trustee Perez moves and Trustee Zook seconds the approval of the April 15, 2025 FAC meeting minutes. No additional discussion.

Roll Call:

Chair Evans	Aye
Trustee Perez	Aye
Trustee Schwarzler	Excused
Trustee Zook	Aye

Motion Passes

IV. ACTION ITEMS

1) Accept the FY 2025 Management Report as of April 30, 2025):

Chair Evans asked Director of Budget and Planning Camarie Moreno to walk through the management report as of April 15, 2025, which can be found



on page 11 of the docket for review. Director Moreno reminded the committee that only one month had passed since the last meeting, so not much had changed. Director Moreno mentioned that the only significant change since the previous meeting is that the university received the fourth and final state appropriation payment for the year. Expenses continue to be higher than last year, almost exclusively due to salary increases for three employee categories at the university, as well as the increased cost of health care and retirement, which is also scheduled to increase in the next fiscal year. Services and supplies spending continues to follow the trend of spending less than the previous year. Currently, the budget year is projecting \$867,000, up from the March projection of \$1 million, with auxiliaries expected to have a small surplus of \$437,000 by the end of the year. Director Moreno also walked through the budget dashboard. Lastly, Darin Silbernagel, WOU's Treasurer, gave an update on the cash flow report, which is available on page 22 for review.

Trustee Zook moves, and Trustee Perez seconds a motion for the Western Oregon University Finance and Administration Committee accepts the FY 25 Projected Year-End Report and the overall Management Report as of April 30, 2025.

Roll Call:

Chair Evans	Aye
Trustee Perez	Aye
Trustee Schwarzler	Excused
Trustee Zook	Aye

Motion Passes

2) FY 2026 Preliminary Budget

Chair Evans asked Vice President Boakye to lead the conversation on the proposed preliminary budget. The proposed budget is available on page 41 for review. Vice President Boakye gave an overview of the budget and then asked Director Moreno to walk through the FY 26 preliminary budget, which is contingent on various assumptions, including a 0.4% enrollment decline and a 5% tuition rate increase. Director Moreno presented the education and general fund budget, highlighting a projected revenue increase of \$3 million to \$76.2 million, driven by improved state appropriation levels and tuition increases. The budget includes expense reductions of \$1.7 million, faculty and classified contract adjustments, and a 3% COLA for unclassified salaries. Additionally, benefits, especially healthcare, continue to increase, which is a significant cost to the institution. The total projected deficit is \$3.7 million, with an expected ending fund balance of \$9.2 million or 12%. The auxiliaries are budgeted to break even, with housing and dining cautiously optimistic about their financial



outlook. The committee expressed its appreciation for the hard work of President Peters and his entire team for this budget's conservative approach and realistic projections.

Trustee Zook moved that the Western Oregon University Finance and Administration Committee recommend to the Board of Trustees approval of the FY 26 Preliminary Budget as presented in the docket. Trustee Schwarzler seconded the motion. There was no additional discussion

Roll Call:

Chair Evans	Aye
Trustee Perez	Aye
Trustee Schwarzler	Aye
Trustee Zook	Aye

Motion Passes

V. REPORT & DISCUSSION ITEMS

1) Finance & Administration Report

Vice President for Finance and Administration Kwabena Boakye presented his report, available on page 25 of the docket. Vice President Boakye highlighted ongoing initiatives to strengthen the budget process, including the development of a new budget request system with standardized timelines and a rubric for resource allocation decisions. Vice President Boakye also discussed efforts to centralize expenditures, improve cash flow through grants and contracts billing, and explore shared services with other institutions. The Vice President's Report also covered progress on Banner optimization, student payment systems, and diversity and equity assessments. It highlighted community engagement activities, including collaboration with Polk County School District and a budget town hall.

Chair Evans expressed gratitude to VPFA Boakye for his work and for his comment encouraging greater involvement and transparency in the budget process. Chair Evans had a question about the five-year financial sustainability plan and budget projections, specifically the plan's assumptions and whether it included non-passive actions needed to meet the projections. Vice President Boakye explained that the plan is based on current data and will be updated as more information becomes available. Director Moreno clarified that FY 26 includes intentional reductions of \$1.7 million, while future years are based on assumptions. President Peters emphasized the need to balance spending and reinvest resources, noting that the fund balance has remained relatively stable despite forecasted deficits. The committee agreed



to review and, if necessary, revise the financial metrics in the strategic plan to better monitor and measure sustainability goals.

2) University Budget Advisory Committee (UBAC) | tri-chairs

Dr. Melanie Landon-Hays, Zach Hammerle

Zach Hammerle reports on behalf of the University Budget Advisory Committee. Their report is available on page 38 of the docket for review. Tri-Chair Hammerle highlighted increased student representation and transparency efforts, including regular town hall meetings —the last one was on May 7th —and website updates. Vice President Boakye and the committee discussed plans for a new five-year budgeting system and the formation of a full UBAC committee for the first time in years. UBAC also reviewed its advisory role to the President and plans for future budget processes. Chair Evans commended the committee's efforts to improve transparency and consistency with shared governance principles and asked about the budget timeline Vice President Boakye laid out and UBAC's involvement in it. Tri-Chair Hammerle emphasized that they will be involved with the process.

3) University Technology Advisory Committee (UTAC) | | tri-chairs

Chelle Batchelor, Amy Clark, Thomas Litterer

Director of University Computing Solutions and one of the Tri-Chairs of the UTAC, Tom Litterer, gave the presentation on behalf of the University Technology Advisory Committee. The UTAC report is on page 36 of the docket for review. Tri-Chair Litterer discussed the importance of making sure the software used at WOU is accessible, non-duplicative, and secure. UTAC held a couple of brainstorming sessions to identify software currently used at WOU and software that different departments hope to use. Once the committee receives the KACE report on the software currently on laptops across the university, UTAC, working with the VPFA's budget commitments and obligations, can analyze the complete list of software in use and make strategic decisions. Trustee Perez asked a follow-up on how they will prioritize software systems. Tri-Chair Litterer emphasized that there is little duplication, but that the information that KACE collects will help make prioritization decisions.

Tri-Chair Litterer then transitioned to the need for banner access improvements, which have been made in UCS to reorganize to ensure that there is a person dedicated to addressing banner access challenges. With Windows 10 ending service, UTAC and UCS are working to replace a large number of computers that cannot be updated to Windows 11. To fit as many in the budget as possible, they are reducing the number of laptops purchased and enforcing the existing remote-work policy of one computer per employee. Lastly, Tri-Chair Litterer provided an update on the banner optimization project, specifically in the financial aid, student services, HR, and payroll areas, highlighting significant improvements and roughly 5000 hours of cumulative time savings have been realized.

a. Facilities and Capital Projections Update



Assistant Vice President for Safety and Operations Rebecca Chiles presented a Facilities and Capital Project Update, available on page 34 of the docket for review. Assistant Vice President Chiles provided an update on capital improvement and renewal projects, emphasizing the language HECC uses to evaluate project eligibility for CIR dollars. Specifically, “to address deferred maintenance, code compliance, safety issues, and Americans with Disabilities Act (ADA) accessibility improvements for campus facilities.” Have \$1.26 million to spend from the 2023 Legislative Session, which will be spent this summer, and will be receiving \$5.1 million in CIR dollars from the legislature in the 2025 session. There is a need to meet specific metrics by October for state reporting purposes. The team is prioritizing ADA walkways and reviewing the covered terrace for the Student Success Building, as well as the destruction of the old module buildings scheduled for June of 2025. A robust status report on CIR projects is included in the Assistant Vice President for Safety and Operations Chiles' report. Trustee Perez asked how the University tracks its deferred maintenance and whether it considers the risk of deferring certain maintenance when making prioritization decisions. Is there a software system they use? Assistant Vice President Chiles responded that there is a software system, and they do track the costs of repairs and deferred maintenance to help inform prioritization. Trustee Perez asked for information on a three-month trend going forward. Chair Evans asked a question about insurance on natural disasters that cause damage to the University. Assistant Vice President Chiles responded, informing Chair Evans that the university does have insurance coverage on such events with a \$5,000 deductible per event (ex, ice storm).



importance of using the CIR dollar to match the rubric used by HECC for capital construction grading proposals.

*(Trustee Perez left the meeting)

4) Committee Charter Review | Evan Sorce, Secretary to the Board of Trustees

Chair Evans asked Secretary Sorce to walk through the Committee Charter during their review. Secretary Sorce walked through the proposed changes, including updates to the annual tuition and fee approval process, specific references to the strategic plan, the updated public safety department name in the charter, and the relocation of procurement and contracting oversight to the general counsel. Chair Evans clarified that there is still some oversight of enterprise risk management around capital and facilities investments.

Trustee Zook moved that the Finance and Administration Committee recommend that the Board of Trustees accept the updates to the Finance and Administration Charter. Trustee Schwarzler seconded the motion.

Roll Call:

Chair Evans	Aye
Trustee Perez	Excused
Trustee Schwarzler	Aye
Trustee Zook	Aye

Motion Passes

VI. June 3-4, 2025 BOARD MEETING PREPARATION

Chair Evans mentioned that the Management Report and the FAC Charter updates will be included on the consent agenda. Additionally, the proposed FY 26 preliminary budget will be an action item under the Finance and Administration Committee update.

VII. UPDATES AND AROUND-THE-TABLE

Chair Evans encouraged committee members to review Dr. Peters' email about the university's vision for the future, and the group acknowledged the difficult financial situation and expressed appreciation for the team's efforts in managing budget projections and cultural change.

