

**Western Oregon University Board of Trustees:
Finance & Administration Committee (FAC)
Meeting No. 20 – May 29, 2020
10:00AM-12:30PM**

**Public Meeting: [via WebEx](#) | Password: JtDm2R7yFj6
Phone: +1-415-655-0002 | Access code: 282 391 273**

AGENDA

- I. CALL-TO MEETING / ROLL CALL**
- II. COMMITTEE CHAIR'S WELCOME / ANNOUNCEMENTS**
- III. CONSENT AGENDA**
 - 1) [Approval April 2, 2020 Meeting Minutes](#) (page 2)
- IV. REPORTS & DISCUSSION ITEMS:**
 - 1) [University Technology Advisory Committee \(UTAC\)](#) (page 9)
 - 2) [Vice President for Finance & Administration \(VPFA\) Report](#) (page 10)
 - 3) Re-Opening & Fall Planning Update
Michael Smith, Director of Facilities Services & Administration and Rebecca Chiles, Director of Public Safety
 - 4) [Cash Flow Update](#) (page 11)
Darin Silbernagel, Treasurer
- V. ACTION ITEMS:**
 - 1) [FY2020 Management Report \(as of April 30, 2020\)](#) (page 12)
Dr. Ana Karaman, Vice President Finance & Administration and Camarie Moreno, Director of Budget & Planning
 - 2) [FY2021 Budget](#) (page 21)
Dr. Ana Karaman, Vice President Finance & Administration and Camarie Moreno, Director of Budget & Planning
- VI. JUNE 10, 2020 BOARD MEETING PREPARATION**
- VII. UPDATES AND AROUND-THE-TABLE**
- VIII. ADJOURNMENT**

**Western Oregon University Board of Trustees:
Finance & Administration Committee (FAC)
Meeting No. 19 – April 2, 2020
2:00PM-4:00PM**

**Public Meeting: via WebEx | Password: 8KKmVkAN3h3
Phone: +1-415-655-0002 | Access code: 804 374 093**

DRAFT MINUTES

I. CALL-TO MEETING / ROLL CALL

Chair Cecelia Koontz called the meeting to order at 2:00PM and Lacey Davis took roll.

The following trustees were present:

Cecelia Kooontz
Gavin Keulks
Zoe Chan-Tuyub
Jim Baumgartner
Jerry Ambris arrived (joined at 2:03PM)

Others present included:

Dr. Ana Karaman
Dr. Rex Fuller
Camarie Moreno
Lacey Davis
Gabe Dougherty
Leanne Merrill
Dave McDonald
David Jarvis
NJ Johnson
Richard Kavanagh
Rebecca Chiles
Shadron Lehman
Linda Stonecipher
Darin Silbernagel
Tina Fuchs
Ben Cote (arrived at 2:07PM)
David Janowiak (arrived at 3:40PM)

II. CONSENT AGENDA

- 1) Approval February 6, 2020 Meeting Minutes

The trustees approved the February 6, 2020 Meeting minutes.

III. REPORTS & DISCUSSION ITEMS:

1) University Budget Advisory Committee (UBAC) | *In docket*

Dr. Karaman explained that UBAC was asked to include their update in the docket and that all proposals have been put on hold due to COVID-19. UBAC identified 8 proposals that moved to the Phase 2 process, however the Phase 2 presentations have not yet been held. As soon as the situation with COVID-19 changes, the proposers will be contacted about rescheduling the Phase 2 presentations (likely in the fall of 2020).

Trustee, Jim Baumgartner, asked for an overview on UBAC's role. Dr. Karaman provided an explanation of UBAC's primary role to look at new efficiencies and initiatives and make a recommendation to the President of which proposals to fund.

2) VPFA's Report | *In docket*

Dr. Karaman discussed the VPFA report on pages 7-11 in the docket. Dr. Karaman highlighted the following updates:

- Transitioning financial statements in house – COVID-19 has delayed when the external auditors can come visit WOU. They are currently still scheduled to visit in June for a single audit. They are scheduled to do the financial statements audit and NCAA field work in September.
- Tuition and Fees Advisory Committee (TFAC) has completed their work.
- Renovations had a short pause due to the contractor needing to shut down for one week to perform deep cleaning, but construction is still continuing and both projects will be on time and on budget. The renovation to the roof at the Salem building has been completed.
- There has been a spike in cyber security attacks which University Computing Solutions is addressing.
- WOU Treasurer, Darin Silbernagel, moved the university to positive pay.
- The WOU Internal Auditor, Shadron Lehman, is continuing to work on an Enterprise Wide Risk Assessment.

