



Board of Trustees Meeting – February 25, 2026 Appendix A

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**MEETING OF THE WOU BOARD OF
TRUSTEES MEETING NO. 71
November 18-19, 2025**

**NOVEMBER 18, 2025
PUBLIC MEETING 3:00-5:00 PM
WERNER UNIVERSITY CENTER |
COLUMBIA ROOM
DRAFT MINUTES**

I. CALL-TO-MEETING / ROLL CALL

Chair Angela Fasana called the meeting to order at 3:03 pm and asked Secretary Sorce to take roll.

Roll Call:

Chair Angela Fasana	Present
Vice Chair Kari Nelsestuen	Present (Remote)
Trustee Jerry Ambris	Excused
Trustee Bob Dalton	Present
Trustee Bianca Espain*	Present
Trustee Gayle Evans	Present
Trustee Paige Jackson	Present
Trustee Juan Larios	Excused
Trustee Leah Mitchell	Present (Remote)
Trustee Rey Perez	Present
Trustee Dana Schowalter	Present
Trustee Kate Schwarzler	Present
Trustee Jim Vu	Present
Trustee Susanna Winkler	Present
Trustee Mark Zook	Excused

*Trustee Espain is a Ex-Officio Member of the Board

II. CHAIR’S WELCOME

Chair Fasana welcomed everyone to Western Oregon University's campus on a beautiful fall day and to her ancestral homelands of the Confederated Tribes of Grand Ronde.

III. PRESIDENT’S WELCOME

President Jesse Peters welcomed trustees and expressed appreciation for their continued service. He acknowledged challenges facing higher education, including budget pressures and uncertainty, while emphasizing optimism, community, and collaboration.

1) *STUDENTS AT THE CENTER: 2025 FALL KICKOFF VIDEO*

The Fall 2025 Kickoff Video was shown to the Trustees; it can be found by [clicking here](#).

IV. STAKEHOLDER UPDATES

1) **SHARED GOVERNANCE**

a. ASWOU | Morgan Pemberton

ASWOU President, Morgan Pemberton delivered the ASWOU report. ASWOU leadership reported increased student engagement, expanded student feedback efforts, and initiatives addressing food insecurity, including resource tables, food distribution, and partnerships with campus services.

b. Faculty Senate | Dr. Michael Baltzley

Dr. Michael Baltzley delivered the Faculty Senate Report. Their full report can be reviewed on Page 4 of the docket. Faculty Senate leadership reported on curriculum review, academic program development, online education strategy, and faculty concerns regarding course availability, enrollment trends, and academic staffing.

c. Staff Senate | Rip Horsey

Rip Horsey delivered the Staff Senate Update. Their full report can be found on page nine of the docket for review. Staff Senate leadership reported on staff engagement programs, training initiatives, communication efforts, and remote work policy implementation.

2) **UNION**

a. SEIU | Jackson Stalley

Union leadership shared staff perspectives, emphasizing the importance of trust, communication, and shared governance. They highlighted staff pride in student support initiatives and community engagement.

b. WOUFT | Dr. Benjamin Coté

Dr. Benjamin Coté delivered the WOUFT report. The Faculty union leadership reported on the implementation of collective bargaining and on faculty compensation concerns. They emphasized the need for competitive faculty salaries.

V. RECESS

Chair Fasana recessed the Board until Wednesday, November 19, at 10 am.

**November 19, 2025
10:00 AM – 3:00 PM
WERNER UNIVERSITY CENTER | COLUMBIA ROOM**

DRAFT MINUTES

I. CALL-TO-MEETING / ROLL CALL

Chair Fasana called the meeting to order at 10:05 am and asked Secretary Sorce to take roll.

Roll Call:

Chair Angela Fasana:	Present
Vice Chair Kari Nelsestuen:	Present (Remote)
Trustee Jerry Ambris:	Present
Trustee Bob Dalton	Present
Trustee Bianca Espain*:	Present
Trustee Gayle Evans:	Present
Trustee Juan Larios	Present
Trustee Paige Jackson	Present
Trustee Leah Mitchell	Present
Trustee Rey Perez	Present
Trustee Dana Schowalter	Present
Trustee Kate Schwarzler	Present
Trustee Jim Vu	Present
Trustee Susanna Winkler	Present
Trustee Mark Zook	Excused

* Trustee Bianca Espain is a non-voting member

A quorum was present

II. CHAIR'S WELCOME

Chair Fasana welcomed attendees and acknowledged the ancestral lands of the Confederated Tribes of Grand Ronde. She shared historical reflections regarding the Confederated Tribes of Grand Ronde, including forced relocation, termination of federal tribal recognition, and restoration in 1983. She highlighted Western Oregon University's role in supporting tribal education and leadership development. Chair Fasana emphasized the ongoing relationship between the university and the tribal community.