VIII. ADJOURNMENT

Chair Evans adjourned the meeting at 3:50 pm

Western Oregon University
P3 YTD Actual to Actual Variance

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

As of September 30, 2025
For the Fiscal Year Ended June 30, 2026

	P3 FY25 Actuals	P3 FY25 Realization/ Burn Rate %	P3 FY26 Actuals	P3 FY26 % of Budget	Variance Actuals %		Note
Education & General Fund							
Revenues							
Tuition	13,309		13,692		383		
Online Course Fees	1,319		1,166		(153)		
Other Fees	715		678		(38)		
Less: Fee Remissions	(1,457)		(1,897)		(440)		
Net Student Fees & Tuition	13,886	42.31%	13,639	41.48%	(247)	-0.83%	
Government Resources & Allocations	12,552	35.99%	12,697	36.27%	145	0.28%	
Gift Grants and Contracts	453	20.84%	474	24.96%	21	4.12%	
Other Revenue	697	21.72%	787	24.21%	89	2.49%	
Total Revenues	27,589	37.75%	27,597	37.78%	8	0.03%	
Expenses							
Personnel	9,512	15.94%	9,991	16.29%	(479)	0.35%	
Service & Supplies	2,687	33.25%	3,190	30.90%	(503)	-2.35%	
Total Expenses	12,199	18.00%	13,181	18.39%	(982)	0.39%	
Net Revenues less Expenses	15,390		14,416		(974)		

Western Oregon University
P3 YTD Actual to Actual Variance

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

As of September 30, 2025
For the Fiscal Year Ended June 30, 2026

	P3 FY25 Actuals	P3 FY25 Realization/ Burn Rate %	P3 FY26 Actuals	P3 FY26 % of Budget	Variance Actuals %		Note
Auxiliary Enterprises Funds							
Revenues							
Enrollment Fees	2,252	38.06%	2,213	38.65%	(39)	0.59%	FY25 excludes ~\$3.4M of room & board income; FY26 excludes ~\$500K of conference sales. \$240K increase due to conference internal sale timing difference.
Sales and Services	1,229	9.89%	4,423	36.92%	3,194	27.03%	
Other Revenue	506	18.04%	865	29.47%	358	11.43%	
Total Revenues	3,987	18.85%	7,500	36.34%	3,513	17.49%	
Expenses							
Personnel	2,566	21.99%	2,996	23.24%	(430)	1.25%	\$240K increase due to conference internal sale timing difference.
Service & Supplies	2,977	22.58%	3,412	28.81%	(434)	6.23%	
Total Expenses	5,543	22.30%	6,407	25.91%	(865)	3.60%	
Net Revenues less Expenses	(1,555)		1,093		2,648		
Designated Operations, Service Departments, Clearing Funds							
Revenues							
Enrollment Fees	(3)	-7.80%	(3)	-6.87%	(0)	0.93%	\$169K clearing fund timing difference.
Sales and Services	25	17.64%	13	10.48%	(12)	-7.16%	
Other Revenue	177	8.39%	288	14.00%	112	5.62%	
Total Revenues	199	8.70%	298	13.36%	99	4.66%	
Expenses							
Personnel	225	38.64%	215	19.48%	11	-19.17%	
Service & Supplies	360	32.71%	545	48.28%	(185)	15.57%	
Total Expenses	585	34.77%	760	34.04%	(174)	-0.72%	
Net Revenues less Expenses	(386)		(461)		(75)		

Western Oregon University
FY26 Projected Year-End
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of September 30, 2025
For the Fiscal Year Ended June 30, 2026

	FY25 Year-End Actuals	FY26 Projected Year-End	FY26 Proposed Adjusted Budget	Variance FY26 Projected Year-End to Budget	Note
Education & General Fund					
Student Fees & Tuition (net of remissions)	32,822	32,884	32,884	-	
Government Resources & Allocations	34,877	35,007	35,007	-	
Gift Grants and Contracts	2,176	1,900	1,900	-	
Other Revenue	3,210	3,250	3,250	-	
Total Revenues	<u>73,085</u>	<u>73,040</u>	<u>73,040</u>	<u>-</u>	
Personnel	59,675	61,346	61,346	-	
Service & Supplies	8,081	10,324	10,324	-	
Total Expenses	<u>67,756</u>	<u>71,671</u>	<u>71,671</u>	<u>-</u>	
Net Transfers	7,276	5,501	5,501	-	
Total Expenses and Transfers	<u>75,032</u>	<u>77,172</u>	<u>77,172</u>	<u>-</u>	
Net Revenues less Expenses	(1,947)	(4,132)	(4,132)	-	
Fund Balance at the Beginning of the Year	13,754	13,590			
Additions/Deductions to Fund Balance	<u>1,783</u>	<u>-</u>			
Fund Balance at the End of the Year	<u>13,590</u>	<u>9,458</u>			
Fund Balance as a Percentage of Revenues	18.60%	12.95%			

Western Oregon University
FY26 Projected Year-End
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of September 30, 2025
For the Fiscal Year Ended June 30, 2026

	FY25 Year-End Actuals	FY26 Projected Year-End	FY26 Proposed Adjusted Budget	Variance FY26 Projected Year-End to Budget	Note
Auxiliary Enterprises Funds					
Enrollment Fees	5,916	5,725	5,725	-	
Sales and Services	12,429	11,979	11,979	-	
Other Revenue	2,807	2,934	2,934	-	
Total Revenues	21,152	20,638	20,638	-	
Personnel	11,667	12,893	12,893	-	
Service & Supplies	13,183	11,840	11,840	-	
Total Expenses	24,851	24,733	24,733	-	
Net Transfers	(5,986)	(3,606)	(3,606)	-	
Total Expenses and Transfers	18,865	21,126	21,126	-	
Net Revenues less Expenses	2,287	(488)	(488)	-	
Additions/Deductions to Fund Balance	(1,366)	(1,886)			
Fund Balance at the Beginning of the Year	7,082	8,003			
Fund Balance at the End of the Year	8,003	5,628			
Fund Balance as a Percentage of Revenues	37.84%	27.27%			
Designated Operations, Service Departments, Clearing Funds					
Enrollment Fees	38	48	48	-	
Sales and Services	144	124	124	-	
Other Revenue	2,106	2,059	2,059	-	
Total Revenues	2,287	2,231	2,231	-	
Personnel	583	1,103	1,103	-	
Service & Supplies	1,100	1,128	1,128	-	
Total Expenses	1,683	2,231	2,231	-	
Net Transfers	74	-	-	-	
Total Expenses and Transfers	1,757	2,231	2,231	-	
Net Revenues less Expenses	531	-	-	-	
Additions/Deductions to Fund Balance	(249)	(179)			
Fund Balance at the Beginning of the Year	2,692	2,974			
Fund Balance at the End of the Year	2,974	2,795			
Fund Balance as a Percentage of Revenues	130.03%	125.29%			

Western Oregon University
Transfers Schedule - Projected FY26
(Unaudited, non-GAAP, for management purposes only)

	E&G			Auxiliary	Des Ops - Serv Dept.	Plant fund	Other	Total
Transfers In E&G				(a)			(f)	
Actual				15,060			-	15,060
Upcoming				45,180			4,089	49,269
Transfers Out E&G				(b)	(c)	(d)	(e)	(f)
Actual				-	-	2,414	-	-
Upcoming				5,385,895	150,000	-	29,752	-
Transfers In AUX	(b)	(c)	(d)				(g)	(h)
Actual	-	-	2,414				-	-
Upcoming	5,385,895	150,000	-				-	-
Transfers Out AUX	(a)					(g)	(h)	
Actual	15,060					639,049	-	654,109
Upcoming	45,180					-	2,289,492	2,334,672
Transfers In DO, SD								
Actual								-
Upcoming								-
Transfers Out DO, SD								
Actual								-
Upcoming								-

Type	Description
(a)	Parking support of public safety
(b)	Athletic operations support
(c)	Child Development Center support
(d)	Destination Western support for SHCC staff
(e)	Small-Scale Energy Loan Program debt service
(f)	Miscellaneous (endowment matches, cost shares, etc.)
(g)	Auxiliary transfers to/from building/equipment reserves
(h)	Misc. auxiliary transfers, including debt payments for Housing and Recreation Center Building Fee
(i)	Misc. designated operations and service departments transfers

Finance & Administration Committee (FAC), November 4, 2025

FY26 Management Report

FY2025 Year-End Update:

Education & General (E&G) Fund:

Revenues:

Revenues totaled \$73.085M, \$63K less than the FY25 Adjusted Budget revenue total of \$73.148M. Net student fees & tuition totaled \$32.822M, \$136K more than the FY25 Adjusted Budget, with the difference primarily due to graduate tuition coming in above budget due to better than anticipated attrition, and offset by fee remissions coming in \$195K over budget (\$5.195M compared to the budgeted \$5M). Government resources & allocations totaled \$34.877M, \$84K less than budgeted due to the true-up of Engineering Technology Sustainability Funds (ETSF). Gifts grants and contracts reflect the greatest change from the April 30, 2025 Projected Management report, totaling \$2.176M, \$424K less than budgeted as a result of decreased grant indirect activity. Other revenue totals \$3.210M, \$310K more than the adjusted budget, primarily due to increased interest income.

Expenses & Net Transfers:

Expenses and transfers totaled \$75.032M, \$2.724M under the FY25 Adjusted budget of \$77.756M. Personnel totaled \$59.675M, \$785K under budget as a result of campus efforts and staff salary savings being held centrally (\$785K under budget is in addition to the \$2.442M of salary savings included in the budget). Services & supplies totaled \$8.081M, \$3.618M under budget. The following factors contributed to these savings, in addition to campus-wide efforts to minimize spending and save wherever possible:

- \$380K related to Sustainability funds. The FY25 Adjusted Budget included a placeholder one-time S&S budget of \$500K for Sustainability Funds rollover, but only \$202K of the \$1.028M of Sustainability funds received in FY24 had gone unspent and needed rolled over. All the remaining \$202K was spent in FY25, ~\$120K of S&S, and ~\$82K of personnel.
- \$332K related to additions to the FY25 Adjusted Budget that the President did not release to be spent: \$100K of one-time S&S for the Advancement campaign, \$47K of DEI S&S for Title IX/HSI, \$10K for Dean of Students S&S, \$25K of S&S to expand Willamette Promise, and \$150K of S&S for longevity for Canvas and other LMS tools.
- \$260K of S&S savings in Occupational Therapy (FY25 Adjusted Budget totaled \$395K) due to utilizing other funding sources and savings on equipment needed.

- \$215K related to course fees. The FY25 Adjusted Budget incorporated \$400K of S&S for course fee expenditures, but only ~\$185K of S&S was spent (with an additional ~\$125K being spent on personnel).
- \$516K related to indirect expenditures. The FY25 Adjusted Budget incorporated \$780K of S&S for indirect expenditures, but only \$264K was spent (with an additional \$108K being spent on personnel).
- \$775K reclassification of SBITA expenses to transfers out.

Net transfers totaled \$7.276M, \$1.678M more than budgeted, primarily due to transferring \$914K more to athletics than budgeted and reclassification of S&S expenses related to SBITA to transfers out (\$775K).