Trustee, Jim Baumgartner, asked for an update on the progress of the Salem building. Dr. Karaman stated that the building is not operational yet and will be opened in the fall. WOU:Salem saw an increase in spring enrollment, specifically in the graduate programs that are offered.

3) COVID-19 | *Dr. Ana Karaman, Vice President Finance & Administration and Rebecca Chiles, Director of Public Safety*

Dr. Karaman explained that COVID-19 has impacted WOU's finances and that WOU is tracking additional expenses and lost revenues for the university, insurance, potential FEMA reimbursement purposes, and the Higher Education Coordinating Commission (HECC). As of April 2, 2020, the total projected impact amount is approaching 20 million dollars. Most are estimated lost revenues (not direct expense). As of April 2, 2020, spring enrollment appears to be staying consistent. Auxiliary has had the largest impact with an estimated 100 students in housing, and an estimated 40 in family housing on campus, which is approximately 10% of WOU's total capacity. WOU campus dining has also been impacted. The university usually has more than 1,000 students on meal plans, but as of April 2, 2020 only approximately 80 students are on meal plans. The WolfStore has seen an increase in book rentals and book sales, but merchandise sales are down due to the store being closed. Retail dining sales are traditionally higher in the spring due to the warmer weather and spring events and conferences. Retail dining is also closed on campus which has also contributed to lost sales.

Campus Public Safety Director, Rebecca Chiles, provided an update on how campus is taking precautions with COVID-19. Rebecca reflected on a presentation she delivered during the summer of 2019 on the Emergency Operations Plan which included an annex on infectious disease. She also discussed a prior simulation exercise on a meningococcal meningitis outbreak that was conducted with Polk County Public Health. These previous preparations and trainings have served as a guide for WOU to take immediate action with COVID-19 by following the steps outlined in the annex. Rebecca Chiles has been working with Beth Scroggins, Director of the Student Health and Counseling Center on co-chairing a small group consisting of Jennifer King, Hilary Holman-Kidd, Melissa Larson, Tina Fuchs, and Lisa Catto to follow best practices, communicate, and collaborate with the community. They have also developed a large community group and strengthened community partnerships.

Rebecca Chiles shared the following COVID-19 statistics (as of 4/2/2020):

- Oregon has had 737 positive cases and 19 deaths
- The United States has had 216, 768 cases and 5,137 deaths
- WOU has had one student (who lives off campus) test positive

All protocol was followed and Polk County Public Health was made aware that a WOU student tested positive for COVID-19. Going forward WOU will continue to monitor, prepare for the possibility of an essential staff member contracting COVID 19 and how to respond to that while keeping critical functions in place.

Rebecca Chiles explained that there are some students living on campus, critical staff working on campus, and that some offices are open from 9:00AM-12:00PM.

Dr. Karaman added that there are two executive orders from Governor Kate Brown and WOU is following those guidelines in regards to university operations. President Fuller stated that WOU buildings are public, and therefore public access is limited. All classes

have been moved to online or remote delivery. WOU buildings were deep cleaned over spring break and are continuing to be cleaned. The executive orders want WOU to maximize telecommuting, with exceptions for staff who perform critical functions, which the President's cabinet has identified for WOU. The majority of offices are 100% telecommuting and a handful are a mixture of telecommuting and partially being in the office to process things that must be done via paper. The April 15, 2020 Board of Trustees Meeting will include a larger presentation on this topic.

Trustee, Gavin Keulks, asked how the executive order/COVID-19 has impacted the Resident Assistants (RAs) who work on campus. Dr. Fuller shared that the RAs are still employed with social distancing precautions in place. Associate Vice President/Dean of Students and Director of University Housing, Tina Fuchs, shared that approximately 32 RAs were asked to support with closing buildings and checking out students and approximately half of the RAs returned. WOU is honoring the stipend and room and board regardless of whether or not the RAs are on campus since the RAs were counting on those wages when they accepted their roles as RAs.

Dining Services are continuing via take out only and hours have been reduced which are centered around 3 meals per day instead of being open all the time, and the menu has also been limited.