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

- 1) [June 3-4, 2025 Meeting Minutes:](#)
- 2) [FY26 Management Report](#) (As of December 31, 2025)

Chair Fasana presented the consent agenda, which included approval of the June 3-4, 2025, Meeting Minutes and the FY 26 Management Report (As of December 31, 2025). Trustee Ambris moved to approve the consent agenda. Trustee Dalton seconded the motion. There was no additional discussion

Roll Call:

Chair Angela Fasana	Aye
Vice-Chair Kari Nelsestuen	Aye
Trustee Jerry Ambris	Aye
Trustee Bob Dalton	Aye
Trustee Gayle Evans	Aye
Trustee Juan Larios	Aye
Trustee Paige Jackson	Aye
Trustee Leah Mitchell	Aye
Trustee Rey Perez	Aye
Trustee Dana Schowalter	Aye
Trustee Kate Schwarzler	Aye
Trustee Jim Vu	Aye
Trustee Susanna Winkler	Aye

Motion passed 13-0-0

IV. FIRST PUBLIC COMMENT

No public comment was provided

V. STAKEHOLDER UPDATES

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

Vice President for Advancement, Katie Wojke, presented the WOU Foundation report. The full foundation report is available in Appendix B of the docket for review. Foundation leadership presented an update on campaign progress, reporting approximately \$19.9 million raised, representing 99.6% of the campaign goal. Scholarship and student success goals exceeded targets, while athletics remains a priority area for area. The Foundation also reported major gift activity, successful fundraising events, and continued donor engagement efforts. The Foundation audit was completed with no findings.

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

Secretary Sorce presented the Legislative Report, which can be found in Appendix B in the docket for review. Secretary Sorce

provided an update on state and federal legislative activity impacting higher education. He reported state budget challenges, including potential reductions to public university funding. Updated revenue forecasts showed improvement but continued uncertainty. Advocacy efforts will continue, including participation in University Lobby Day scheduled for February 12, 2026.

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

President Peters delivered his report, which is available on page 12 of the docket for review. Highlights from his report:

State Funding and Financial Context:

President Peters reported continued declines in state funding for public universities in Oregon. Despite reduced inflation-adjusted support, Western Oregon University has maintained strong fiscal discipline, limiting operating expense growth below peer and national averages while maintaining the most affordable tuition among Oregon public universities.

Enrollment and Recruitment:

New student enrollment increased, with first-year students up 7% and transfers up 4%, though total enrollment declined approximately 3%, consistent with broader trends. Application numbers have increased significantly, particularly among Oregon residents, and enhanced enrollment management systems are supporting recruitment and yield efforts.

Financial Sustainability and Operations:

The university continues strengthening financial sustainability through improved budget planning, financial health monitoring, enterprise system optimization, and operational efficiency improvements across Human Resources and Academic Affairs.

Revenue Generation and Fundraising:

Western secured significant external funding and revenue through grants, conference operations, and donor support. The Wolves Rising campaign exceeded scholarship and student success goals, though athletics fundraising remains a priority area.

Student Success and Campus Engagement

Student engagement indicators remain strong, including increased campus housing occupancy, expanded participation in student success programs, and growth in veteran student enrollment. Support programs such as Abby's House continue to provide critical assistance.

Athletics and Institutional Engagement

Athletics continues to enhance student engagement and institutional visibility. Western maintains NCAA Division II membership after reviewing potential

alternatives and determining that no significant financial advantage would result from changing affiliation.

Diversity, Equity, Inclusion, and Academic Excellence

The university continues advancing inclusive teaching, professional development, and outreach efforts. Western remains Oregon's first public four-year Hispanic-Serving Institution and continues supporting access and student success.

Community Engagement and Institutional Visibility

Western continues to strengthen regional partnerships and expand its presence in Salem and surrounding communities. Students and student-athletes actively contribute to community service and institutional outreach.

Trustees expressed appreciation for the President's report and emphasized the importance of communicating Western's financial stewardship, affordability, and institutional strengths to stakeholders.

