



**REGULAR MEETING OF THE WOU BOARD OF TRUSTEES**

**MEETING NO. 35 – NOVEMBER 18, 2020**

**1:00 PM – 5:00 PM**

**MEETING MINUTES**

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

Chair Betty Komp called the Board meeting to order at 1:00 PM and asked Secretary Ryan Hagemann to take roll. The following trustees were present:

Zellee Allen  
Jerry Ambris  
Jaime Arredondo  
Jim Baumgartner  
Danielle Campbell  
Susan Castillo  
Gayle Evans  
David Foster  
Rex Fuller  
Linda Herrera (joined the meeting at 1:33 PM)  
Betty Komp  
Cec Koontz  
Malissa Larson  
Leah Mitchell  
Doug Morse

**II. CHAIR'S WELCOME**

Chair Komp welcomed the Board virtually and shared that the Board has three new trustees. She asked Susan Castillo, Danielle Campbell, and Leah Mitchell to introduce themselves.

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

- 1) [June 10, 2020 meeting minutes](#)
- 2) [August 19, 2020 meeting minutes](#)
- 3) [FY21 Management Report](#) (As of September 30, 2020)

#### 4) [Internal Audit Report: Payroll Audit – New Hire Process](#)

Komp called for a motion to approve the consent agenda. Evans moved approval and Morse seconded the motion. The following trustees voted for approval:

Zellee Allen  
Jerry Ambris  
Jaime Arredondo  
Jim Baumgartner  
Danielle Campbell  
Susan Castillo  
Gayle Evans  
David Foster  
Betty Komp  
Cec Koontz  
Malissa Larson  
Leah Mitchell  
Doug Morse

No trustees opposed the motion.

No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

#### **IV. WRITTEN PUBLIC COMMENT**

Komp asked Hagemann about the written public comment delivered to the Board Tuesday evening. After Hagemann's explanation of the written public comment protocol and the delivery of packets to trustees individually, Komp read a summary statement into the record. She acknowledged the profound impacts of the COVID-19 pandemic and the University's structural budget deficit, the personal dimension of personnel cuts, and the difficult, but necessary process required under Article 15 of the WOU-WOUFT collective bargaining agreement to consider retrenchment and layoffs among the faculty ranks. Komp noted that while the Article 15 plan for faculty layoffs does not come to the Board for action, Board input and discussion were indispensable to the president as he discharges his obligations under the collective bargaining agreement. Komp stated that she reached out to both the faculty and staff unions to hear their concerns. She concluded: "It is insufficient to take a one-month or a six-month look. This board must take actions now to reserve our special place for the future. This board can recognize and honor the pain our colleagues feel and, at the same time, acknowledge a solemn obligation to make profound decisions to right-size the university and position it to flourish and succeed. Hard decisions are necessary now. It takes nothing from the

deeply personal stories and experiences of our community. It does not derail us from our mission and our students.”

Trustee Baumgartner acknowledged the significant written public comment and asked Komp about approaches to hear from members of the community. Komp noted that the move to written public comment was due to the COVID pandemic, but was hopeful that the unions would accept an invitation to meet with Board leadership. Trustee Foster asked Komp about virtual public comments and whether the draft Article 15 plan would be considered later on the agenda. Trustee Koontz observed the personal impacts of budget cuts, but, stressed the Board’s obligations regarding the long-term sustainability of the University. Komp acknowledged Koontz’s comments, shared her conversations with legislators and stakeholders, and stressed that the Board was listening. Trustee Campbell reiterated student frustration with transparency and the need for public comments. Trustee Castillo acknowledged the passionate and personal stories from the written public comment and the need to ensure accurate information so all members of the community are on the same page with the challenges facing the University.

## **V. SHARED GOVERNANCE REPORTS**

- 1) [ASWOU](#)
- 2) [Faculty Senate](#)
- 3) [Staff Senate](#)

Komp explained, as with public comment, the shared governance reports from Faculty Senate, Staff Senate and ASWOU were submitted in writing. Because ASWOU President NJ Johnson was scheduled for the incidental fee conversation, he supplemented his written report. She asked the Board if there were any questions from the report.