Chair, Cecelia Koontz, reflected on the Emergency Operations Plan presentation that Rebecca Chiles provided last summer which led to a discussion on COVID-19 testing for students on campus. Testing is available to students on campus via the Student Health and Counseling Center which is currently using a triage system. They are following a rubric to ensure that students who may have COVID-19 are not entering the building, but instead are driving up to the back side of the building and being tested in their car. There is also a tent next to the building that staff are using to change into and out of their scrubs.

Dr. Karaman provided an update on WOU's remote learning for spring term. WOU is monitoring enrollment on a daily basis. The Canvas Learning Management System (LMS) is still being tested so WOU faculty and students are still using Moodle. WOU has also purchased additional hotspots. Even though the course delivery method has changed for spring term, WOU is honoring the original tuition rates for courses, which is less expensive than online tuition for resident students.

There are also incidental fees that are allocated by a student-run Incidental Fee Committee (IFC). The committee decided to keep the incidental fees for the spring in place in order to support being able to pay student employees who work on campus.

Chair, Ceclia Koontz, inquired about how WOU is supporting students with accessing devices for distance learning. Dr. Karaman shared that the University Technology Advisory Committee (UTAC) had a drive-by distribution of devices to students. The computer lab on campus is still open to students with only every other station available so that a 6-foot distance is maintained. The computer labs are also being cleaned regularly.

Chair, Ceclia Kootnz, asked for an update on spring enrollment and Dr. Karaman shared that WOU is seeing improvement every day, but is being cautious. President Fuller attributed this to the faculty making courses transition to remote delivery. President Fuller also mentioned that only about 3% of courses were not able to transition to remote delivery.

President Fuller shared that WOU will be having a virtual commencement this year due to COVID-19. The committee discussed how this is a new graduation strategy for WOU and how this will impact local businesses.

IV. ACTION ITEMS:

- 1) Tuition & Fees for 2020-21 Academic Year
Dr. Ana Karaman, Vice President Finance & Administration

Budget Director, Camarie Moreno, projected the TFAC recommendation letter and shared that more students were recruited for this year's committee. Five meetings and two open forums took place. The committee solicited feedback from other students. All except for two committee members supported the tuition increase of 4.55%.

Trustee, Jim Baumgartner, asked how the 4.55% has changed under the COVID-19 environment and Dr. Karaman shared that all VPFAs at Oregon's public universities are having daily conversations about this topic. Anything above 5% would have to go to the HECC for approval. 50% of WOU students are Pell-eligible, and 30% of students have an expected family contribution of \$1,000 or less.

Trustee, Gavin Keulks, asked why students were not polled electronically. Camarie Moreno explained that when students are asked if they want an increase of \$6.00 or \$8.00, that they typically default to the lower amount without having the background knowledge of what that difference entails for the University. The advantage of a tabling event is that it allows students on the committee to educate students at-large about the University's budget and what the difference in rates would mean, and then hear informed feedback

Dr. Karaman discussed the Summary of Recommended changes in Tuition and Fees for 2020-21 on page 14 in the docket. Currently, students do not pay mandatory fees on online courses, but online tuition is assessed at a higher rate for resident students (\$228

vs. \$176 per credit for 2019-20). For 2020-21, online tuition for undergrad students will be assessed at their residency rate (consistent with face-to-face courses), and a \$53 per credit online course fee will be assessed to support the Learning Management System and instructional designers.

The health service fee had not had an increase in several years and despite decreasing enrollments, have been increasing their services and number of students served. Therefore, they asked TFAC to increase the fee by \$6.00, and received unanimous support from the committee.

Trustee, Gavin Keulks, motioned to approve the 2020-21 Academic Year Tuition and Fee Book, Trustee Jim Baumgartner, seconded it, and the trustees voted unanimously in forwarding to the full Board for approval

2) FY2020 Management Report (as of February 29, 2020)

*Dr. Ana Karaman, Vice President Finance & Administration and Camarie Moreno,
Director of Budget & Planning*

Based on the intensity of the changes that are being made for the end of the fiscal year, this report will be discussed at the full board meeting on April 15, 2020, before the committee decides to accept this report rather than being a consent agenda item.

Dr. Karaman and Camarie Moreno discussed the three scenarios on pages 21-23 of the docket which include: Projection 1 – Standard, Projection 2 – Spring Online, and Projection 3 – (in-between, line of credit).