X. FINANCE & ADMINISTRATION COMMITTEE (FAC)

1) Committee Chair Report | Trustee Gayle Evans

Trustee Gayle Evans, Chair of the Finance and Administration Committee, gave an update on the last FAC meeting, which was on November 4th. Trustee Evans then reported that the committee with staff conducted an extensive review of the university's financial position, including the management report, sustainability planning, safety, cybersecurity, and financial operations. The Trustee Evans acknowledged ongoing financial challenges related to enrollment declines, rising costs, and external funding pressures, and noted that leadership is implementing improved budgeting processes and operational efficiencies to strengthen long-term financial sustainability.

2) Committee Recommendations for Board Discussion/Action

a. [FY2026 Adjusted Budget](#)

Vice President for Finance and Administration Kwabena Boakye and Budget Director Camarie Moreno presented the FY2026 adjusted budget. The budget can be found on page 47 of the docket for review. The adjusted budget reflects lower-than-projected enrollment, increased institutional financial aid commitments, and updated state funding estimates, resulting in an overall revenue reduction of approximately \$3.2 million. Expense reductions totaling approximately \$3.0 million were implemented through vacancy management, operational reductions, and

budget adjustments. Despite these efforts, the projected operating deficit increased from \$3.7 million to \$4.1 million. The projected ending fund balance remains within Board policy guidelines.

The Board discussed financial strategy, including enrollment trends, tuition and financial aid strategy, grant funding, and structural cost alignment. Leadership emphasized aligning institutional expenses with long-term revenue capacity, improving operational efficiency, and strategically investing in enrollment growth and student success.

Leadership noted that holding vacant positions is being used as a temporary cost containment measure while senior leadership develops longer-term structural and organizational plans to address the university's structural deficit and ensure sustainable operations.

Following the discussion, Trustee Evans moved that the Western Oregon University Board of Trustees approve the 2026 adjusted budget as presented. Trustee Schwarzler seconded the motion. There was no additional discussion

Roll Call:

Chair Angela Fasana	Aye
Vice-Chair Kari Nelsestuen	Aye
Trustee Jerry Ambris	Aye
Trustee Bob Dalton	Aye
Trustee Gayle Evans	Aye
Trustee Juan Larios	Aye
Trustee Paige Jackson	Aye
Trustee Leah Mitchell	Aye
Trustee Rey Perez	Aye
Trustee Dana Schowalter	Aye
Trustee Kate Schwarzler	Aye
Trustee Jim Vu	Aye
Trustee Susanna Winkler	Aye

Motion passed 13-0-0

Following the Approval of the FY26 Adjusted Budget, at 12:19 pm. Chair Fasana recessed the meeting for twenty minutes for a break and to allow the Trustees to get their lunches.

- XI. LUNCH / SHOWCASE PRESENTATION:** [Enrollment Insights: Recruitment & Retention](#)- Paige Jackson – Assistant Provost for Enrollment Management and Student Success & Joy Brown – Director of Admissions

Assistant Provost for Enrollment Management Paige Jackson and Director of Admissions Joy Brown provided an enrollment update, which is available on page 27 of the docket review. Their presentation highlighted current trends, recruitment strategies, and long-term enrollment outlook. Overall enrollment declined approximately 3%, primarily due to smaller incoming classes in prior years and declines in graduate and international student enrollment. Despite this, the university experienced positive indicators, including increased first-year and transfer student enrollment and improved retention rates of approximately 76%, the highest level in recent years.

Admissions staff reported significant growth in recruitment activity and application volume, with applications increasing approximately 50% year-over-year, driven primarily by Oregon-based students. Campus visit participation increased by 91%, reflecting stronger student engagement and increased likelihood of enrollment. Recruitment strategies include expanded marketing efforts, increased use of direct admissions and the Common Application, targeted geographic recruitment, and adjustments to financial aid awarding to improve access, competitiveness, and net tuition revenue.

Leadership noted that enrollment recovery requires sustained growth over multiple years due to demographic trends, including declining numbers of high school graduates in Oregon. The university is implementing data-informed recruitment strategies, strengthening partnerships, and aligning financial aid and communications efforts to stabilize enrollment.

Graduate enrollment remains more variable due to smaller program sizes and working-adult student populations. The university is restructuring graduate recruitment efforts, strengthening internal staffing, improving communications, and aligning pricing and program offerings to better compete in the graduate education market.