## **VI. [PRESIDENT’S REPORT](#) (Cabinet full reports in [Appendix B](#))**

Komp called on President Rex Fuller to deliver his president’s report. He reminded the Board that the full vice presidents’ reports were included in the written docket materials. Fuller summarized the following topics for the Board:

- On-line and remote instruction for Winter term 2021;
- Growth in graduate enrollment;
- Updates on the positive enrollment trend for WOU:Salem;
- Student health issues related to the COVID-19 pandemic;
- Challenges with intercollegiate athletics;

- 2020 Academic Showcase;
- Updates in Academic Innovation and instructional design expertise for faculty;
- WOU-Polk County collaboration on COVID-19 contact tracing;
- MARCOM's role in COVID-19 communications, both internally and externally;
- Impact of virtual alumni events;
- Opening of the new Welcome Center;
- Update on the renovation of the Instructional Technology Center;
- Update on COVID-19 related Human Resources updates;
- WOU's participation in the SSCM revision;
- Establishment of new service plans in many units across campus;
- Enhancement of WOU cybersecurity efforts;
- Update on the WOU Open Educational Resources stipend project;
- Notable donations to the WOU Foundation;
- Update on WOU's success in sponsored projects; and
- Update on the TRIO grant renewal for \$2M.

Foster asked about the health fee during remote instruction, access to the Student Health & Counseling Center and the possibility of an emergency mental health fund. Fuller, Vice President Dukes, and Trustee Larson discussed the health center resources and the opt-in fee model. Foster also asked questions about the updated Student Success and Completion Model (SSCM) regarding gender bias in the programs that the funding formula weighted in the distribution of appropriation, such as STEM fields. Fuller described the efforts to revise the SSCM. Komp asked Dukes and Larson about COVID vaccinations and whether the pending vaccinations would come with a cost.

## **VII. THEME: [ENROLLMENT UPDATE](#) | Dr. Gary Dukes**

Komp asked Fuller and Vice President for Student Affairs Dr. Gary Dukes for an enrollment update. Dukes observed that the University was facing a 7.6% decline in enrollment FTE, as compared with a five percent nationally. He noted, for example, a significant drop in Hawaiian enrollment because of remote instruction. Dukes also stressed bright spots in the enrollment profile, such as Hispanic enrollment. Even with the bright spots of diverse enrollment, the University was still down 6.8% in first-year enrollment and 13% in transfer enrollment.

Dukes pivoted to the challenges facing enrollment management amid the COVID-19 pandemic. He noted the inability to do in-person recruiting, virtual meeting fatigue, and standardized testing challenges. Dukes shared information about the Fall 2021 recruitment season, including decline in applications, decline in admitted students, and goals necessary to move the needle on applications and admitted students. Dukes shared various strategies to increase applications and admitted students, such as waiver of the application fee, elimination of a standardized test score for admission, and self-reported GPA in order to expedite the consideration of an application. Dukes stressed use of viewbooks, virtual events, limited tours, targeting key populations, and working with alumni as pathways to increasing enrollment.

Komp thanked Dukes for the presentation and asked him about the faculty's role in enrollment. She observed that many claimed in the written public comments was the enrollment was not the faculty's role, but the responsibility of the University's administration. Dukes stressed the importance of the faculty in the recruitment process, including information and representation on the academic programs that may attract students. Fuller asked Dukes to describe the multiple efforts to attract Latinx students. Dukes outlined the efforts, including translation of programming into Spanish, a Latinx advisory board, application processes in both English and Spanish, and a presentation for families about the college journey offered completely in Spanish. Komp asked Dukes to reiterate the goal for applications.