WOU has made the following decisions that will impact the Fiscal Year 2020-21 Budget:

- Eliminated vacant unclassified positions for a savings of over \$300,000.
- Eliminated vacant classified positions for a savings of over \$350,000.
- Nonrenewed selected unclassified positions for an estimated savings of over \$350,000.
- Laid off selected classified positions for an estimated savings of over \$600,000.
- Redirected funding for selected positions from E&G to other sources for an estimated savings of over \$100,000.
- Salary freeze for all unclassified employees for FY2020-21 and unclassified employees in senior level administrative positions will have reduced FTE to contribute a work week of total compensation (salary and benefits) for a savings of about \$80,000.
- Combined, these measures yield an estimated \$1.8 million in savings for FY2020-21.

Dave McDonald discussed the US Cares Act and explained that rulemaking will be in place for the next 20-30 days.

Trustee, Jim Baumgartner, motioned to accept the FY20 Projected Year-End Report and the overall Management Report as of February 29, 2020 to present it at the full board meeting on April 15, 2020. It was seconded by Trustee, Gavin Keulks. The trustees voted unanimously in favor of accepting the report pending updates, edits, and further discussion at the April 15, 2020 Board of Trustees meeting.

V. ADJOURNMENT

Chair, Cecilia Koontz, adjourned the meeting at 4:19PM.

DATE: 29 MAY 2020
TO: WESTERN OREGON UNIVERSITY BOARD OF TRUSTEES: FINANCE
& ADMINISTRATION COMMITTEE
FROM: UNIVERSITY TECHNOLOGY ADVISORY COMMITTEE
RE: UTAC REPORT

May 2020 Updates

Due to disruption to the Spring 2020 Canvas pilot, we will be extending the Canvas pilot through Fall 2020.

The current expectation is that, like other institutions that have migrated from one LMS to another, the implementation process will be staged over the period of an entire academic year. This will have the benefit of allowing Academic Innovation staff to provide robust, hands-on support for the migration of every course. The downside will be that we are running two systems at once, meaning some courses will be in Moodle while others are in Canvas. Knowing this, UTAC and the LMS Implementation Team plans to engage the campus community to make the migration as smooth as possible.

- The Spring 2020 Canvas pilot is underway, but was significantly scaled back due to COVID-19 disruption
 - All pilot participants (instructors) were given access to the WOU Sandbox and Canvas training materials
 - 18 live courses are being offered in Canvas
- We negotiated a new, expanded Canvas pilot contract. The total cost was \$15,000, only \$5000 more than the original pilot contract that it replaced.
 - The new pilot contract will support courses that move to Canvas during summer 2020 and fall 2020
 - The contract assumes up to 1000 active users (previous contract was 400), but is scalable to up to 2000
 - Canvas will provide 24/7 support for all active (students and faculty) users beginning on 7/1/2020
- We are targeting Winter 2021 to begin full implementation. Our current plan is to negotiate a 2.5 year contract for January 2021-June 2023 to align contract renewal with the fiscal year.

Finance & Administration Committee
Vice President for Finance & Administration
May 29, 2020

The Finance & Administration division continues to make efforts in implementing its 2019-23 divisional strategic plan in support of the university strategic plan. All department heads have met and reviewed their progress towards the goals established by the divisional strategic plan and made necessary adjustments given the current circumstances.

Over the last two months, the division made the following significant accomplishments:

- Accounting and Business Services (ABS) has completed the Tuition & Fee book and Course Fee & General Services book.
- ABS has leveraged existing resources by starting a phonebank and enrolling staff in the Wolf Connection System, Academic Advising's scheduling and case management software.
- ABS designed, in concert with University Computing Solutions, a process to disburse and pay emergency aid from the Cares Act to students.
- ABS held various meetings with the Procurement Card Policy Workgroup. We anticipate a draft of a new policy by the end of summer.
- WOU is working with FEMA to apply for Disaster Recovery Aid.
- Positive Pay for Student, Accounts Payable, and Payroll Checks are live and have been functioning appropriately.
- UCS is continuing to make progress on Hub and Spoke Design. The campus spoke is configured and ready to accept network traffic. The data center spoke is configured and is accepting traffic from test servers. Server testing continues, along with additional data center network configuration, and firewall rule set configuration. The next step will be to move servers with the least complexity behind the new datacenter firewall.
- Public Safety is doing physical security checks of the Vick Building (WOU Salem Campus) at least once per day as staffing allows. Salem Police Department has received the necessary paperwork to enforce the no trespassing without WOU personnel on site to call in a complaint.
- Construction is in progress on WOU Salem, Welcome Center, and ITC. Please watch a [construction update video](#).
- The total economic losses due to COVID-19 for Spring term 2020 are estimated at \$7,770,114.00.