Net Revenues less Expenses:

Net revenues and expenses totaled a deficit of \$1.947M, which is \$2.662M better than the Adjusted Budget deficit of \$4.608M. Additionally, with the Governmental Accounting Standards Board (GASB) change in compensated absences reporting, we are no longer reporting compensated absence liability at the detailed fund level, this results in \$1.783M being added back to E&G fund balance (not a cash transaction, no impact to the overall university, just a change in the reporting). This results in a FY25 Ending Fund balance of \$13.590M, 18.60% of revenues.

Period 3 YTD Actual to Actual Variance:

This report provides three months of actual revenue and expense activity (as of September 30, 2025) as compared to the same period in prior fiscal year.

Education & General Fund:

Revenues:

Tuition revenues are \$383K more than the prior year. The difference is due to a combination of tuition increases (~5% across all categories) and enrollment changes (down 2.8% UG and down 6.8% GR, for an overall FTE decrease of 3.2% in Fall 2025 respective to the same term prior year). Online course fee revenue is a decrease of \$153K due to a combination of the enrollment decline as well as decreased online course offerings. Fee remissions are an increase of \$440K. Altogether, net tuition and fees for Period 3 being \$247K less than the prior year.

Government resources & allocations have increased by \$145K. For the 2025-27 biennium, the state funded the Public University Support Fund (PUSF) at \$1.069B. 49% of PUSF will be distributed in year 1 (FY26) and allocated among the public universities according to the Student Success and Completion Model (SSCM). The \$12.697M received so far reflects the first quarter distribution (36% of the total for FY26, but not yet trued up for the rolling three-year average data).

Gift grants and contracts revenue has increased by \$21K from prior year. Other revenues have increased by \$89K from the prior year.

Overall, total revenues are \$27.597M, \$8K more than the prior year.

Expenses:

Personnel expenses are \$479K more than the prior period and reflect variations in faculty/staff from the prior year. Faculty salaries reflect an ~6.06% COLA (varies by individual). Unclassified staff are set to receive a 3% COLA effective November 1, 2025. Classified staff received a 2% COLA effective November 1, 2024, 3.5% effective June 1, 2025, and are set to receive an additional 3% effective November 1, 2025, as well as individual step increases. The health benefit component of Other Payroll Expenses (OPE) has also increased from prior year by 12.5% (from \$1,600/month per eligible individual to \$1,800/month).

Services and supplies expenses are \$503K more than the prior year. Major contributions to this variance include an increase in spending of \$229K in Admissions (primarily due to a timing difference with EAB, last year the contract was expanded in December, this year the full amount for the year was paid in July), a \$215K decline in Janitorial internal sales reimbursement (in FY25 Facilities paid the personnel cost of day custodians and were reimbursed via internal sale by Housing, in FY26 Housing is paying the personnel cost of day custodians directly, so no internal sale reimbursement is necessary), and \$107K increase in New Student and Family Programs (primarily due to NSFP paying for the room and board for Destination Western participants, whereas in prior year that was covered by the last of their grant funding).

Overall, total expenses are \$13.181M, \$982K more than the prior year.

Net Revenues less Expenses:

Net revenues less expenses have decreased by \$974K compared to prior year.

Auxiliary Enterprises:

Auxiliary Enterprises is comprised of Athletics, University Housing, Campus Dining, Parking, Bookstore, Student Health & Counseling Center (SHCC), Child Development Center (CDC), Incidental Fee, and other minor operations.

Revenues:

Enrollment Fees have decreased by \$39K. In the past, auxiliary enrollment fees have included campus recreation building fee revenue (\$42 per term for Monmouth campus students, resulting in ~\$116K of revenue in FY25 P3; ~\$335K total in FY25; ~\$112K in FY26 P3). As part of the Banner optimization process, with there being a dedicated resource for a specific debt, the revenue (and associated debt payment) have been moved out from auxiliary and to a debt service fund. Accounting for the change,

enrollment fees have effectively increased by \$84K. Although enrollment has declined ~3.2% from Fall 2024 to Fall 2025, the decrease is offset by increases in the health service fee from \$175 to \$183 per term (or for students not enrolled on the Monmouth campus, \$130 to \$136), and incidental fee from \$415 to \$435 per term (or \$210 to \$220 for students not enrolled on the Monmouth campus). As a result, health service fee revenue is up \$22K and incidental fee revenue is up \$51K from the prior period.

Sales and Services are up \$3.194M from the prior year. Historically, when room and board were assessed the revenue went to an unearned income (liability) account, and then on a monthly basis was distributed to housing/dining. Effective Spring 2025, room and board revenues immediately deposit to the respective housing/dining revenue account. While this causes a timing discrepancy when comparing this year to last, going forward it will make the accounting process more efficient (and align with how tuition/fees work for the education & general fund). FY25 P3 actuals excluded ~\$3.4M of room & board (that were recorded as an unearned revenue at the time). Additionally, FY25 P3 actuals include ~\$500K more of conference sales, which are expected for FY26 that have not yet been recorded in Banner. So accounting for these timing differences, sales and services are effectively up \$300K. This increase is primarily in Housing & Dining and is due to a combination of more students living on campus (981 Fall 2025 compared to 917 Fall 2024), and increased revenue from rate increases (3-5% for Housing, 2.5% for Dining).

Other Revenue increased by \$358K, primarily in Housing/Dining due to a timing difference and ~\$240K of internal sales from conference activity being recognized earlier (included in P3 for FY26, and not until P4 in FY25). Altogether, auxiliary revenue totals \$7.500M and has increased \$3.513M from the prior year. Accounting for the change in revenue recognition and conference external and internal sales timing differences, auxiliary revenues have effectively increased by \$373K.

Expenses:

Personnel expenses are \$430K more than the prior year, primarily due to the rising salary and benefit costs described above. Service & Supplies are \$434K more than the prior year, primarily in Athletics (\$468K). Although \$240K of that is the expense side to the conference services internal sales being recognized earlier, making it an effective \$248K increase in Athletic S&S spending. Altogether, auxiliary expenses total \$6.407M, an increase of \$865K from the prior year, or accounting for the timing difference, a \$625K increase from prior year.

Net Revenues less Expenses:

Net revenues less expenses total \$1.093M and have increased by \$2.648M compared to prior year. Accounting for the timing differences described, net revenues less expenses have effectively decreased by \$252K from prior year.

Designated Operations, Service Departments, Clearing Funds:

Designated Operations, Service Departments, and Clearing Funds is comprised primarily of Telecommunications and Oregon Council of Presidents. The Clearing Fund is cleared on a quarterly basis.

Enrollment Fee and Sales and Services Revenues are comparable to prior year. Other Revenue is up \$112K, however FY25 P3 actuals include a -\$169K clearing fund balance. Accounting for this, other revenues are effectively down \$57K.

Personnel Expenses are comparable to prior year. Service & Supplies expenses are up \$185K, with \$40K of the increase in Oregon Council of Presidents, and \$135K in Telecommunications.

FY26 Projected Year-End:

This report provides year-end projections. With three months of actuals, our projection for the year matches our Proposed FY26 Adjusted Budget.

STAFF RECOMMENDATION:

It is recommended that the Western Oregon University Finance and Administration Committee accept the FY26 Projected Year-End Report and the overall Management Report as of September 30, 2025.

**Western Oregon University
FY26 Proposed Adjusted Budget
Component Funds Budget Summary**

	Education & General (E&G)	Auxiliary (excluding IFC)	Incidental Fee (IFC)	Designated Operations & Service Depts	Total	Total FY26 Preliminary Budget
Revenues						
Enrollment Fees	32,883,842	1,843,740	3,880,890	48,134	38,656,606	40,645,660
Government Resources & Allocations	35,006,510	1,435,846	-	-	36,442,356	37,566,034
Gift Grants and Contracts	1,900,000	30,977	3,000	-	1,933,977	2,633,977
Investment	2,500,000	48,000	-	1,685	2,549,685	2,347,685
Sales & Services	500,000	11,784,003	195,450	124,130	12,603,583	12,595,783
Other Revenues	250,000	1,226,094	190,000	2,057,073	3,723,167	3,071,367
Total Revenues	73,040,352	16,368,660	4,269,340	2,231,022	95,909,374	98,860,506
Expenses						
Personnel	61,346,314	10,648,623	2,243,911	1,102,737	75,341,584	76,588,500
Services & Supplies	9,746,378	7,904,496	3,935,519	1,128,285	22,714,678	23,626,773
Total Expenses	71,092,692	18,553,119	6,179,430	2,231,022	98,056,262	100,215,273
Net Transfers	5,501,318	(1,894,212)	(1,711,951)	-	1,895,155	2,579,403
Total Expenses & Transfers	76,594,010	16,658,907	4,467,479	2,231,022	99,951,417	102,794,676
Net Recurring Budget	(3,553,658)	(290,247)	(198,139)	-	(4,042,043)	(3,934,169)
One Time Activities	578,110	-	-	-	578,110	278,110
Net Budget	(4,131,768)	(290,247)	(198,139)	-	(4,620,153)	(4,212,279)

Western Oregon University
FY26 Proposed Adjusted Budget
Education & General Fund Detail