#### **VIII. [INCIDENTAL FEE UPDATE](#) | President Fuller & ASWOU President NJ Johnson**

Komp turned to Fuller and ASWOU President NJ Johnson for a presentation on the incidental fee process. Fuller observed that he and Johnson agreed that a joint presentation to the Board on the incidental fee process would enhance the Board's understanding of the process. Fuller asked Johnson to start the presentation and he observed it was important to start with the Oregon statute that governed the process. Johnson described the obligations under ORS 352.105 and the primary role the recognized student government plays at the University to set incidental fees. Fuller continued, noting the Board has delegated much of the duties to the president and walked through the criteria under which the Board or the president could reject an incidental fee request. Fuller stressed ASWOU's primary role and the details of the ASWOU incidental fee committee (IFC) process. Fuller observed ASWOU's swift creation of the IFC to work toward an incidental fee request for the 2021-22 academic year. Johnson concluded the presentation by describing the purpose of the incidental fee to fund various services and programs for the benefit of students. Johnson turned to a proposed change to the winter 2021 incidental fee and the Board asked if there was a specific action required by the Board. Hagemann reiterated that the presentation was informational and that there was no action needed by the Board. Hagemann observed that it was likely that President Fuller and ASWOU would meet after the Board meeting to work through any processes that required attention. Castillo asked if ASWOU had a solid process to consider incidental fees and whether or not students had confidence in the process. Johnson described the process and the outreach ASWOU undertakes to engage students about the incidental fee process and its implications.

## **IX. BREAK**

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

### 1) Committee Chair Report

Komp asked ASAC Chair Jaime Arredondo to provide a brief ASAC report. Arredondo opened his comments with a story about hearing about Susan Castillo and Linda Herrera as a high school student and how they inspired him in his personal and professional life. He shared that, even in difficult times, finding strength in mentorship and inspiration was empowering. He described the ASAC discussion items, including the student service impacts due to COVID and budget constraints, the TRIO grant, and on-line instruction.

### 2) Committee Recommendations for Board Action/Discussion

There were no ASAC action items for Board consideration.

## **XI. FINANCE & ADMINISTRATION COMMITTEE (FAC)**

### 1) Committee Chair Report

Komp asked FAC Chair Cec Koontz to provide a brief FAC report. Koontz reviewed FAC topics, including technological challenges and opportunities and sanitation protocols to keep students and staff safe during COVID.

### 2) Committee Recommendations for Board Action/Discussion

#### a) [FY2021 Budget Revision](#)

Komp called on Koontz and Dr. Ana Karaman to present the FY2021 Budget revision. Karaman walked through the proposed FY2021 budget revisions as included in the written docket materials. She noted the touchstone of the fund balance and the Board's expectation to maintain a fund balance between five and fifteen percent, with a target of 10-12%. Karaman stated that, with the FY2021 budget revision, the fund balance would be 7%. Karaman continued the presentation, walking through revenues, the impact of declining enrollment as compared to budget assumptions, and the impact of the over-realized technology fee due to remote instruction. She noted when the University returns to in-person instruction, the revenue realized by the technology fee would drop. Karaman also outlined the impact of state appropriation being held flat for the final year of the biennium, as opposed to significant cuts initially projected by the Governor and the HECC. Trustee Morse asked if the shift in state funding was to be considered a one-time event and Karaman shared that she considered it so and that appropriation is considered by the legislature biennium to biennium. Karaman offered preliminary information about planning to be 3-5% down for the 2021-2023 biennium. Morse summarized that the revenue picture for the future would be impacted by the one-time

surge in the technology fee and the assumption that state appropriation would decrease and Karaman confirmed the summary. Trustee Allen asked about investment approaches and the role of the state.

After revenues, Karaman turned to expenses in the FY2021 budget revision. She walked the Board through the personnel reductions of faculty, unclassified employees, and classified employees. She outlined approaches to vacation payout reserves, unemployment insurance, and the impact of the CARES Act funding received from the federal government. Karaman explained auxiliary operations, transfers in and out, and capital funds, as well as the reserve of technology fee funds that may be needed to backfill incidental fee-funded areas. Larson asked about the assumptions of modality distribution for future terms. Karaman also stressed the projected auxiliary budget and reserve deficits. Foster asked how the auxiliary deficits would be covered and Karaman described, in aggregate, the reserves were sufficient to cover the auxiliary deficits, but there were individual auxiliaries that did not have reserves sufficient to cover deficits.