For the remainder of the academic year, the division's primary focus is going to be on the following tasks:

- Finalize transitioning to in-house financial statements.
- Continue working with FEMA.
- Continuing progress with the Welcome Center, ITC, and Salem Renovation.
- Continue working on an entity-wide risk assessment.

	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	April 2021	May 2021	June 2021
<i>Starting Cash FY2020 (June 30, 2020)</i>												
	<u>\$27,675,990</u>											
Beginning Cash Estimate	\$ 27,675,990	\$ 33,002,458	\$ 39,374,448	\$ 32,309,431	\$ 31,063,649	\$ 18,086,198	\$ 19,753,699	\$ 32,685,375	\$ 24,642,851	\$ 38,922,754	\$ 27,893,167	\$ 21,835,650
<i>Adjusted Beginning Cash Balance (Actual)</i>	27,675,990	-	-	-	-	-	-	-	-	-	-	-
Inflows												
Monthly Revenue Estimates	11,613,196	17,742,462	11,608,983	9,524,986	3,376,780	23,780,018	13,892,984	5,576,481	28,229,689	2,891,366	2,135,528	4,694,339
Estimated Cash Impacts GL Accrual Activity	147,263	(5,092,301)	66,295	1,102,029	(6,382,903)	(3,599,836)	12,009,882	(4,410,436)	5,418,542	(4,541,274)	589,596	2,215,958
Total Revenue and GL Inflows	11,760,459	12,650,161	11,675,278	10,627,015	(3,006,123)	20,180,182	25,902,866	1,166,045	33,648,231	(1,649,908)	2,725,124	6,910,297
Outflows												
Monthly Labor Estimates	4,935,225	3,895,306	4,218,928	6,684,797	6,860,271	6,589,684	6,624,560	6,622,473	6,751,613	6,384,153	6,627,351	5,973,436
Monthly Expense Estimates	942,823	2,382,865	14,521,367	5,188,000	3,111,057	11,922,997	6,184,391	2,586,096	12,616,715	2,995,526	2,155,290	5,345,775
Monthly Debt Estimates	555,943						162,239					153,518
Total Operating Ledger Outflows	\$ 6,433,991	\$ 6,278,171	\$ 18,740,295	\$ 11,872,797	\$ 9,971,328	\$ 18,512,681	\$ 12,971,190	\$ 9,208,569	\$ 19,368,328	\$ 9,379,679	\$ 8,782,641	\$ 11,472,729
Net Flows	5,326,468	6,371,990	(7,065,017)	(1,245,782)	(12,977,451)	1,667,501	12,931,676	(8,042,524)	14,279,903	(11,029,587)	(6,057,517)	(4,562,432)
Ending Cash Estimate												
<i>Actual Ending Cash Balance (Banner)</i>	33,002,458	39,374,448	32,309,431	31,063,649	18,086,198	19,753,699	32,685,375	24,642,851	38,922,754	27,893,167	21,835,650	17,273,218
<i>Actual Less Forecast</i>	(33,002,458)	(39,374,448)	(32,309,431)	(31,063,649)	(18,086,198)	(19,753,699)	(32,685,375)	(24,642,851)	(38,922,754)	(27,893,167)	(21,835,650)	(17,273,218)
<i>% Deviation from Original Forecast</i>	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%	-100.00%
30 Day Cash Outflow Requirement	6,433,991	6,278,171	18,740,295	11,872,797	9,971,328	18,512,681	12,971,190	9,208,569	19,368,328	9,379,679	8,782,641	11,472,729
Excess/(Shortfall) over 30 Day Outflow Requirement	\$ 21,241,999	\$ (6,278,171)	\$ (18,740,295)	\$ (11,872,797)	\$ (9,971,328)	\$ (18,512,681)	\$ (12,971,190)	\$ (9,208,569)	\$ (19,368,328)	\$ (9,379,679)	\$ (8,782,641)	\$ (11,472,729)
60 Day Cash Outflow	12,712,162	25,018,466	30,613,092	21,844,125	28,484,009	31,483,871	22,179,759	28,576,897	28,748,007	18,162,320	20,255,370	11,472,729
Excess/(Shortfall) over 60 Day Outflow	\$ 14,963,828	\$ (25,018,466)	\$ (30,613,092)	\$ (21,844,125)	\$ (28,484,009)	\$ (31,483,871)	\$ (22,179,759)	\$ (28,576,897)	\$ (28,748,007)	\$ (18,162,320)	\$ (20,255,370)	\$ (11,472,729)
University Housing & Dining Cash Position (Month End)	(723,118)	(1,783,408)	(2,843,698)	(2,521,807)	(2,199,917)	(1,801,984)	(2,124,871)	(1,920,175)	(1,715,480)	(1,547,415)	(1,443,706)	(3,450,900)