	FY26 Adjusted Budget	FY26 Preliminary Budget	Increase/ (Decrease)	FY25 Actuals	Increase/ (Decrease)
Revenues					
Tuition & Fees					
Undergraduate Tuition					
Resident	22,803,160	21,623,580	1,179,580	21,359,297	1,443,863
WUE	5,243,313	5,197,170	46,143	5,275,169	(31,856)
Non-Resident	553,866	669,800	(115,934)	572,365	(18,499)
Summer	-	1,400,000	(1,400,000)	-	-
Total Undergraduate Tuition	<u>28,600,339</u>	<u>28,890,550</u>	<u>(290,211)</u>	<u>27,206,831</u>	<u>1,393,508</u>
Graduate Tuition					
Graduate	4,863,737	4,491,006	372,731	5,213,928	(350,191)
Summer	-	800,000	(800,000)	-	-
OTD	1,119,766	1,186,600	(66,834)	450,415	669,351
Total Graduate Tuition	<u>5,983,503</u>	<u>6,477,606</u>	<u>(494,103)</u>	<u>5,664,343</u>	<u>319,160</u>
Other Tuition	<u>50,000</u>	<u>400,000</u>	<u>(350,000)</u>	<u>232,768</u>	<u>(182,768)</u>
Total Tuition	<u>34,633,842</u>	<u>35,768,156</u>	<u>(1,134,314)</u>	<u>33,103,942</u>	<u>1,529,900</u>
Fees					
Matriculation	500,000	500,000	-	493,737	6,263
Course	400,000	400,000	-	441,669	(41,669)
Online Course	2,800,000	2,922,685	(122,685)	3,035,439	(235,439)
Other	450,000	150,000	300,000	942,211	(492,211)
Total Fees	<u>4,150,000</u>	<u>3,972,685</u>	<u>177,315</u>	<u>4,913,056</u>	<u>(763,056)</u>
Fee Remissions	<u>(5,900,000)</u>	<u>(5,200,000)</u>	<u>(700,000)</u>	<u>(5,195,175)</u>	<u>(704,825)</u>
Total Tuition & Fees (net of remissions)	<u>32,883,842</u>	<u>34,540,841</u>	<u>(1,656,999)</u>	<u>32,821,823</u>	<u>62,019</u>
Government Resources & Allocations					
Student Success & Completion (SSCM)	34,786,733	35,565,547	(778,814)	34,272,603	514,130
Engineering Technology (ETSF)	219,777	225,224	(5,447)	225,225	(5,448)
Small-Energy Loan Program (SELP)	-	379,248	(379,248)	379,248	(379,248)
Total Government Resources & Allocations	<u>35,006,510</u>	<u>36,170,019</u>	<u>(1,163,509)</u>	<u>34,877,076</u>	<u>129,434</u>
Other Revenues					
Gift Grants and Contracts	1,900,000	2,600,000	(700,000)	2,176,005	(276,005)
Interest Earnings/Investment	2,500,000	2,300,000	200,000	2,454,589	45,411
Sales & Services	500,000	500,000	-	438,864	61,136
Other Revenues	250,000	100,000	150,000	316,529	(66,529)
Total Other Revenues	<u>5,150,000</u>	<u>5,500,000</u>	<u>(350,000)</u>	<u>5,385,988</u>	<u>(235,988)</u>
Total Revenues	73,040,352	76,210,860	(3,170,508)	73,084,887	(44,535)

Western Oregon University
FY26 Proposed Adjusted Budget
Education & General Fund Detail

	FY26 Adjusted Budget	FY26 Preliminary Budget	Increase/ (Decrease)	FY25 Actuals	Increase/ (Decrease)
Expenses					
Personnel					
Faculty Salaries	17,196,852	17,437,200	(240,348)	16,387,915	808,937
Unclassified Salaries	12,168,859	12,520,147	(351,289)	11,587,136	581,723
Faculty & Unclassified Supplemental Pay	493,748	493,748	-	1,457,394	(963,646)
Classified Salaries	7,289,460	7,554,232	(264,772)	6,698,881	590,579
Classified Pay	257,599	257,599	-	372,238	(114,639)
Student	1,451,072	1,451,072	-	1,549,598	(98,526)
OPE	24,429,824	25,020,026	(590,202)	21,621,347	2,808,476
Centralized Salary & OPE Savings	(1,941,100)	(1,941,100)	-	-	(1,941,100)
Total Personnel	61,346,314	62,792,924	(1,446,610)	59,674,510	1,671,804
Services & Supplies					
Services & Supplies	12,937,098	14,242,098	(1,305,000)	12,286,210	650,887
Internal Sales	(3,190,720)	(3,190,720)	-	(4,204,872)	1,014,152
Total Services & Supplies	9,746,378	11,051,378	(1,305,000)	8,081,338	1,665,040
Total Expenses	71,092,692	73,844,302	(2,751,610)	67,755,848	3,336,844
Transfers					
Athletics Subsidy	5,385,895	5,385,895	-	6,113,889	(727,994)
Child Development Center Subsidy	150,000	150,000	-	150,000	-
SELP Funding Match	29,752	294,000	(264,248)	315,700	(285,948)
Other Transfers	(64,329)	(64,329)	-	696,187	(760,516)
Total Transfers	5,501,318	5,765,566	(264,248)	7,275,776	(1,774,458)
Total Recurring Expenses & Transfers	76,594,010	79,609,868	(3,015,858)	75,031,624	1,562,385
Net Recurring	(3,553,658)	(3,399,008)	(154,650)	(1,946,738)	(1,606,920)
Other Activities					
Foundation Campaign S&S	60,000	60,000	-	-	60,000
EAB	218,110	218,110	-	-	218,110
Other	300,000	-	300,000	-	300,000
Total Other Activities	578,110	278,110	300,000	-	578,110
Net	(4,131,768)	(3,677,118)	(454,650)	(1,946,738)	(2,185,030)
Beginning Fund Balance	13,590,137	12,887,460		13,753,975	
Additions/Deductions to Fund Balance	-	-		1,782,900	
Projected Ending Fund Balance	9,458,369	9,210,342		13,590,137	
Fund Balance as a Percentage of Revenues	12.95%	12.09%		18.60%	

Western Oregon University
FY26 Proposed Adjusted Budget
Auxiliary Detail

	Athletics (excluding IFC)*	Dining	Parking	Student Health & Counseling	University Housing	Other Auxiliaries**	Total
Revenues							
Enrollment Fees	-	-	-	1,868,740	(25,000)	-	1,843,740
Government Resources & Allocations	1,435,846	-	-	-	-	-	1,435,846
Gift Grants and Contracts	-	-	-	-	-	30,977	30,977
Investment	2,000	-	-	-	46,000	-	48,000
Sales & Services	63,800	4,260,000	425,000	-	6,756,461	278,742	11,784,003
Other Revenues	501,800	550,294	-	17,000	157,000	-	1,226,094
Total Revenues	<u>2,003,446</u>	<u>4,810,294</u>	<u>425,000</u>	<u>1,885,740</u>	<u>6,934,461</u>	<u>309,719</u>	<u>16,368,660</u>
Expenses							
Unclassified Salaries	1,884,188	220,440	67,998	383,458	609,199	132,130	3,297,413
Unclassified Pay	62,500	500	-	22,206	6,000	25,000	116,206
Classified Salaries	108,409	884,642	76,383	393,162	552,964	59,623	2,075,183
Classified Pay	-	26,250	15,000	14,531	22,626	-	78,407
Student	115,000	463,250	20,000	-	313,740	44,768	956,758
OPE	1,491,131	907,269	105,501	520,487	943,192	157,076	4,124,656
Total Personnel	<u>3,661,228</u>	<u>2,502,351</u>	<u>284,882</u>	<u>1,333,844</u>	<u>2,447,721</u>	<u>418,597</u>	<u>10,648,623</u>
Services & Supplies	<u>2,393,942</u>	<u>1,946,239</u>	<u>130,791</u>	<u>538,439</u>	<u>2,807,595</u>	<u>87,490</u>	<u>7,904,496</u>
Total Expenses	<u>6,055,170</u>	<u>4,448,590</u>	<u>415,673</u>	<u>1,872,283</u>	<u>5,255,316</u>	<u>506,087</u>	<u>18,553,119</u>
Net Transfers	<u>(3,609,531)</u>	<u>180,000</u>	<u>60,240</u>	<u>-</u>	<u>1,671,449</u>	<u>(196,370)</u>	<u>(1,894,212)</u>
Total Expenses & Transfers	<u>2,445,639</u>	<u>4,628,590</u>	<u>475,913</u>	<u>1,872,283</u>	<u>6,926,765</u>	<u>309,717</u>	<u>16,658,907</u>
Net Budget	(442,193)	181,704	(50,913)	13,457	7,696	2	(290,247)

*Athletics also receives \$925,048 of funding from incidental fee.

**Other Auxiliaries includes Child Development Center, Rainbow Dance Theater, Vending income, Conference Services, and Smith Fine Arts.

Finance & Administration Committee (FAC), November 4, 2025

FY2026 Proposed Adjusted Budget

Education & General (E&G) Fund Component:

The FY26 Education & General Fund totals \$73.040M in revenues and \$76.594M in recurring expenses and transfers, resulting in a recurring deficit of \$3.554M. Combined with one-time activities of \$578K, this results in a budget deficit of \$4.132M. Beginning FY26 Fund Balance totals \$13.590M; this deficit level would reduce the fund balance to \$9.458M, or 12.95% of revenues by the end of FY26. See the Education & General Fund Detail worksheet for a comparison of the FY26 Proposed Adjusted Budget to the FY26 Preliminary Budget, as well as FY25 Actuals.

Revenue Assumptions:

Total Revenues for the FY26 Adjusted Budget are \$73.040M, a decrease of \$3.171M from the FY26 Preliminary Budget. The changes in assumptions resulting in the increased revenue are detailed below.

- Tuition & Fees – FY26 Preliminary Budget Tuition assumed 0.4% UG and GR enrollment declines from Fall 2024, with an additional 18 Occupational Therapy (OTD) students. Actual fall enrollments are approximately a 2.8% decrease for UG and a 7.3% decrease for GR, which is inclusive of 18 OTD students. These enrollment changes combined with increasing the fee remissions budget by \$700K (in collaboration with Financial Aid), results in Net Tuition & Fees totaling \$32.884M, a \$1.657M decrease from the Preliminary Budget.
- Government Resources & Allocations total \$35.006M compared to the Preliminary Budget of \$36.170M. \$779K of the difference results from a decrease in expected allocation based on the latest SSCM provided by HECC (still not trued-up for the latest three-year rolling average). \$5K of the difference results in a decrease in expected allocation of ETSF. \$379K of the difference results from removing the SELP allocation from general fund; as part of the Banner Optimization process we have created a new debt service fund for this allocation (as well as the correlating expense).
- Other Revenues total \$5.150M, a decrease of \$350K. \$700K of the decrease was in Gift Grants and Contracts related to grant indirects in collaboration with the Sponsored Projects Office. That decrease was offset by a \$200K increase in interest earnings/investment and a \$150K increase to other revenues, both of which were based on applying the 3-year average realization rate to this year's actuals as of P3.

