



**REGULAR MEETING OF THE WOU BOARD OF TRUSTEES
MEETING NO. 30 – NOVEMBER 20, 2019
12:00 PM – 6:00 PM
WERNER UNIVERSITY CENTER, COLUMBIA ROOM**

MEETING MINUTES

I. CALL-TO-MEETING/ROLL CALL

Chair Betty Komp called the November 20, 2019 meeting to order at 12:07 PM and asked Secretary Ryan Hagemann to take roll. The following trustees were present:

Zellee Allen (left meeting at 4:05 PM)
Jaime Arredondo
Jim Baumgartner
Zoe Chan-Tuyub (left meeting at 4:02 PM)
Gayle Evans
Rex Fuller
Gavin Keulks (left meeting at 12:45 PM; returned to meeting at 2:00 PM)
Betty Komp
Cec Koontz
Jenny Mladenovic
Doug Morse

The following trustees were absent:

Malissa Larson
Lane Shetterly

Hagemann reminded the audience of the public comment protocol, that the meeting was live-streamed, and to disable cell phones.

II. CHAIR'S WELCOME

Komp welcomed the Board and audience to the meeting. She shared that Oregon Senate Rules and Executive Appointments Committee approved and the full Senate confirmed today two new WOU Board trustees—Linda Herrera and Jerry Ambris. Because of paperwork, however, Herrera and Ambris were not yet official members of the Board. Komp asked Trustee Arredondo to offer some brief introductory remarks about Herrera and Ambris. Herrera joined the meeting as an observer later in the meeting.

Komp also reminded the Board of the Academic Excellence posters in the room and encouraged trustees to peruse the posters during meeting breaks.



III. LUNCH/SHOWCASE: WOU Cybersecurity Presentation | *Michael Ellis, Assistant Director, University Computing Solutions*

After the welcome, Komp recognized Michael Ellis, WOU's University Computing Solutions (UCS) Assistant Director, for a showcase presentation on cybersecurity. Ellis started his presentation with a diagram to capture the multiple elements of cybersecurity on campus. He described firewalls, internal firewalls, ICE protection, data centers, and the University's email security appliance. Ellis offered the recent addition of dual login for faculty and staff for the portal. Ellis went through his presentation as included in the written docket materials and took several questions from Board members. He also emphasized internal controls for campus equipment, user security, external support, the CIS 20 framework.

Trustee Morse asked about the outside frame and benchmarking and Ellis replied that the external vendors keep that information confidential. Ellis outlined the CIS 20 controls at the University, including inventory and hardware asset control and REDWOLF3, a home-grown approach to logging malicious traffic. Komp asked Ellis to report on the top five cybersecurity threats facing the University. Trustee Mladenovic asked if the University was considering commercialization of the logging software developed by UCS. Ellis continued with information on the number of requests and intrusions blocked by cybersecurity tools, including REDWOLF3. Trustee Keulks asked about off-the-shelf software and whether UCS had expertise separate from Ellis to maintain the tools. Morse stressed that cybersecurity was ever-changing and asked what the University was doing to update REDWOLF3 and other tools. Several trustees and Ellis discussed how to approach cybersecurity mechanisms and how to make tools and trainings mandatory on campus.

Morse also asked Ellis about the number of cyberattacks that he was monitoring and Ellis described the previous ransomware attack the campus faced. Several trustees asked about password approaches and whether the campus requires user to change passwords on a periodic basis. Morse asked about internal, as opposed to the external, vulnerabilities discussed up to that point in the presentation. Chair Komp and other trustees thanked Ellis for the informative presentation.

IV. CONSENT AGENDA

- 1) June 12, 2019 meeting minutes
- 2) September 11, 2019 meeting minutes
- 3) FY20 September 30, 2019 Management Report
- 4) Proposal for new graduate certificate:
 - a) Interpreting Studies: Teaching Interpreting
- 5) Proposal for new undergraduate certificate:
 - a) Professional Writing
- 6) Current Grants over \$100,000



Komp turned to the consent agenda and stated that, after the retreat, the Board was trying to put more items on the consent agenda in order to leave time for robust discussion on key topics. Komp called for motion to approve the consent agenda. Koontz moved approval, and Chan-Tuyub seconded the motion. The following trustees voted for the motion:

Zellee Allen
Jaime Arredondo
Jim Baumgartner
Zoe Chan-Tuyub
Gayle Evans
Betty Komp
Cec Koontz
Jenny Mladenovic
Doug Morse

Fuller is non-voting.