Finance & Administration Committee (FAC), May 29, 2020 Management Report

Period 10 Actual to Actual and Percent Variance Education & General Fund Report:

This report provides ten months of actual revenue and expense activity (as of April 30, 2020) as compared to the same period in prior fiscal year.

Revenues:

Gross student fees & tuition are \$3.571M less than the prior year due to an approximate 5% decrease in fall and 6% decrease in winter and spring term enrollment. Fee remissions have increased by \$1.469M from the prior year due to more aggressive financial aid packaging. Total institutional discount is 16% of tuition & fees, which is in line with other Oregon institutions. Government resources & allocations have increased by \$2.168M from prior year based on the HECC's Public University Support Fund (PUSF) allocation formula. This is reflective of the addition of \$100M to the PUSF for all seven universities rather than the \$120M, which would have met the current service level need and resulted in an additional \$1.4M in state funding to WOU.

Expenses:

Personnel expenses are \$3.373M more than the prior period. The ten months personnel expense includes the second and final retirement window program payment of \$783K.

Services and supplies expenses are \$629K less than the prior period.

Net Revenues less Expenses:

Net revenues less expenses have decreased by \$5.695M compared to prior year.

FY20 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 ten months of operations and projections for the remaining two months of FY20. Projections for periods eleven through twelve are based on the actual FY19 realization/burn rates for period ten, which are applied to FY20 revenues and expenses.

Revenues:

Total revenues are projected to be \$67.149M, \$2.242M less than the FY20 adjusted budget. Tuition is projected to be \$2.038M less than the adjusted budget, due to a continued decline in enrollment and \$1M increase in fee remissions.

Expenses:

Total expenses are projected to be \$69.189M, \$2.106M more than the FY20 adjusted budget. Personnel is projected to be \$62.218M, \$2.978M more than the adjusted budget. This projection is reflective of budget reductions that are underway, including an estimated \$300K of furlough and LWOP savings in June. Service and supplies are projected to be \$6.665M, \$975K less than the adjusted budget.

Operating Net Revenues less Expenses:

Net revenues less expenses are projected to be a loss of \$5.100M versus the FY20 adjusted budget of \$1.311M.

Transfer Schedule:

A projected transfer schedule is attached to provide details for the projected transfers in and out. Salem remodel expenses originally included \$800K of E&G funds, but have been reallocated to Capital Improvement & Renewal (CIR) funds, which is reflected in the transfer schedule.

Net Revenues less Expenses and Transfers:

Net revenues less expenses and transfers are projected to be a loss of \$8.668M versus the FY20 adjusted budget of \$5.639M. This is primarily due to the decrease in tuition revenue and increase in personnel expense. Projected year end fund balance is \$4.287M, or 6.38% of projected revenues.

STAFF RECOMMENDATION:

It is recommended that the Western Oregon University Finance and Administration Committee accept the FY20 Projected Year-End Report and the overall Management Report as of April 30, 2020.