After the presentation and discussion, Komp called for a motion to approve the FY2021 Budget revision as presented and included in the written docket materials. Koontz moved approval and Morse seconded the motion. The following trustees voted for approval:

Zellee Allen  
Jerry Ambris  
Jaime Arredondo  
Jim Baumgartner  
Danielle Campbell  
Susan Castillo  
Gayle Evans  
David Foster  
Linda Herrera  
Betty Komp  
Cec Koontz  
Malissa Larson  
Leah Mitchell  
Doug Morse

No trustees opposed the motion.

No trustees abstained from the motion.

Fuller is non-voting.

The motion passed.

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

## 1) Committee Chair Report

Komp noted that all topics considered at the last EGTC meeting were on the Board's November 2020 docket.

### a) [Fall 2020 reopening plan update](#)

Komp asked Fuller and David McDonald to share the Fall 2020 Reopening Plan Update with the Board. The update is required at each Board meeting. McDonald described the Governor's new freeze, the additional October guidance to be incorporated into the University's COVID management approach, the reopening's committee consideration of the new OHA and OSHA requirements, use of signage across the campus, and successful work with Polk County on a contact tracing program.

## 2) Committee Recommendations for Board Action/Discussion

### a) [Board Statement on Diversity, Inclusion, Equity, Accessibility](#)

Komp asked Hagemann to provide a brief update on the draft [Board Statement on Diversity, Inclusion, Equity and Accessibility](#). Hagemann updated the Board on the comprehensive efforts on campus regarding diversity and equity work, including the draft [Board Statement on Diversity, Inclusion, Equity and Accessibility](#) and its relationship to University work on the University Diversity and Inclusion Advisory Committee (UDIAC) and the University Cultural Competence Advisory Committee (UCCAC), as required by HB 2864. Hagemann outlined the structure of the draft [Board Statement](#) and its incorporation into the UDIAC and UCCAC work, including the seven strategic priorities of climate, employees, students, curriculum, community engagement, business practices, and facilities. Larson asked about future actions and Hagemann confirmed that the [Board Statement](#) would return to the Board.

### b) Article 15 Plan *FINAL DRAFT*

Komp turned to the draft Article 15 plan and confirmed with Hagemann that the Board does not act on the draft plan. Baumgartner asked Hagemann for clarification about the Board's role. Hagemann explained that the collective bargaining agreement and the [Board Statement on the Delegation of Authority](#) vested this duty with the president, but it was included on the agenda for the Board, in addition to previous updates, to understand the scope of the work. Baumgartner inquired as to whether or not changes suggested by the Board may be considered and Hagemann noted, while it is a report, the Board should offer comments. He shared that the president had an obligation to consider comments from the faculty union and the draft plan was at that stage in the process. Hagemann also observed that a Faculty Sustainability Task Force would also share comments on the draft plan. Hagemann reiterated that the plan was not final. Baumgartner asked about the financial condition declaration required by the collective bargaining agreement and Hagemann confirmed that the declaration was issued and memorialized on May 7, 2020.

Komp turned to President Fuller to walk through the draft Article 15 plan. Fuller directed the Board to the recommendations of the draft and walked the Board through the critical attachments, including the language of Article 15, the collective bargaining agreement, faculty task force reports, information from faculty panels, and information about two meetings with the faculty union. Fuller described the Article 15 Task Force's work that led to the draft Article 15 plan. He outlined the timeline to discharge the remaining requirements of the collective bargaining agreement.

Foster asked about layoff notices and when they would go into effect. Fuller confirmed that affected faculty members would be entitled to one year's notice. Baumgartner encouraged trustees to review the feedback and asked about timing. Fuller described previous actions, including the Dean's 10% and 17% reduction plans, as well as the plans from each vice president for reductions. Fuller also reiterated his adherence to the timetable as a direct response to the Board's mandate to accomplish two objectives: adjust and fix the FY2021 budget and prepare the University for long-term sustainability. Fuller stressed the timetable was built on the urgency that he was hearing from the Board to fix the structural budget deficit. Baumgartner acknowledged the Board's directive to address the University's deficit and Fuller described the process to actually realize budget savings and how timetables would impact whether or not savings would be realized in future fiscal years.