There were no trustees in opposed to the motion.

The motion passed.

V. PUBLIC COMMENT

No individuals delivered public comment to the Board.

VI. SHARED GOVERNANCE REPORTS

1) Faculty Senate

Komp recognized Dr. Kristin Latham-Scott, Faculty Senate President, for a brief Faculty Senate report. Latham-Scott discussed and summarized the following topics: curriculum and course approvals, new degree programs, Honors College curriculum, committee participation and representation, revision of certain committee charges, approaches and learning outcomes for applied baccalaureate courses, dissemination of various University updates and best practices information, Fifth Tuesday shared governance conversations, and civility conversations. Latham-Scott also summarized outreach from faculty members across the University about strategies faculty are deploying to reach out to students.

2) Staff Senate

Komp turned to Laura Lyon, Staff Senate President, for a brief Staff Senate report. Lyon discussed and summarized the following topics: goal-setting, review of recent campus climate surveys, internal communication, professional development, mandatory training, employee evaluations,



UDIAC updates, MARCOM training, Fifth Tuesday shared governance civility conversations, and efforts to broaden the conversation on cultural competence and civility across campus.

3) ASWOU

Komp asked Erik Morgan, Jr., ASWOU President, to join the Board for a brief ASWOU report. Morgan discussed and summarized the following topics: WOU:Salem, legislative priorities (including food insecurity, tuition equity, and DREAMERS access program), joint meetings with the Oregon Council of Presidents (OCOP) and all student body presidents across the public universities, and update on the new ASWOU cabinet members.

VII. PRESIDENT'S REPORT *(Full Cabinet Reports in Appendix B)*

Komp recognized Dr. Rex Fuller, University President, for the president's report. Fuller address the following topics:

- WOU:Salem and the purchase of the Vick Building in downtown Salem;
- Hispanic-Serving Institution (HSI) status;
- Transfer pathway work and Degree Partnership Program (DPP) agreements with community colleges;
- Expansion of internship programs and Cesar Chavez Leadership Academy;
- General Education curriculum and Masters of Organizational Leadership;
- TRU Lobby Day and the TRU Economic Impact study;
- Fundraising activities, including comprehensive campaign, Giving Day, and athletics;
- Continuous improvement feedback loop to guide strategic decision-making;
- University Strategic Scorecard;
- Congress to Campus program visit to WOU;
- Success of registration nudges for 2018-2019 academic year;
- Progress on the search for a Dean of Graduate Studies and Research;
- Generation of substantial grants, contracts, and external dollars;
- Introduction of the new Paralegal/Executive Assistant in the General Counsel's Office;



- Campus-wide free speech forum;
- Successful conclusion of SEIU negotiations with a new successor collective bargaining agreement;
- Submission of capital construction requests for the 2020 Oregon Legislative Assembly;
- Process improvements in Finance & Administration;
- Opening of Natural Sciences Building after renovation;
- ASWOU voter registration activities;
- Admissions work with the Confederated Tribes of the Grand Ronde;
- Update on fundraising pledges;
- Academic achievements of WOU's student-athletes; and
- GNAC's Coach of the Year recognition for football and women's soccer.

VIII. BREAK

IX. NOVEMBER DISCUSSION THEME: Enrollment Update

Before turning to the November enrollment discussion, Komp asked Dave McDonald, Associate Vice President for Public Affairs and Strategic Initiatives, for a brief legislative update. After brief comments from McDonald, Komp recognized Fuller and Dr. Gary Dukes, Vice President for Student Affairs to launch the November discussion topic on enrollment. Dukes started the presentation with data and information about the five percent decline in Fall 2019 enrollment. He explained the differences in FTE and headcount data and walked the Board through enrollment data on the basis of gender, race/ethnicity, and residency. Dukes used the Fall 2019 snapshot to set the stage for activities and approaches to the upcoming academic year.