Expense & Transfer Assumptions:

Total Recurring Expenses & Transfers for the FY26 Adjusted Budget are budgeted at \$76.594M. Changes from the Preliminary Budget include:

- \$1.447M decrease in budgeted personnel. This is reflective of:
 - Eliminating 4 vacant T/TT FTE, 5 vacant instructional FTE, 1 vacant classified position in Human Resources, 1 vacant unclassified position in the President's office, and 1 vacant unclassified position in Student Affairs.
 - Eliminating the faculty central salary savings budget of \$555K (inclusive of OPE), as all current vacant faculty lines have been removed from the budget.
 - Increasing the staff central salary savings budget by \$614K (inclusive of OPE) based on current staff vacancies with intentions to delay hiring as long as possible.
- \$1.305M decrease in S&S. This is reflective of:
 - \$750K reduction related to Indirects. \$228K of this decrease is related to the \$700K decrease of indirect revenue (per the Distribution of Indirect Cost Recovery Policy, 32.5% of indirects are to be distributed out to grant recipient units). The other \$523K decrease reflects savings from discontinuing the Distribution of Indirect Cost Recovery Policy, and instead allocating \$10K Per Dean (\$30K total) to be used for discretionary purposes.
 - \$140K reduction in President's Strategic Initiatives budget (reducing to \$100K)
 - \$300K reduction in Operative Reserve budget (reducing to \$200K)
 - \$115K decrease in S&S (interest expense) related to moving the SELP allocation and associated payments outside of E&G.
- \$264K decrease in transfers out (principal) related to moving the SELP allocation and associated payments outside of E&G.

Other Activity Assumptions:

Total Other Activities representing one-time resources and expenses are budgeted at \$578K, a \$300K increase from the FY26 Preliminary Budget. The increase relates to the change in Indirect Cost Recovery distribution, providing one-time funds to cover existing commitments from the previously planned allocations.

Auxiliary Component:

The auxiliary component is composed of Athletics, Housing, Dining, Parking, Conference Services, Student Health & Counseling Center (SHCC), Child Development Center (CDC), and other minor operations. See the Auxiliary Detail worksheet for a

budget summary by major auxiliary. The net budget for all Auxiliaries (excluding IFC) totals \$290K. Auxiliary budgets remain largely unchanged from the FY26 Preliminary Budget, with major changes highlighted below. See the Auxiliary Detail worksheet included for a budget summary by auxiliary area.

- Removed the Recreation Center Building Fee Budget as part of the Banner Optimization process we have created a new debt service fund for this (~\$332K of revenue and ~\$420K of expense).
- Updated Athletics Budget for increases in budgeted state lottery allocation, ticket revenue, and student pay. This results in the athletics deficit increasing from \$401K to \$442K.

Incidental Fee (IFC) Component:

Incidental Fee has a net deficit budget of \$198K, with intentions to utilize their reserve to cover the deficit. No changes from the FY26 Preliminary Budget.

Designated Operations & Service Departments Component:

Designated Operations & Service Department budgets are inclusive of primarily Council of Presidents and Telecommunications, as well as other small miscellaneous budgets. No changes from the FY26 Preliminary Budget.

FY26 Adjusted Budget across Component Funds:

As shown on the Component Funds Budget Summary worksheet, combined component budgets results in a total net budget deficit across these funds of \$4.212M.

STAFF RECOMMENDATION:

It is recommended that the Western Oregon University Finance and Administration Committee recommends to the Board of Trustees to approve the FY26 Adjusted Budget as presented in the docket.

WOU Cybersecurity Report – FAC 11/4/25

Presented by Michael Ellis, CISO & Associate Director of University Computing Solutions

KPI's:

- Cybersecurity training for employees: Training rates have not improved over the last 5 years. UCS is piloting a mandatory cybersecurity training program and plans to roll this out campuswide during the first half of 2026.
- CIS18 Controls: UCS continues to increase our score ahead of schedule! WOU's cybersecurity maturity rating is over 3x the industry average.
- Cybersecurity incidents: No critical events last year (or so far this year). Having a dedicated SOC analyst has made a world of difference for both response and reporting!

(Each KPI will be presented and explained during the meeting)

WOU is partnering with OSU's ORTSOC to provide after-hours monitoring and alerting of the WOU network.

UCS completed our annual Penetration test. A summary will be presented during the meeting.

Time for Q&A

TO: Fall 2025 Report - UBAC Report

WESTERN OREGON UNIVERSITY BOARD OF TRUSTEES
COMMITTEE

FROM: UNIVERSITY BUDGET ADVISORY COMMITTEE FINANCE &
ADMINISTRATION COMMITTEE

RE: UBAC REPORT FALL 2025

For this term, the UBAC committee has met:

OCT-2

OCT-16

Town Hall OCT 29

Summary

This approach to budgeting is designed to enable the University to align its financial resources with its mission, vision and values. In doing so, budgets will be better able to meet changing institutional needs and be responsive to our historical mission as well as new opportunities. The success of the model will depend, to a great extent, on the degree to which the budgeting process allows for campus-wide dialog and participation and the degree to which decisions related to new resources and reallocation of existing resources are linked to the agreed upon strategic directions of the university.

WOU Core Values

Centering Students -

- Items considered by this committee are consistently reviewed under a model of centering students. The process for budgetary review and advice are focused around students and sustainability.
- We have begun to have regular attendance from our student rep: and see an uptick in ASWOU wanting to get financial information to students. ASWOU is planning to attend UBAC town halls and open a questions forum in some manner to hear student voices.

Fostering Accessibility -

- Consistently, UBAC has sought to foster accessibility in past and present by fostering representation across campus; UBAC continues to search for unrepresented bodies to fill roles according to the committee's model.

TO: Fall 2025 Report - UBAC Report

- The Fall Town hall is in person and accessible however future town halls are planned to have a virtual option.
- We have opened up online questions form to Faculty and Staff to ask questions electronically and anonymously.
- We are feeling limitations to Faculty representation and have had faculty members resign due to work loads.
- We regularly report to the University Council

Valuing Community -

- Items considered are consistently reviewed under a model of community both of WOU, local and state priorities according to the members and constituents.
- Town halls will continue to be hosted by UBAC members to help share budget information across campus.
- We are training our UBAC membership to be a representative body, emphasizing to them understanding who they represent on the committee, encouraging them to solicit feedback, promoting these conversations in our meetings, and then circling back and closing the loop.

WOU Institutional Goals

Institutional Sustainability -

- We are following along with the university-wide budget timeline and are on schedule with this, receiving updates from TFAC and tuition committees.
- We have been working with KB and Camarie to understand the current budget, reviewing the following reports: P3 E & G, and the IFC report
- We plan to receive these updates regularly and are beginning working on a plan to help the budget manager and VPFA on various new items including prioritization rubrics.

Student Success -

- UBAC is working with ASWOU student representation more closely now than in the past. Tri-chair Zach Hammerle met with the ASWOU president to explore options to continue an ASWOU UBAC partnership.
- UBAC is student centered and will continue to advocate for responsible student focused budget goals and priorities.

Transformational Diversity -

- We are looking forward to ongoing conversations about planning for consistent budget town halls, hosted by UBAC so that we are able to reach more people on campus, and solicit more diverse information

Community Strength -

- We believe our Campus Wide information sharing will build trust and relationships through budget goals.

November 2025 UTAC Report

UTAC held our annual fall retreat on September 18, 2025. The retreat was focused on university efforts that the committee has been supporting, or could support in the future.

Data Governance

Strategic plan alignment: Institutional Sustainability

UTAC invited Muriel Lopez-Wagner to provide a virtual presentation briefly outlining her findings in the [Evaluation of Institutional Research at Western Oregon University](#) she was commissioned to perform in May of 2005. The report identified many challenges with WOU's infrastructure to enable data-informed decision making and institutional effectiveness, and one of the immediate action items to address those issues was the formation of a data governance committee. In alignment with the WOU Strategic Plan outcome to "adapts to changes in the higher education landscape and implements strategic responses to emerging trends," during the 2025-26 academic year, UTAC will form a Data Governance Subcommittee with the following action plan:

Objective: Create a data governance committee as a subcommittee of UTAC.

Desired outcomes of the committee:

- Policies, processes and procedures related to data governance are clear and well documented
 - We know what data is needed for what purposes
 - We know which roles need access to data
- Data governance roles and responsibilities are clear, well defined, and documented
- Offices on campus that have a role in data governance are collaborating and coordinating with one another

Digital Accessibility

Strategic plan alignment: Transformational Diversity

The digital accessibility policy that UTAC drafted last year was reviewed and edited by the Accessibility at WOU working group during Spring - Summer 2025 and was posted for public comment on October 15, 2025. UTAC will support the implementation of this policy by 1) encouraging staff and faculty to get involved with accessibility efforts and take advantage of training opportunities; 2) achieve a better understanding of how WOU's procurement policy and processes ensure accessibility of digital products we purchase.

Finance and Administration Committee (FAC), November 4, 2025, Vice President for Finance and Administration (VPFA) Report

Efforts are ongoing to implement transformative financial and administrative initiatives to support WOU's financial well-being. To have a focused roadmap for achieving goals of the initiatives, a Finance and Administration Strategic Plan has been developed aligning the goals to the WOU Strategic Plan. The Finance and Administration Strategic Plan was developed based on the collective efforts of the F&A directors and supervisors. This VPFA report highlights the goals, goal monitoring metrics, and outcomes. Subsequent VPFA reports will highlight progressive accomplishments.

Institutional Sustainability

F&A Goals	Goal Monitoring Metrics	Outcomes
1. Provide accountability for budget resources, transparency in budgeting, and oversight for budget expenditures. 2. Use financial health dashboard with key performance indicators (KPIs) to guide and monitor resource planning. 3. Streamline administrative systems through the Banner Optimization initiative to improve system efficiencies and access to data in support of decision-making. 4. Maintain robust cybersecurity environment in alignment with Center for Internet Security's Critical Security Controls.	1. Higher Ed best practice financial health indicators, including CFI. 2. Ratio of revenues to expenditures. 3. Reserves, investments, and cash growth. 4. Banner Optimization ROI compared with Investment. 5. Cybersecurity control score. 6. Number of employees completing cybersecurity training.	1. Positive trend over time toward achieving Higher Ed financial health targets. 2. Participatory budget development timelines. 3. Budget prioritization rubric aligning strategic goals with resource allocation. 4. Comprehensive budget request process. 5. Budget Manager Responsibility & Accountability policy. 6. Multi-year financial sustainability plan. 7. Banner Optimization ROI equals \$2.1 million investment. 8. 100% employee cybersecurity training. 9. 5% improvement in cybersecurity score in 3 conservative years.