Foster asked if the draft Article 15 plan had checkpoints and Fuller and Hagemann confirmed that if base conditions change, any decision, such as a layoff notice, could be extended. Fuller described that understanding the scale of the budget deficit was the motivation to ask the Faculty Sustainability Task Force to consider actions in \$1M, \$2M, \$3M, and \$4M tranches. The Board asked about whether students would be able to complete degrees in programs that were slated for elimination and Fuller and Winningham described the obligation to teach out any affected student. Fuller also shared with the Board his outreach to students that contacted him about the draft proposals. Fuller returned to the draft Article 15 plan and described the two tables: one including *non*-Article 15 personnel adjustments made pursuant to the Dean's planning scenarios and the table including information on the actions pursuant to Article 15. Komp stressed that there needs to be a legislative commitment to fund higher education. Morse acknowledged Foster's vantage and observations as a faculty member, but, offered his observation that the Board was responsible for the long-term stability and success of the University. Foster shared that he knew cuts needed to be made, but was contemplating what steps might be taken and if anything could be done in the interim. Castillo echoed Komp's statements about the legislature, the need for long-term, stable funding, and the University's budget circumstance was something from which the Board could not walk away. Trustee Ambris reiterated previous comments and observed that the Board could not move slowly to remedy the budget situation. Morse returned to his previous comments and stressed the importance of creating focus. Fuller noted that the timeline was far swifter with the classified and unclassified cuts and that a shared sacrifice among all employee groups was necessary to move toward fixing the University's budget deficit. Trustee Mitchell shared that budget pain and personnel cuts were common across many industries and countless workplaces were having similar conversations. Fuller asked if other members of the Article 15 Task Force had any comments and Karaman shared if the Board and University did not face

the budget deficit at this time, in this way, it might be too late. She recognized Fuller's determination and courage as he shepherded the difficult process. Baumgartner asked Fuller to respond to some calls that issues be left for the successor and Fuller shared that many issues were not addressed prior to his arrival and that he would prefer not to do so for his successor and that the fiscal health of the University demanded action now.

### **XIII. FINAL ANNOUNCEMENTS**

Komp had no final comments and asked Hagemann to move the Board into executive session.

### **XIV. EXECUTIVE SESSION**

Following these discussions, the Western Oregon University Board of Trustees will transition to an executive session to discuss the upcoming presidential search vacancy due to President Fuller's retirement. The board will meet pursuant to ORS 192.660(2)(f) (to consider a record otherwise exempt from disclosure). The institutional news media are authorized to attend the executive session pursuant to ORS 192.660(4) on the condition that information shared and discussed in the executive session remain undisclosed. Pursuant to ORS 192.660(6), no final action may be, or will be, taken in executive session.

#### **1) Presidential Search**

Komp asked Hagemann to transition the Board into executive session. Hagemann stated the following:

The board will meet pursuant to ORS 192.660(2)(f) (to consider a record otherwise exempt from disclosure). The institutional news media are authorized to attend the executive session pursuant to ORS 192.660(4) on the condition that information shared and discussed in the executive session remain undisclosed. Pursuant to ORS 192.660(6), no final action may be, or will be, taken in executive session.

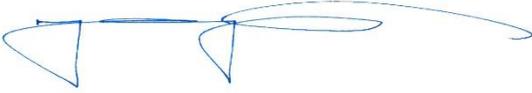
In addition to the trustees, the following individuals are authorized to remain in the executive session:

Ryan Hagemann  
LouAnn Vickers  
Nathan Sauer

The Board discussed the exempt record pertaining to the presidential vacancy for the remainder for the executive session.

### **XIV. ADJOURNMENT**

After the executive session, Komp returned int open session and asked for any observations. After brief discussion on next steps, Komp adjourned the meeting at 6:52 PM with a quorum.



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Ryan James Hagemann  
Secretary to the Board of Trustees