Trustees expressed support for enrollment efforts and discussed opportunities to assist recruitment through community engagement, alumni outreach, and partnerships to strengthen enrollment pipelines and institutional visibility.

XII. ACADEMIC, STUDENT & ATHLETIC AFFAIRS COMMITTEE (ASAAC)

- 1) Committee Chair Report | Trustee Leah Mitchell
Chair Fasana gave the Academic, Athletics, and Student Affairs Committee, presented on behalf of Committee Chair Leah Mitchell. The Committee highlighted student-centered affordability initiatives, including the expansion of Open Educational Resources (OER), which have saved more than 3,500 students approximately \$651,628 since 2015. Additional low- and no-cost course designations saved students an estimated \$231,000 between 2023 and 2025.

The Committee reported ongoing efforts to expand and better coordinate online course offerings to align with student needs and the university's strategic plan. Graduate studies restructuring is underway to create a more integrated, student-centered model, improving admissions coordination, academic quality oversight, and advising. The university is also implementing Scholarly software to streamline curriculum management and accreditation reporting, with full implementation anticipated by summer 2026.

Athletics updates included strong competitive performance, with football finishing second in conference competition and both men's and women's soccer qualifying for postseason play. Athletics programs continue to enhance institutional visibility and engagement through strong performance and expanded outreach.

Student Affairs reported progress across the university's strategic plan priorities, including the opening of the Mosaic Center, renewal of major funding such as the Preschool Promise grant and Abby's House support funding, and expanded basic needs and veteran support services. Community partnerships strengthened student support programs, including food assistance and expanded services for student veterans and their families.

XIII. DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY COMMITTEE (DEIAC)

1) Committee Chair Report | Trustee Jerry Ambris

The Board received updates from the Diversity, Equity, Inclusion, and Accessibility Committee, from Trustee Jerry Ambris, and from the Executive Director of Diversity, Equity, and Inclusion, including progress on the university's equity assessment and action plan. The equity assessment, initiated in 2022, included focus groups, policy reviews, and a campus climate survey, resulting in an action plan aligned with the university's strategic plan. Leadership has prioritized six new initiatives: expanding student representation on athletic advisory committees; increasing support for basic student needs; reinstating health promotion programs; improving reporting and prevention education; reviewing university recognition programs; and assessing parking to reduce barriers to access.

The university also reported progress on completed and ongoing initiatives, including implementing the Common Application, expanding technology access through expanded equipment borrowing programs, and establishing a new tuition hold threshold to reduce registration barriers for students. Additional efforts include developing the university's first digital accessibility

policy in preparation for federal compliance requirements by April 2026 and implementing a new payment system to improve accessibility and efficiency for student financial transactions.

Leadership emphasized that equity and accessibility efforts are integrated with the university's mission and strategic plan and are intended to support student success, belonging, and access. Trustees discussed the importance of continuing to review policies and practices to ensure compliance with state and federal law while maintaining the university's commitment to serving a diverse student population and supporting institutional access and student success.

XIV. EXECUTIVE, GOVERNANCE & TRUSTEESHIP COMMITTEE (EGTC)

1) Committee Chair Report | Chair Angela Fasana

Chair Fasana gave the Executive Governance and Trusteeship Committee update. The Executive Governance and Trustee Committee, which met on October 23. The Committee reviewed internal audit updates, including findings related to payroll and voucher controls. The Board Secretary provided an update on trustee appointments, noting that several trustees were undergoing Senate confirmation and that applications for upcoming trustee vacancies were open. The Committee also debriefed the annual Board retreat and received preliminary information on the trustee self-evaluation process, which achieved a 100% response rate. Results will be reviewed by the Committee and used to identify strengths and areas for improvement, with recommendations to be shared with the full Board.

XV. SECOND PUBLIC COMMENT

Dr. Emily Plec, who is a faculty member in Communications, provided information about the Fostering Success program, which supports students with foster care experience through advising, financial assistance, and community-building programs, and encouraged support for the program's toy drive.

XVI. ANNOUNCEMENTS/COMMENTS

The Board recognized Senior Executive Assistant to the President LouAnn Vickers upon her retirement after 19 years of service to Western Oregon University. Trustees and President Peters expressed appreciation for her leadership, professionalism, and dedication to the institution. The Board approved a formal proclamation honoring her service and contributions to the university community, and President Peters read a letter informing her that he was awarding her with the Staff Emeritus designation.