Student Success

F&A Goals	Goal Monitoring Metrics	Outcomes
1. Support students with convenient methods of payment and communication. 2. Streamline technology system access and navigation for students. 3. Refresh classroom technology to enhance innovation in teaching.	1. Student account customer satisfaction survey. 2. Student account enquiry tracking and response time. 3. IT helpdesk request tracking and response time. 4. Trend in cost of completed classroom technology upgrades compared with cost of deferred upgrades.	1. New software for student payments including customizable payment plans and varied forms of payment methods. 2. Revolving charge contracts moved from a portal Doctsar process to a streamlined Transact process to enable new students to register. 3. Tracking system for student account resolutions. 4. Baseline and target student customer satisfaction. 5. Meet student customer satisfaction target for convenient payment, student account support and IT helpdesk support. 6. Simplified student technology interfaces. 7. Positive trend in cost of completed classroom technology upgrades compared with cost of deferred upgrades.

Transformational Diversity

F&A Goals	Goal Monitoring Metrics	Outcomes
1. Promote diversity, equity and inclusion in policies, procedures, processes, IT systems and physical infrastructure. 2. Identify areas of environmental ADA noncompliance for tracking and resolution.	1. Consultation with Disability Access Services on new projects. 2. Lighting survey. 3. Number of environmental ADA noncompliant areas.	1. CPC and Facilities Services consult with Disability Access Services on every new project that includes ADA updates. 2. Facilities Services and Public Safety complete the annual lighting survey in January with student leaders from ASWOU and RHA. 3. Positive trend in number of ADA noncompliant areas. 4. List of environmental ADA upgrades needed for campus that includes but not limited to sidewalks and pathways, door hardware, restroom access, and others.

Community Strength

F&A Goals	Goal Monitoring Metrics	Outcomes
1. Strengthen relationship with university stakeholders. 2. Engage the university community to enhance campus safety and security.	1.Number of training events presented by F&A and attendance. 2.Collaborative partnerships. 3.Timely Clery reporting. (Annual Security Report published by October 1)	1. Positive trend in F&A training events and attendance. 2. Campus Public Safety provides training in Active Shooter, Self-Defense, CPR, and others. 3.Campus Public Safety develops emergency preparedness exercises and includes community partners in the development and initiation. 4. Business Office provides training in Journal Voucher entry, P-Card and Workflow Approval, and others. 5. Budget Office provides training on budget processes, planning, development, monitoring, and others. 6. Clery compliance.

FY2027 Budget Planning and Development

Budget planning and development activities are ongoing with the scrutiny to contain cost escalation and reduce the structural deficit. A proposed budget development timeline has been developed and accepted by senior leadership. A draft was shared with the campus community at the UBAC Town Hall and will be posted to the website. The Budget Development Timeline incorporates all the anticipated processes and steps involved in the planning and development of the operating budget. It also recognizes and publishes timelines for extensive stakeholder engagements, including distribution of monthly budget reports to budget authorities and discussions on the budget at UBAC Town Halls. The full Budget Development Timeline document is attached below.

Western Oregon University
Proposed Budget Development Timeline
Budget & Planning Office

Timeline	Deadline	Tasks	Responsible
July	7/1/25	1. New budget year	Budget Authorities
	7/31/25	2. Review budget upload in Banner	Budget Authorities
August	8/8/25	Monthly budget status report distribution	Budget & Planning
September	9/9/25	Monthly budget status report distribution	Budget & Planning
October	10/8/25	1. Monthly budget status report distribution	Budget & Planning
	10/15/25	2. Vacant position analysis and replacement assessment	HR & Budget Authorities
	10/16/25	3. UBAC recommendations on budget priorities	UBAC
	10/29/25	4. Communication of quarterly budget report (June 30 & Sept 30)	UBAC Town Hall
	10/31/25	5. Academic Sustainability Committee (ASC) recommendations	ASC & Provost
	TBD	6. Departmental and division goals, targets and outcomes reviews	Directors & VPs
November	11/4/25	1. Submit management report (as of Sept 30) to FAC for acceptance	FAC
	11/8/25	2. Monthly budget status report distribution	Budget & Planning
	11/12/25	3. Establish budget priorities	President, SLC & UBAC
	11/19/25	4. Submit management report (as of Sept 30) to BOT for acceptance	BOT
	11/26/25	5. Preliminary enrollment estimates for tuition & fees projection	Enrollment Management
	11/26/25	6. Preliminary estimates for salary/OPE rates	HR & Budget
	11/26/25	7. IFC current service level budget & revenue estimates	Budget & Planning
	11/26/25	8. Reconstitute IFC	VPFA
	11/26/25	9. Reconstitute TFAC	VPFA
December	12/8/25	1. Monthly budget status report distribution	Budget & Planning
	12/19/25	2. Issue budget development instructions	President & VPFA
	12/19/25	3. Budget worksheet disbursement	Budget & Planning

	12/19/25 12/19/15 TBD	4. Call for budget requests, including commitments & obligations 5. Call for new course fees & existing course fee changes 6. Budget manager workshop	President & VPFA Provost Budget & Planning
January	1/5/26 1/9/26 1/26/26 1/26/26 TBD TBD TBD	1. IFC & TFAC meetings begin 2. Monthly budget status distribution 3. New course fees & changes to existing course fees due 4. Budget requests due, including commitments & obligations 5. Initial review of budget requests 6. Communication of budget request summary 7. Communication of quarterly budget report (as of Dec 31)	IFC & TFAC Budget & Planning Provost Budget Authorities President, SLC & UBAC UBAC Town Hall UBAC Town Hall
February	2/8/26 2/10/26 2/25/26 2/27/26	1. Monthly budget status report distribution 2. Submit management report (as of Dec 31) to FAC for acceptance 3. Submit management report (as of Dec 31) to BOT for acceptance 4. TFAC open forum/survey	Budget & Planning FAC BOT TFAC
March	3/8/26 3/20/26 3/20/26 3/27/26 TBD TBD	1. Monthly budget status report distribution 2. IFC finalizes rate & allocations 3. TFAC finalizes recommendations to President 4. Prepare Tuition & Fee Book 5. Review Tuition & Fee Book 6. Budget stakeholder engagements	Budget & Planning IFC TFAC Budget & Planning President & SLC Budget & Planning
April	4/7/26 4/7/26 4/8/26 4/22/26 4/22/26 4/22/26 4/22/26	1. Submit management report (as of Mar 31) to FAC for acceptance 2. Submit Tuition & Fee Book to FAC for approval 3. Monthly budget status report distribution 4. Submit management report (as of Mar 31) to BOT for acceptance 5. Submit Tuition & Fee Book to BOT for approval 6. Finalize enrollment estimates for tuition & fees revenue 7. Finalize estimates for salary/OPE rates	FAC FAC Budget & Planning BOT BOT Enrollment Management HR & Budget

	TBD	8. Budget request decisions	President, SLC & UBAC
	TBD	9. Communication of budget request decisions	Budget & Planning
	TBD	10. Budget stakeholder engagements	Budget & Planning
	TBD	11. Finalize draft budget for review	Budget & Planning
	TBD	12. Communication of quarterly budget report (as of Mar 31)	UBAC Town Hall
May	5/8/26	1. Monthly budget status report distribution	Budget & Planning
	TBD	2. Review draft budget	President, SLC & UBAC
	TBD	3. Communication of finalized draft budget	UBAC Town Hall
	5/19/26	4. Submit draft budget to FAC for approval	FAC
	5/19/26	5. Submit management report (as of Apr 30) to FAC for acceptance	FAC
June	6/3/26	1. Submit draft budget to BOT for approval	BOT
	6/3/26	2. Submit management report to BOT for acceptance	BOT
	6/8/26	3. Monthly budget status report distribution	Budget & Planning
	6/30/26	4. Load approved budget into Banner	Budget & Planning

Finance and Administration Committee (FAC), November 4, 2025, Campus Safety and Operations Report

This Campus Safety and Operations report provides brief updates on campus safety, major capital projects, and capital improvement and renewal projects.

Campus Safety

Campus Public Safety (CPS) continues the task of staying alert to potential security threats. CPS engages and collaborates with area safety and security service providers to support its work. CPS also stays on top of parking enforcement ensuring orderliness on campus streets and in the campus parking lots. CPS provides preventive training, such as active shooter, self-defense, CPR, emergency evacuation and tabletop exercises to the campus community. CPS tracks regulatory campus safety events for reporting. The most current reporting can be found at this link

<https://wou.edu/safety/clery-act/annual-security-and-fire-safety-report/>

Major Capital Projects

There are currently 3 major capital projects. The status of the projects is the following.

1. Student Success Center – Expected closeout is March 2026. Remaining ongoing work is for ADA sidewalks, lighting, and terrace roof.
2. Steam Line – Expected closeout is fall 2025. Project is essentially complete, except for a drainage issue, which the contractor is working on.
3. Data Center – Task Committee in preliminary planning, including Data Center site visitations. Obtained DAS approval for declaration of intent to pre-finance the project as necessary prior to bond sales.

Projects	Cost	Funding Left	Expected Completion
Student Success Center (ADA, 1% art, MODS demo)	\$22 million	\$817,000	March 2026
Steam Line (Paving)	\$16.5 million	<\$60K	Fall 2025
Data Center	\$13.2 million		

Capital Improvement and Renewal (CIR) Projects

Capital Improvement and Renewal funding is provided by the state to the seven public universities, including Western Oregon University, to address deferred maintenance, code compliance, safety issues, and ADA accessibility improvements for campus facilities. CIR funded projects do not involve acquisition of buildings, structures, or land, classroom or lab modernization, or improvements to auxiliary facilities.

For the FY2023 CIR funds expiring in March 2026, \$3.78 million was allocated to WOU and \$1.26 million is remaining. CIR allocation for FY2025 is \$5.15 million. Recently completed projects include Hamersly roof and Natural Science Chiller. Also, energy efficiency projects involving installation of HVAC controllers were completed for Smith, Rice and Wolves Athletic Center (WAC). Those energy projects are expected to receive 60% rebate from Energy Trust that will be used for other projects. Status of ongoing CIR projects are below.

CIR Project	Projected Cost	Expected Completion
Campus Signage	\$55,000	Winter 2026
Roofs- Admin, Campbell, Jensen, Watson, Terry, Gentle	\$725,000	2026
Admin 1 st Floor remodel	\$150,000	Fall 2025
Forensics lab-Maaske	\$125,000	Summer 2026
Hazmat Shed	\$75,000	Summer 2026
Todd Hall IT upgrade	\$45,000	Spring 2026
HVAC Controllers (Smith, Rice, WAC)	\$100,000	Fall 2025-Energy Trust
Hamersly Fire System	\$100,000	Winter 2026
APSC renovation for Music		

Future projects consideration includes Cottage remodel, Todd elevator, ADA door access, Maker's Space, Relocate Music

University Computing Solutions (UCS) report for the FAC Subcommittee meeting on November 4, 2025.