Western Oregon University
P10 YTD Actual to Actual Variance
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of April 30, 2020
For the Fiscal Year Ended June 30, 2020

	P10 YTD FY19	P10 YTD FY20	Variance	Note
	Actuals	Actuals		
Education & General Fund				
Revenues				
Student Fees & Tuition	44,310	40,739	(3,571)	Lower enrollment.
Less: Fee Remissions	(5,014)	(6,483)	(1,469)	Increase in fee remissions.
Net Student Fees & Tuition	39,296	34,256	(5,040)	
Government Resources & Allocations	25,348	27,516	2,168	HECC higher allocation.
Gift Grants and Contracts	644	465	(179)	
Other Revenue	3,331	3,358	27	
Total Revenues	68,619	65,594	(3,024)	
Expenses				
Personnel	48,235	51,609	3,373	Salary rate & retirement contribution increases.
Service & Supplies	5,334	4,705	(629)	
Capital Expense	226	153	(73)	
Total Expenses	53,795	56,466	2,671	
Net Revenues less Expenses	14,824	9,128	(5,695)	

Western Oregon University
P10 YTD Actual to Actual Variance
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of April 30, 2020
For the Fiscal Year Ended June 30, 2020

	P10 YTD FY19	P10 YTD FY20	Variance	Note
	Actuals	Actuals		
Auxiliary Enterprises Funds				
Revenues				
Enrollment Fees	7,072	6,453	(619)	
Sales and Services	11,861	9,686	(2,175)	
Other Revenue	1,141	1,607	467	
Total Revenues	20,073	17,746	(2,327)	
Expenses				
Personnel	9,332	9,673	341	
Service & Supplies	10,104	10,064	(40)	
Capital Expense	105	0	(105)	
Total Expenses	19,541	19,737	196	
Net Revenues less Expenses	532	(1,991)	(2,523)	
Designated Operations, Service Departments, Clearing Funds				
Revenues				
Enrollment Fees	231	370	140	
Sales and Services	284	118	(167)	
Other Revenue	1,935	1,622	(313)	
Total Revenues	2,450	2,110	(340)	
Expenses				
Personnel	1,004	890	(114)	
Service & Supplies	1,006	919	(86)	
Capital Expense	32	78	45	
Total Expenses	2,042	1,887	(155)	
Net Revenues less Expenses	408	223	(185)	

Western Oregon University
P10 Percent Actual Variance Analysis Education & General Fund
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of April 30, 2020
For the Fiscal Year Ended June 30, 2020

	P10 FY19 Realization/ Burn Rate %	P10 FY20 % of Adjusted 2020 Budget	Variance
Education & General Fund			
Revenues			
Student Fees & Tuition (net of remissions)	98.72%	93.04%	-5.69%
Government Resources & Allocations	100.00%	100.01%	0.01%
Gift Grants and Contracts	75.94%	54.66%	-21.28%
Other Revenue	79.13%	79.77%	0.64%
Total Revenues	97.74%	94.53%	-3.21%
Expenses			
Personnel	82.25%	87.12%	4.87%
Service & Supplies	70.59%	61.58%	-9.01%
Capital Expense	49.88%	75.45%	25.58%
Total Expenses	80.71%	84.17%	3.47%

Western Oregon University
P10 Percent Actual Variance Analysis Education & General Fund
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of April 30, 2020
For the Fiscal Year Ended June 30, 2020

	P10 FY19 Realization/ Burn Rate %	P10 FY20 % of Adjusted 2020 Budget	Variance
Auxiliary Enterprises Funds			
Revenues			
Enrollment Fees	99.25%	91.76%	-7.49%
Sales and Services	82.71%	67.55%	-15.16%
Other Revenue	59.31%	92.93%	33.62%
Total Revenues	85.82%	76.82%	-9.00%
Expenses			
Personnel	82.04%	80.01%	-2.04%
Service & Supplies	79.48%	74.56%	-4.92%
Capital Expense	1615.23%	100.00%	-1515.23%
Total Expenses	81.11%	77.13%	-3.97%
Designated Operations, Service Departments, Clearing Funds			
Revenues			
Enrollment Fees	215.12%	327.38%	112.25%
Sales and Services	98.70%	0.00%	-98.70%
Other Revenue	82.80%	21.41%	-61.38%
Total Revenues	89.67%	0.51%	-89.16%
Expenses			
Personnel	87.76%	88.03%	0.26%
Service & Supplies	84.21%	70.07%	-14.14%
Capital Expense	100.00%	100.00%	0.00%
Total Expenses	86.14%	81.22%	-4.92%

Western Oregon University
 FY20 Projected Year-End
 (Unaudited, non-GAAP, for management purposes only)
 (in thousands)