XVII. ADJOURNMENT:

Before Chair Fasana adjourned the public meeting, the Chair announced that the board was about to enter executive session and asked staff, Evan Sorce, Cameron Mortenson, Nathan Sauer, Ryan McGlinchey, Craig Ashford, and Desiree Noah to attend the active session. She announced that no decision will be made and that the public meeting will therefore be adjourned. At 2:43 pm.

XVIII. EXECUTIVE SESSION:

The Board met in executive session to discuss the termination of a faculty member, pending litigation, and the President's Performance Review. Pursuant to ORS 192.660(b) (discuss the dismissal or disciplining of, or to hear complaints or charges brought against a public officer, employee, staff member or individual agent); ORS 192.660(h) (consult with counsel concerning the legal rights and duties of a public body with regard to current litigation); and (ORS 192.660(2)(f) (to review and evaluate the employment-related performance of the chief executive officer of any public body).

1. Regarding the Termination of a tenured professor
2. Pending Litigation
3. President's Performance Review

Western Oregon University
P6 YTD Actual to Actual Variance

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

As of December 31, 2025
For the Fiscal Year Ended June 30, 2026

	P6 FY25		P6 FY26		Variance		Note
	Actuals	Realization/ Burn Rate %	Actuals	P6 FY26 % of Budget	Actuals	%	
Education & General Fund							
Revenues							
Tuition	22,985		23,585		600		
Online Course Fees	2,152		1,930		(222)		
Other Fees	1,139		1,094		(44)		
Less: Fee Remissions	(3,325)		(3,890)		(566)		
Net Student Fees & Tuition	22,951	69.93%	22,719	69.09%	(232)	-0.84%	
Government Resources & Allocations	20,888	59.89%	21,004	60.00%	116	0.11%	
Gift Grants and Contracts	910	41.80%	938	49.34%	28	7.55%	
Other Revenue	1,393	43.40%	1,532	47.13%	139	3.73%	
Total Revenues	46,142	63.13%	46,192	63.24%	51	0.11%	
Expenses							
Personnel	26,155	43.83%	26,991	44.00%	(836)	0.17%	
Service & Supplies	4,625	57.23%	5,294	51.28%	(669)	-5.95%	
Total Expenses	30,780	45.43%	32,285	45.05%	(1,505)	-0.38%	
Net Revenues less Expenses	15,362		13,907		(1,455)		

Western Oregon University
P6 YTD Actual to Actual Variance

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

As of December 31, 2025
For the Fiscal Year Ended June 30, 2026

	P6 FY25				Variance		Note
	P6 FY25 Actuals	Realization/ Burn Rate %	P6 FY26 Actuals	P6 FY26 % of Budget	Actuals	%	
Auxiliary Enterprises Funds							
Revenues							
Enrollment Fees	3,964	66.99%	3,906	68.23%	(57)	1.24%	FY25 includes \$217K of campus rec bldg fees FY25 excludes \$4.229M of room & board income
Sales and Services	4,426	35.61%	9,169	76.54%	4,743	40.93%	
Other Revenue	1,401	49.92%	1,493	50.89%	92	0.97%	
Total Revenues	9,791	46.29%	14,568	70.59%	4,777	24.30%	
Expenses							
Personnel	5,611	48.10%	6,267	48.61%	(656)	0.51%	
Service & Supplies	6,405	48.58%	6,310	53.29%	95	4.71%	
Total Expenses	12,016	48.35%	12,577	50.85%	(561)	2.50%	
Net Revenues less Expenses	(2,226)		1,991		4,217		
Designated Operations, Service Departments, Clearing Funds							
Revenues							
Enrollment Fees	22	57.73%	0	0.18%	(22)	-57.54%	\$158K clearing fund timing difference.
Sales and Services	71	49.43%	50	40.67%	(20)	-8.76%	
Other Revenue	1,091	51.80%	953	46.30%	(138)	-5.50%	
Total Revenues	1,184	51.75%	1,004	44.99%	(180)	-6.76%	
Expenses							
Personnel	422	72.46%	417	37.81%	6	-34.65%	
Service & Supplies	469	42.69%	839	74.37%	(370)	31.68%	
Total Expenses	892	53.00%	1,256	56.30%	(364)	3.29%	
Net Revenues less Expenses	292		(252)		(544)		