Although many of these UCS topics have been part of the UTAC report in previous FAC meetings, this is the first official UCS report.

UCS's mission statement is to Enable the Western Oregon University Community through **resilient** technical services and **empowering** computing solutions. In support of this mission and the WOU Strategic Plan, UCS' priorities include Banner Optimization, CyberSecurity, Improving computer availability and recovery time, and Building a future-ready Computing Solutions Center (data center).

The Banner Optimization program consists of eleven major projects (supporting the Strategic Priorities of Institutional Sustainability and Student Success) that are funded using the Sustainability Funds provided by the state through the HECC. Of the available \$2.1M in funds, WOU has been reimbursed \$1,233,563.52 to date for consulting contracts, staff augmentation, training, software licensing, and indirects. This is on track with the plan to spend around \$900k for each of the first two years of the project. All fund reimbursements need to be completed by the end of FY27.

The Program has reached an inflection point now that the last Back to Baseline (B2B) assessment of Banner was completed in August. We are moving from the discovery phase to full execution. The goals and timelines are captured in the online project management tool and work is well underway to optimize WOU's use of Banner. [Figure 1]

Completed work this past year includes:

- Financial Aid - removed customer pain points that impacted 78% of WOU students.
- HR/Payroll - Paper timecards are obsolete. Banner Web Time Entry is used by all employees. [Figure 2]
- Accounts Receivable - Detailed code clean up done. Tuition Exemptions and AR Hold improvements completed. AR is consolidating all payments to a single central application (Transact).
- Student - Deployment of Banner modules for Global and Student Proxy is nearly complete. The Degree Works (Degree Tracks) health check is underway.
- Finance - Just completed the B2B assessment and are setting the timeline for baseline improvements.
- Ellucian Experience - WolfWeb replacement is online and other cards are becoming available.

KACE (an Institutional Sustainability priority objective) was used across campus to upgrade and patch 1022 computers to Windows 11 [Figure 3]. Even with the transition from Windows 10, the summer student techs finished system patching more than a month earlier than usual. This provided time to deploy the KACE ticketing system in UCS.

The Identity and Access Management (IAM) project to deploy Okta (which supports the Strategic Priorities of Institutional Sustainability and Transformational Diversity) slowed as UCS needed to transition to Active Directory (from LDAP) on the new lobo.wou.edu domain. 2636 old employee accounts and 25,358 unused student accounts were removed as part of the transition.

UCS conducted a live disaster recovery test this summer by turning off redundant network hardware to test failover capabilities. The test failed, but we learned a lot and have since fixed the discovered issue. Also, the team is in the final testing phase of an offsite data backup solution.

Lastly, a committee is defining the requirements for the new Computing Solutions data Center (a Community Strength and Sustainability priority). Committee members include community, faculty, Foundation, and staff stakeholders. The group toured two data centers in September and one more yesterday. The \$12,471,966 of state funding has a matching component of \$689,887 that needs to be funded through donations. Additional funding will be needed to meet the current requirements/expectations.

Estimated timeline for building the Computing Solutions Center is currently:

- 8/2025 - 2/2026 : gather requirements
- 3/2026 - 6/2026 : Write RFP for schematic design
- 7/2026 - 12/2026 : refine and approve schematic design
- 1/2027 - 3/2027 : Select builder and/or write RFP if required
- 7/2027 : break ground
- 4/2028 : Last beam installed
- 8/2028 : Building construction complete
- 10/2028 : data center racks installed. Power and Cooling installation and testing done
- 11/2028 : Office and Computer Service Request Desk moves completed
- 12/2028 : Reroute fiber away from Admin directly from Monmouth Ave.
- 01/2029 : Classroom available
- 12/2028 - 1/2029 : Computers moved to the new data center
- 2/2029 - 8/2029 : Tools, parts, inventory, and storage moved

The CISO, Michael Ellis, will provide the CyberSecurity update at the full Board meeting.

Banner Optimization Deliverables

Project	Functional Area(s)	FY25		FY26				FY27			
		Q3	Q4	Q1	Q2 (10/1/25)	Q3	Q4	Q1	Q2	Q3	Q4
Windows 11 Migration	UCS										
Webtime Entry	Payroll										
SIG B2Bs Engagements	All										
Transact Implementation	AR, Fin										
FLAC	All										
Full KACE Implementation	UCS										
Finance - B2B Recommendations	Fin										

Figure 1

Return on Investment

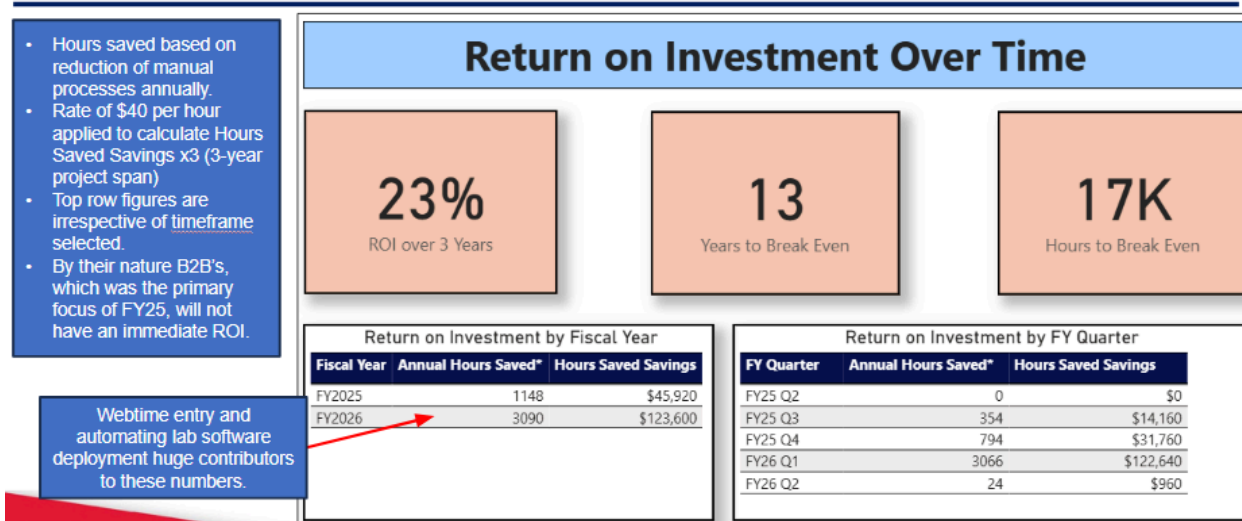
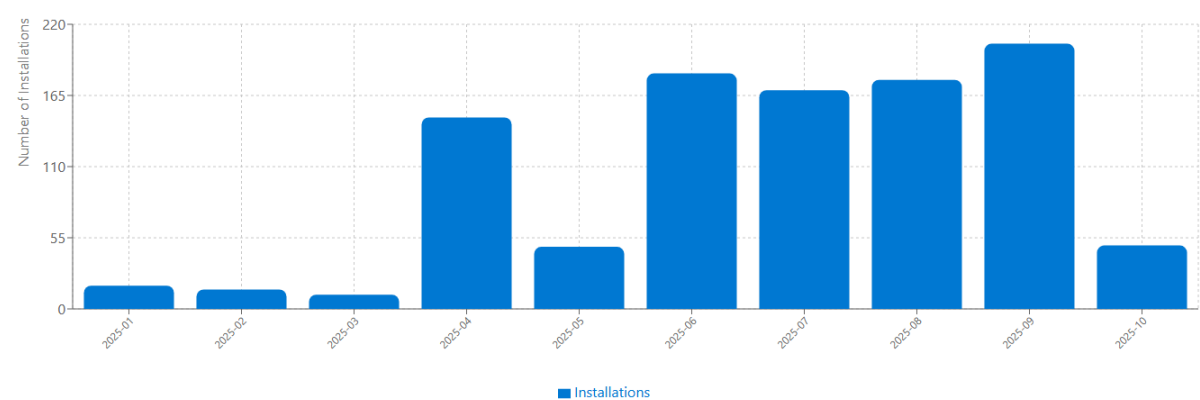


Figure 2

Windows 11 Enterprise Installations

Monthly installation count for 2025



1,223

Total Win11 Installs

205

Peak Month (Sep 2025)

1,022

2025 Installs

140

Avg/Month (2025)

Figure 3

Cash Flow Narrative FY26

Executive Summary:

- **Beginning cash balance July 1, 2025 was \$31,167,277**
- **Cash Balance as of September 30, 2025 was \$29,839,331**
- **Projected ending cash balance as of June 30, 2026 is \$30,985,607**

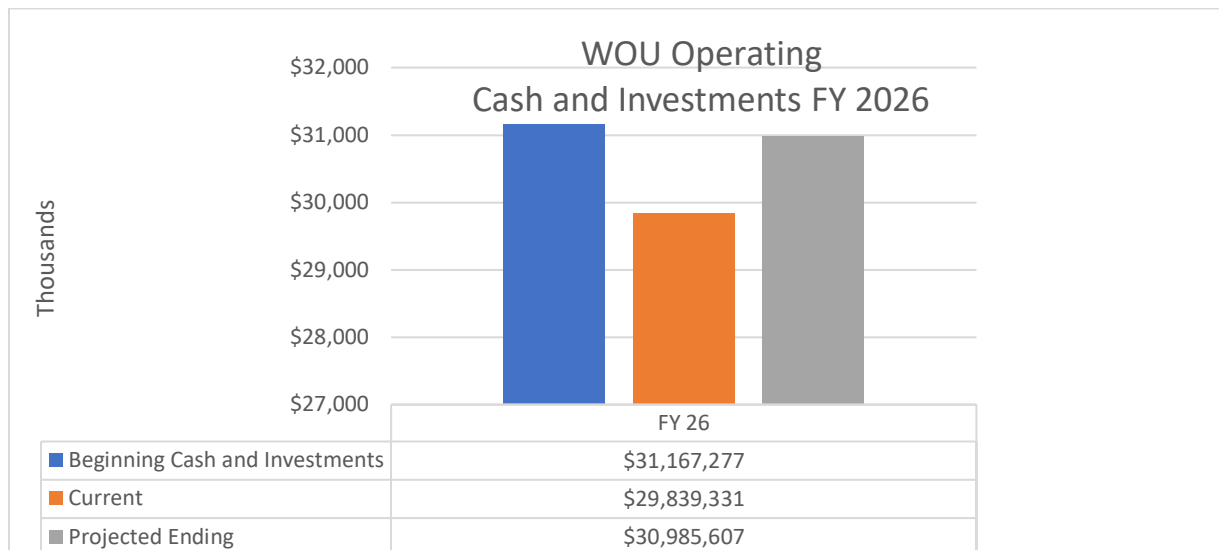
The statement of cash flows enables users of the financial statements to determine how well an entity's income generates cash and to predict the potential of an entity to generate cash in the future. The purpose of the cash flow forecast is to present cash inflows and outflows for a reporting period to the reader of the report. Cash flows are not readily apparent when just reviewing the income statement, especially when that document is created under the accrual basis of accounting. Accrual accounting requires that certain non-cash revenue and expense items be included in the income statement, potentially in substantial amounts.