Mladenovic asked about enrollment trends at public universities and Dukes reported that results were mixed. Dukes explained that the University focuses on high schools within eighty-five miles of the campus and that his staff has emphasized the "Instant Wolf" program. He described the impact of preview weekends and the expanded Saturday activities. Dukes offered the importance in assisting incoming students in filling out the FAFSA and other financial aid documents. Mladenovic asked Dukes about the impact of Oregon's low high school graduation rates. Trustee Arredondo inquired about the enrollment decline as a trend and Dukes reported that the University's enrollment peak was 2011-2012. Fuller interjected the impact of advising nudges to maintaining retention numbers. Keulks shared about the negative impact of the various holds the University places on



registration. Provost and Vice President for Academic Affairs Dr. Rob Winningham shared the University's progress on reforming and eliminating various holds that could be placed on a student's account and registration.

Trustee Baumgartner asked Fuller and Dukes about if anything in the junior and senior years were impacting enrollment declines. Winningham added that the national environment regarding international students, particularly from China, was contributing to the University's enrollment picture. Keulks praised the addition of the College Scheduler software and Winningham explained the software's impact on student credit hours to the Board.

X. FINANCE & ADMINISTRATION COMMITTEE (FAC)

1) Committee Chair Report

Komp asked Trustee Koontz—Finance and Administration Committee (FAC) Chair—for a brief FAC report. Koontz shared information on emergency preparedness plans, University Budget Advisory Committee (UBAC) updates, University Technology Advisory Committee (UTAC) updates, potential partnership with Apple, capital construction project submission to HECC and the Legislature, updates on the Instructional Technology Center (ITC) construction project, and the external audit process.

2) Committee Recommendations for Board Action/Discussion

a) Revolving Line of Credit

Komp asked Koontz and Dr. Ana Karaman to present the revolving line of credit action item. Karaman explained the docket materials, including the consideration of two proposals and the eventual selection of Washington Federal Bank. Koontz added that the FAC discussed the merits of the proposals and the impact of accessing the line of credit. Baumgartner asked why the University would even need a line of credit and Karaman explained it was prudent, after the Board decided to use reserves to purchase the Vick Building, to establish the line now when there was no pressure and favorable terms. Trustee Allen asked about the interest rate. Baumgartner and Koontz inquired about whether future transactions would need to come back to the Board and Hagemann explained the thresholds for Board action. After discussion, Komp called for a motion to approve the revolving line of credit as presented and included in the written docket materials. The committee recommendation, as included in the written docket materials, is as follows:

The WOU Finance and Administration Committee recommends that the Western Oregon University Board of Trustees approve establishing a Revolving Line of Credit for \$5 million with the terms as presented on the Washington Federal Proposal dated October 28, 2019.

Koontz moved approval, and Mladenovic seconded the motion. The following trustees voted for the motion:



Zellee Allen
Jaime Arredondo
Jim Baumgartner
Zoe Chan-Tuyub
Gayle Evans
Gavin Keulks
Betty Komp
Cec Koontz
Jenny Mladenovic
Doug Morse

Fuller is non-voting.

There were no trustees in opposed to the motion.

The motion passed.

b) FY2020 Budget Revision

Komp asked Koontz and Karaman to continue with the FY2020 presentation. Karaman asked Camarie Moreno, Budget Director, to join the discussion. Karaman and Moreno walked the Board through the docket materials, including the variances from the original FY2020 budget and the impact of actual enrollment numbers. Karaman outlined three different budget scenarios for the Board's consideration—a balanced budget, maintenance of the original \$1.3M deficit approved by the Board, and absorption of the entire approximate \$5M deficit. Koontz offered if the Board decided to maintain the original \$1.3M deficit budget, it would translate into a nearly \$3M personnel reduction and nearly \$2M services and supplies reduction in the current fiscal year. Fuller clarified that the FAC was recommending the maintenance of the original deficit scenario.