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

As of December 31, 2025
 For the Fiscal Year Ended June 30, 2026

	FY25 Year-End Actuals	FY26 Projected Year-End	FY26 Adjusted Budget	Variance FY26 Projected Year-End to Budget	Note
Education & General Fund					
Student Fees & Tuition (net of remissions)	32,822	32,663	32,884	(221)	
Government Resources & Allocations	34,877	35,042	35,007	36	
Gift Grants and Contracts	2,176	2,243	1,900	343	
Other Revenue	3,210	3,137	3,250	(113)	
Total Revenues	73,085	73,086	73,040	45	
Personnel	59,675	62,342	61,346	(996)	
Service & Supplies	8,081	10,304	10,324	21	
Total Expenses	67,756	72,646	71,671	(975)	
Net Transfers	7,276	5,624	5,501	(122)	Projection based on transfer schedule.
Total Expenses and Transfers	75,032	78,269	77,172	(1,097)	
Net Revenues less Expenses	(1,947)	(5,183)	(4,132)	(1,052)	
Fund Balance at the Beginning of the Year	13,754	13,590			
Additions/Deductions to Fund Balance	1,783	5			
Fund Balance at the End of the Year	13,590	8,411			
Fund Balance as a Percentage of Revenues	18.60%	11.51%			

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

As of December 31, 2025
For the Fiscal Year Ended June 30, 2026

	FY25 Year-End Actuals	FY26 Projected Year-End	FY26 Adjusted Budget	Variance FY26 Projected Year-End to Budget	Note
Auxiliary Enterprises Funds					
Enrollment Fees	5,916	5,819	5,725	94	
Sales and Services	12,429	12,867	11,979	888	
Other Revenue	2,807	2,991	2,934	57	
Total Revenues	21,152	21,677	20,638	1,039	
Personnel	11,667	13,030	12,893	(138)	
Service & Supplies	13,183	12,488	11,840	(648)	
Total Expenses	24,851	25,518	24,733	(786)	
Net Transfers	(5,986)	(2,957)	(3,606)	(649)	Projection based on transfer schedule.
Total Expenses and Transfers	18,865	22,562	21,126	(1,435)	
Net Revenues less Expenses	2,287	(885)	(488)	(397)	
Additions/Deductions to Fund Balance	(1,366)	2,482			
Fund Balance at the Beginning of the Year	7,082	8,003			
Fund Balance at the End of the Year	8,003	9,601			
Fund Balance as a Percentage of Revenues	37.84%	44.29%			
Designated Operations, Service Departments, Clearing Funds					
Enrollment Fees	38	0	48	(48)	
Sales and Services	144	102	124	(22)	
Other Revenue	2,106	1,998	2,059	(61)	
Total Revenues	2,287	2,100	2,231	(131)	
Personnel	583	834	1,103	269	
Service & Supplies	1,100	1,966	1,128	(837)	
Total Expenses	1,683	2,799	2,231	(568)	
Net Transfers	74	0	-	(0)	Projection based on transfer schedule.
Total Expenses and Transfers	1,757	2,800	2,231	(569)	
Net Revenues less Expenses	531	(700)	-	(700)	
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	2,096			
Fund Balance as a Percentage of Revenues	130.03%	99.78%			

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				25,100					635	25,735
Upcoming				35,140					3,454	38,594
Transfers Out E&G				(b)	(c)	(d)		(e)	(f)	
Actual				-	-	2,414		120,000	-	122,414
Upcoming				5,385,895	150,000	-		29,752	-	5,565,647
Transfers In AUX	(b)	(c)	(d)					(g)	(h)	
Actual	-	-	2,414					63,521	10,931	76,866
Upcoming	5,385,895	150,000	-					-	-	5,535,895
Transfers Out AUX	(a)							(g)	(h)	
Actual	25,100							639,049	29,075	693,224
Upcoming	35,140							-	1,927,642	1,962,782
Transfers In DO, SD										
Actual										-
Upcoming										-
Transfers Out DO, SD									(i)	
Actual									431	431
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), February 10, 2026

FY2026 Management Report

Period 6 YTD Actual to Actual Variance:

This report provides six months of actual revenue and expense activity (as of December 31, 2025) as compared to the same period in prior fiscal year.

Education & General Fund:

Revenues:

Net tuition and fees for Period 6 are \$232K less than the prior year. Gross tuition revenues are \$600K 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, and down 1.3% UG and down 11.7% GR, for an overall FTE decrease of 2.5% in Winter 2026, respective to the same terms prior year). Online course fee revenue is a decrease of \$222K due to a combination of the enrollment decline as well as decreased online course offerings. Fee remissions are an increase of \$566K.