We began FY2026 with a cash & investment balance of \$31.17MM.

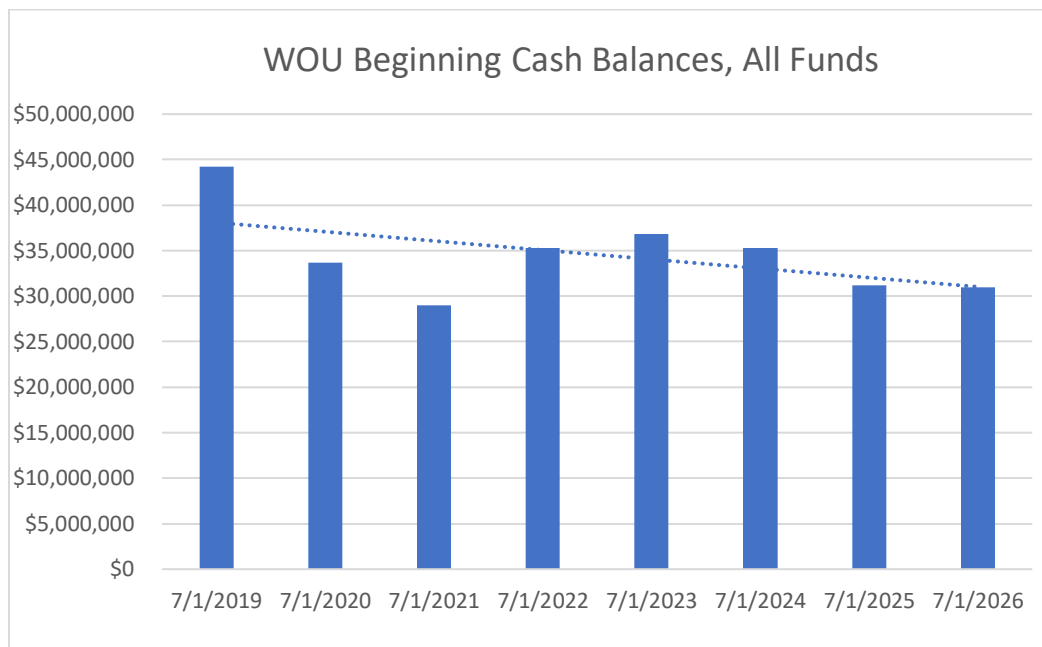
You will note this does not have a one-to-one relationship with the Management Report, this is due to two reasons. The Management Report looks at individual fund activity for Education & General, Auxiliaries, and Designated Operations & Service funds; while these funds are the main funds for the University, other funds exist as well (such as Capital, Grant and Agency funds). The Cash Flow forecast incorporates all cash & investments for the University other than the cash balance related to Perkins loans (\$675,190 as mandated) and the quasi endowment. Additionally, the Management Report shows accounting activity using accrual-based accounting. Accrual accounting creates timing differences between income statement accounts (revenues & expenses as shown on the Management Report) and cash. A revenue transaction may be recorded in a different fiscal year than the year the cash related to that revenue is received. One purpose of the statement of cash flows is that users of the financial statements can see the amount of cash inflows and outflows during a year in addition to the amount of revenue and expense shown on the income statement.

For FY2026, the cash flow projection is based on actuals through September, then several assumptions including an enrollment decrease of 3% overall for the year, the Board approved tuition increases, and a 2% increase in services & supplies (S&S). The Steam Line Project is included but noted below the cash flow since are restricted dollars and cannot be used for operations and projected to be all expensed by October 2025. Salary increases and Other Payroll Expenses (OPE) rate increases have been included as of what we understand currently. The cash flow projection shows a \$182 thousand decrease.

We will continue to monitor and adjust monthly. Current financial conditions continue to put pressure on cash flow.



Data is based upon the accounting system information. Actual cash and investments on deposit at 07/01/26 is projected as \$30,985,607.



Note: The positive amounts in 2021-2023 are primarily related to the Federal stimulus funding received.

Monthly Cash Flow and Accrual Forecast

	July 2025	Actual August 2025	September 2025	October 2025	November 2025	December 2025	January 2026	Estimates February 2026	March 2026	April 2026	May 2026	June 2026
<i>Starting Cash and investment FY2026 (June 30, 2025)</i>												
\$	31,167,277											
Beginning Cash Estimate	\$ 31,167,277	31,810,744	27,172,040	29,839,331	32,587,727	24,299,894	18,579,511	37,626,663	27,343,146	33,511,749	40,695,455	34,318,521
<i>Adjusted Beginning Cash and investment Balance (Actual)</i>	31,167,277	31,810,744	27,172,040	29,839,331	-	-	-	-	-	-	-	-
Inflows												
Monthly Revenue Estimates	10,362,363	9,154,049	23,461,024	14,085,908	5,329,786	17,316,549	21,880,939	5,342,785	24,003,365	12,020,105	4,525,488	11,552,317
Estimated Cash Impacts GL Accrual Activity	(1,774,950)	(2,229,750)	1,495,907	3,543,520	(5,058,808)	(3,603,358)	9,963,333	(5,155,534)	513,885	3,814,657	(1,915,988)	(4,826,251)
Total Revenue and GL Inflows	8,587,413	6,924,298	24,956,931	17,629,428	270,978	13,713,191	31,844,272	187,252	24,517,250	15,834,762	2,609,499	6,726,066
Outflows												
Monthly Labor Estimates	4,767,950	5,252,887	5,114,176	7,214,493	8,126,009	8,079,002	7,860,342	8,029,129	7,983,952	7,943,735	8,176,209	8,743,800
Monthly Expense Estimates	3,175,997	2,480,963	13,304,110	7,666,540	432,801	11,354,573	4,273,492	2,441,639	10,364,695	707,321	810,225	1,315,179
Monthly Debt Estimates	-	-	-	-	-	-	663,286	-	-	-	-	-
Total Operating Ledger Outflows	\$ 7,943,947	\$ 7,733,850	\$ 18,418,286	\$ 14,881,033	\$ 8,558,811	\$ 19,433,575	\$ 12,797,120	\$ 10,470,768	\$ 18,348,647	\$ 8,651,056	\$ 8,986,434	\$ 10,058,979
Net Flows	643,466	(809,551)	6,538,645	2,748,396	(8,287,833)	(5,720,383)	19,047,152	(10,283,516)	6,168,603	7,183,706	(6,376,934)	(3,332,913)
Ending Cash Estimate												
Actual Ending Cash Balance (Banner)	\$ 31,810,744	31,001,192	33,710,685	32,587,727	24,299,894	18,579,511	37,626,663	27,343,146	33,511,749	40,695,455	34,318,521	30,985,607
Actual Less Forecast	0	(3,829,152)	(3,871,354)	(32,587,727)	(24,299,894)	(18,579,511)	(37,626,663)	(27,343,146)	(33,511,749)	(40,695,455)	(34,318,521)	(30,985,607)
% Deviation from Original Forecast	0.00%	-12.35%	-11.48%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%
30 Day Cash Outflow Requirement	7,943,947	7,733,850	18,418,286	14,881,033	8,558,811	19,433,575	12,797,120	10,470,768	18,348,647	8,651,056	8,986,434	10,058,979
Excess/(Shortfall) over 30 Day Outflow Requirement	\$ 23,223,330	\$ 24,076,894	\$ 8,753,754	\$ 14,958,298	\$ (8,558,811)	\$ (19,433,575)	\$ (12,797,120)	\$ (10,470,768)	\$ (18,348,647)	\$ (8,651,056)	\$ (8,986,434)	\$ (10,058,979)
60 Day Cash Outflow	15,677,796	26,152,136	33,299,319	23,439,843	27,992,385	32,230,695	23,267,888	28,819,415	26,999,703	17,637,490	19,045,413	10,058,979
Excess/(Shortfall) over 60 Day Outflow	\$ 15,489,481	\$ 5,658,608	\$ (6,127,278)	\$ 6,399,488	\$ (27,992,385)	\$ (32,230,695)	\$ (23,267,888)	\$ (28,819,415)	\$ (26,999,703)	\$ (17,637,490)	\$ (19,045,413)	\$ (10,058,979)
Forecast for Steamline Project Expenses, \$1.324M in FY26												
Student Success Center		65,000	187,000						104,625.00			
OT Salem Project ~ 1.3M l to finish by Oct (moved into CIR MISC	52,000	8,000		159,157								
CIR 2023A-XI-Q (project list missing significant project amts so this is the total left available												
Natural Science Chiller Install			141,788									
Drainage front of Physical Plant			15,000									
HVAC Controllers		56,500										
Campbell 111 Lights		12,000										
Hammersley Chiller	14,500											
Jensen Roof				52,203								
Watson Roof				28,265								
Terry Roof				47,948								
Gentle Roof				86,788								
Hammersley Roof				841,351								
ADA Sidewalks			33,000									
Hazmat Shed									75,000			
Admin 106 Renovation			22,000			100,000						
Admin President Area			5,000									
ADA Door Access										100,000		
Sewer Connection									100,000			
Campbell Lights			12,000									
New PE Water Line			7,500									
Welcome Center HVAC						30,000						
1st Floor Admin					50,000							
Forensic Lab Maaske						80,000						
HVAC Passkey			6,000									
Rice Heating/Cooling		7,000										
Admin VPSA Remodel						100,000						
Misc CIR Projects/Placeholder							20,000	20,000			20,000	20,000
CIR 2025A-XI-Q ~5.1 mill over biennium												
CIR projects	66,500	83,500	242,288	1,215,712	50,000	310,000	20,000	20,000	175,000	100,000	20,000	20,000