Morse asked for more information on the “management” of the current budget deficit through the remainder of the fiscal year, including managing vacancies and personnel. Mladenovic asked whether or not departments were managed individually and Karaman explained consultations and meetings with each functional area on campus. Baumgartner asked why the Board was restating the budget and Karaman understood Baumgartner's point, but described the current scenario was a budget rift too large to ignore without restatement. After presentation and discussion, Komp called for a motion to approve the FY2020 Budget Revision as presented and included in the written docket materials. The committee recommendation, as included in the written docket materials, is as follows:

The WOU Finance and Administration Committee recommends that the Western Oregon University Board of Trustees adopt the FY20 Proposed Adjusted Budget as presented in the docket.



Koontz moved approval, and Evans seconded the motion. The following trustees voted for the motion:

Jaime Arredondo
Jim Baumgartner
Gayle Evans
Gavin Keulks
Betty Komp
Cec Koontz
Jenny Mladenovic
Doug Morse

Fuller is non-voting.

There were no trustees in opposed to the motion.

The motion passed.

XI. EXECUTIVE GOVERNANCE & TRUSTEESHIP COMMITTEE (EGTC)

1) Committee Chair Report

Before turning to the introduction of WOU's new internal auditor, Komp shared a brief report of EGTC activities. She discussed the review of the 2019-2020 EGTC workplan, board vacancies, diversity/inclusion/equity/accessibility work, including a proposed Board Statement on Diversity, Inclusion, Equity, and Accessibility, and the review of the University's grant and contract activities over \$100,000.

2) Committee Recommendations for Board Action/Discussion

a) Introduction | *Shadron Lehman, WOU Internal Auditor*

Komp recognized Fuller to introduce Shadron Lehman, WOU Internal Auditor, for brief comments. Lehman shared briefly the topics that he will cover and audit over the fiscal year, including procurement cards, payroll, cash handling, and construction contracts.

XII. BREAK

XIII. ACADEMIC & STUDENT AFFAIRS COMMITTEE (ASAC)

1) Committee Chair Report

In Lane Shetterly's—Academic and Student Affairs Committee (ASAC) Chair—absence, Komp called on Winningham for an ASAC update. Associate Provosts Dr. Sue Monahan and Dr. Michael Baltzley joined Winningham. Winningham discussed free speech panel, WOU:Salem, Willamette



Promise, health sciences, including the proposed Doctor in Physical Therapy, and various facets of academic quality.

2) Committee Recommendations for Board Action/Discussion

- a) Proposal for new undergraduate program:
 - i. Bachelor of Science in Aquarium Science

Komp asked Winningham to continue with the proposed Bachelor of Science in Aquarium Science degree program. Winningham asked Baltzley to introduce the proposed degree program. Baltzley described the interface with Oregon Coast Community College's aquarium science program and the need for four-year degrees in the space. Baumgartner asked if the University was spreading itself too thin with a specialized degree program like Aquarium Science. Mladenovic expressed her concern about the narrow scope of the program and the need for four-year degrees to be different from community college degrees with narrow titles. Several trustees, Winningham, and Baltzley debated the merits of the degree program, particularly as a four-year degree. Koontz asked if the collaborative model could be used with other programs and Baltzley shared that he was working on other approaches with Chemeketa Community College. After presentation and discussion, Komp called for a motion to approve the Bachelor of Science in Aquarium Science as presented and included in the written docket materials. The committee recommendation, as included in the written docket materials, is as follows:

The WOU Academic and Student Affairs Committee recommends that the Western Oregon University Board of Trustees approve the introduction of a new undergraduate program in Aquarium Science as included in the docket material.

Keulks moved approval, and Koontz seconded the motion. The following trustees voted for the motion:

Jaime Arredondo
Jim Baumgartner
Gayle Evans
Gavin Keulks
Betty Komp
Cec Koontz
Jenny Mladenovic
Doug Morse

Fuller is non-voting.

There were no trustees in opposed to the motion.

The motion passed.



XIV. FINAL ANNOUNCEMENTS

Komp asked if there were any final announcements. Komp reminded the Board about the annual holiday tree lighting and open house.

XV. ADJOURNMENT

Komp adjourned the meeting at 5:15 PM with a quorum (Jaime Arredondo, Jim Baumgartner, Gayle Evans, Rex Fuller, Gavin Keulks, Betty Komp, Cec Koontz, Jenny Mladenovic, Doug Morse).

Ryan J. Hagemann
Secretary to the Board of Trustees