Government resources & allocations have increased by \$116K. 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 \$21.004M received so far reflects the first two quarters distribution of SSCM (60% of the total for FY26) and Engineering Technology Sustaining Funds (ETSF). Also of note, FY25 includes \$190K of Small Energy Loan Program (SELP) funds, while FY26 does not; WOU still receives the funds, but as part of the banner optimization we have moved the revenue (and correlated expense) to a debt service fund.

Gift grants and contracts revenue has increased by \$28K from prior year. Other revenues have increased by \$139K from the prior year.

Overall, total revenues are \$46.192M, \$51K more than the prior year.

Expenses:

Personnel expenses are \$836K 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 received a 3% COLA effective November 1, 2025. Classified staff received 3.5% effective June 1, 2025 and 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 \$669K more than the prior year. Major contributions to this variance include an increase in spending of \$316K in Admissions (primarily due to a timing difference with EAB), a \$348K 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 \$91K 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 \$32.285M, \$1.505M more than the prior year.

Net Revenues less Expenses:

Net revenues less expenses have decreased by \$1.455M 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 \$57K. In the past, auxiliary enrollment fees have included campus recreation building fee revenue (\$42 per term for Monmouth campus students, resulting in ~\$217K of revenue in FY25 P6; ~\$335K total in FY25; ~\$210K in FY26 P6). 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 \$159K. 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 \$45K and incidental fee revenue is up \$113K from the prior period.

Sales and Services are up \$4.743M 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 P6 actuals excluded ~\$4.229M of room & board (that were recorded as an unearned revenue at the time). Accounting

for these timing differences, sales and services are effectively up \$514K. 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 \$92K, primarily in Housing/Dining. Altogether, auxiliary revenue totals \$14.568M and has increased \$4.777M from the prior year. Accounting for the change in revenue recognition and campus recreation building fees, auxiliary revenues have effectively increased by \$765K.

Expenses:

Personnel expenses are \$656K more than the prior year, primarily in housing due to changing the way day custodians are paid (in FY25 this expense was included as S&S for Housing, now custodians are paid directly via Housing and there is no related S&S payment to facilities), as well as the rising salary and benefit costs described above. Service & Supplies are \$95K less than the prior year. The savings from no longer paying for custodians via S&S (~\$348K) are offset by ~\$170K of rising food costs in Dining for inflation/increased students living on campus and ~\$110K related to the mark-downs and clean-up of bookstore inventory related to outsourcing. Altogether, auxiliary expenses total \$12.577M, an increase of \$561K from the prior year.

Net Revenues less Expenses:

Net revenues less expenses total \$1.991M and have increased by \$4.217M compared to prior year. Accounting for the timing differences described, net revenues less expenses have effectively increased by \$204K 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 down \$138K, however \$158K of this is related to clearing fund balances. Accounting for this, other revenues are effectively up \$20K.

Personnel Expenses are comparable to prior year. Service & Supplies expenses are up \$370K, with \$73K of the increase in Oregon Council of Presidents, and \$271K in Telecommunications.

FY26 Projected Year-End:

This report provides year-end projections. The projected year-end methodology is a combination of actual revenues and expenses for the first six months of operations and projections for the remaining six months of FY26. Projections for periods seven through twelve are based on the actual FY25 realization/burn rates for period six, which are applied to FY26 revenues and expenses.

Education & General Fund:

Revenues:

Total revenues are projected to be \$73.086M, \$45K more than the FY26 adjusted budget. Altogether, net student fees & tuition are projected to be \$221K less than the adjusted budget. This is primarily due to fee remissions projected to be over the budget of \$5.9M. Government resources and allocation are projected at \$35.042M, \$36K more than the adjusted budget as a result of the true-up. Gifts, grants, and contracts are projected at \$2.243M, \$343K more than the adjusted budget. Other revenues are projected to be \$3.137M, \$113K less than the adjusted budgeted amount.

Expenses:

Total expenses are projected to be \$72.646M, \$975K more than the FY26 adjusted budget. Personnel is projected to be \$62.342M, \$996K more than the budget; \$2M of staff salvage savings were incorporated into the FY26 adjusted budget. The projected overage is due to a combination of not realizing vacancy staff savings and overages in faculty spending. Service and supplies are projected to be \$10.304M, \$21K less than the adjusted budget.

Transfer Schedule:

A projected transfer schedule is attached to provide details for the projected transfers in and out. This includes a transfer out of \$5.386M to Athletics. The projected overage of \$122K is primarily due to transactions related to moving debt service out of general fund.

Net Revenues less Expenses and Transfers:

Net revenues less expenses and transfers are projected to be a loss of \$5.183M versus the FY26 adjusted budget of a loss of \$4.132M. Projected year-end fund balance is \$8.411M, or 11.51% of projected revenues.

Auxiliary Enterprises:

Revenues:

Total revenues are projected to be \$21.677M, \$1.039M more than the adjusted budget. Enrollment fees are projected to be \$5.819M, \$94K more than the budget. Sales and

services are projected to be \$12.867M, \$888K more than budgeted, primarily due to the increase of students living on campus. Other revenues are projected to be \$2.991M, \$57K more than the adjusted budget.

Expenses:

Total expenses are projected to be \$25.518M, \$786K more than the budget. Personnel is projected to be \$13.030M, \$138K more than the adjusted budget. Service and supplies are projected to be \$12.488M, \$648K more than the adjusted budget.

Transfer Schedule:

A projected transfer schedule is attached to provide details for the projected transfers in and out. The projected overage of \$649K is primarily due to banner optimization efforts where we have moved \$639K of funds to capital reserves.

Net Revenues less Expenses and Transfers:

Net revenues less expenses and transfers are projected to be a loss of \$885K compared to the FY26 adjusted budget loss of \$488K. Additions/Deductions to Fund Balance include depreciation and entries related to moving the debt for campus recreation to a debt service fund. This results in a projected year-end fund balance of \$9.601M.

Designated Operations, Service Departments, Clearing Funds:

Revenues:

Total revenues are projected to be \$2.1M, \$131K less than the budget.

Expenses:

Total expenses are projected to be \$2.799M, \$568K more than the budget.

Net Revenues less Expenses and Transfers:

Net revenues less expenses and transfers are projected to be a loss of \$700K compared to the FY26 net zero 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 December 31, 2025.

Finance & Administration Committee (FAC), Fiscal Year Ended June 30, 2025 Financial Statements Highlights

Annual Financial Report (in thousands)

- Total Net Position increased by \$12,357
 - Net Investment in Capital Assets increased by \$13,842
 - Major additions and renovations:
 - Welcome Center improvements \$657
 - Student Success Center \$6,644
 - Steam Pipe \$6,704
 - WOU Salem – OTD \$465
 - New PE Building \$723
 - Depreciation and amortization \$7,796
 - Reduction of debt associated with capital assets \$3,256
 - Restricted Expendable Net Position increased by \$736
 - Unrestricted Net Position decreased by \$2,221
 - Related to University operations \$2,576 decrease
 - Quasi-Endowment increased \$256
 - PERS changes in performance, census and estimated earnings resulted in a year-end accrual of the net pension liability which increased unrestricted net position \$68
 - OPEB changes in performance, census and estimated earnings resulted in a year-end accrual of the net OPEB liability which increased unrestricted net position \$31
- Statement of Revenues, Expenses, and Changes in Net Position
 - Operating Revenues decreased \$1,245
 - Decrease in federal, state, and local grants \$1,469
 - Operating Expenses increased \$1,785
 - Increase in Compensation and Benefits \$3,052
 - Decrease in Services and Supplies \$3,570
 - Increase in Scholarships and Fellowships \$1,619
 - Increase in Depreciation and Amortization Expense \$576
 - Other Expenses increased by \$108
 - Non-operating Revenues decreased by \$1,669
 - State Appropriations increased \$107
 - Federal and State Grants and Contracts increased \$1,757
 - State-funded capital projects decreased Capital Grants by \$3,568
- Statement of Cash Flows
 - Cash position increased by \$18,706
 - Investments decreased \$22,044

- **Current Ratio**

The current ratio measures WOU's liquidity serving as an indicator of the ability to meet current obligations. This simple calculation matches the institution's short-term assets with liabilities expected to come due during the same period.

Generally accepted standards for this ratio indicate a 2:1 coverage as being desirable.

The numerator is total current assets; the denominator is total current liabilities. Both numbers come directly from the Statement of Net Position.

	<u>FY25</u>	<u>FY24</u>	<u>FY23</u>	<u>FY22</u>	<u>FY21</u>	<u>FY20</u>
Current Ratio	2.454	1.045	1.106	1.643	1.851	1.883