As of April 30, 2020
 For the Fiscal Year Ended June 30, 2020

	FY19 Year-End Actuals	FY20 Year-End Projected	FY20 Adjusted Budget	Variance FY20 Projected Year-End to Adjusted Budget	Note
Education & General Fund					
Recurring Operating Activities					
Student Fees & Tuition (net of remissions)	39,804	34,782	36,820	(2,038)	Lower enrollment/higher fee remissions.
Government Resources & Allocations	25,348	27,512	27,512	-	Projection is based on amount provided by HECC.
Gift Grants and Contracts	848	612	850	(238)	
Other Revenue	4,209	4,243	4,209	34	
Total Revenues	70,209	67,149	69,391	(2,242)	
Personnel	58,647	62,218	59,240	(2,978)	Includes \$300K of furlough & LWOP savings in June.
Service & Supplies	7,556	6,665	7,640	975	
Capital Expense	454	307	203	(104)	
Total Expenses	66,656	69,189	67,083	(2,106)	
Net Transfers	4,621	3,060	3,619	559	Projection is based on transfer schedule.
Total Expenses and Transfers	71,278	72,249	70,702	(1,547)	
Operating Net Revenues less Expenses	(1,069)	(5,100)	(1,311)	3,789	
Other Activities					
Investment in Salem Building	-	(2,698)	(3,500)	(802)	
Retirement Window Payment	(905)	(783)	(783)	0	
Other	(213)	(88)	(45)	43	
Total Other Activities	(1,118)	(3,569)	(4,328)	(759)	
Total Net Revenues less Expenses	(2,187)	(8,668)	(5,639)	3,030	
Fund Balance at the Beginning of the Year	15,143	12,956	12,956		
Fund Balance at the End of the Year	12,956	4,287	7,317		
Fund Balance as a Percentage of Revenues	18.45%	6.38%	10.54%		

Western Oregon University
 FY20 Projected Year-End
 (Unaudited, non-GAAP, for management purposes only)
 (in thousands)

As of April 30, 2020
 For the Fiscal Year Ended June 30, 2020

	FY19 Year-End Actuals	FY20 Year-End Projected	FY20 Adjusted Budget	Variance FY20 Projected Year-End to Adjusted Budget	Note
Auxiliary Enterprises Funds					
Enrollment Fees	7,125	6,453	7,032	(580)	Assumes no revenue in May or June.
Sales and Services	14,341	10,000	14,339	(4,339)	Assumes minimal revenue in May or June.
Other Revenue	1,923	1,607	1,730	(122)	Assumes no revenue in May or June.
Total Revenues	23,389	18,060	23,101	(5,041)	
Personnel	11,374	11,710	12,090	381	Includes \$80K of furlough savings in June.
Service & Supplies	12,712	12,662	13,497	835	
Capital Expense	7	0	0	0	
Total Expenses	24,093	24,372	25,588	1,216	
Net Transfers	(2,886)	(3,341)	(2,015)	1,326	Projection is based on transfer schedule.
Total Expenses and Transfers	21,207	21,031	23,572	2,542	
Net Revenues less Expenses	2,182	(2,970)	(472)	(2,499)	
Additions/Deductions to Fund Balance	(2,487)	(2,438)			
Fund Balance at the Beginning of the Year	12,851	12,546			
Fund Balance at the End of the Year	12,546	7,138			
Fund Balance as a Percentage of Revenues	53.64%	39.52%			
Designated Operations, Service Departments, Clearing Funds					
Enrollment Fees	107	172	113	59	
Sales and Services	288	119	174	(54)	
Other Revenue	2,337	1,959	2,046	(87)	
Total Revenues	2,732	2,250	2,333	(83)	
Personnel	1,144	1,014	1,011	(3)	
Service & Supplies	1,194	1,092	1,312	220	
Capital Expense	32	78	0	(78)	
Total Expenses	2,371	2,183	2,323	140	
Net Transfers	(44)	(193)	1	194	Projection is based on transfer schedule.
Total Expenses and Transfers	2,327	1,990	2,324	334	
Net Revenues less Expenses	405	260	9	251	
Additions/Deductions to Fund Balance	(420)	(364)			
Fund Balance at the Beginning of the Year	2,965	2,951			
Fund Balance at the End of the Year	2,951	2,848			
Fund Balance as a Percentage of Revenues	108.01%	126.54%			

Western Oregon University

Transfers Schedule - Projected

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

	E&G					Auxiliary					Des Ops - Serv Dept.		Plant fund		Other		Total	
	(a)	(b)	(c)	(d)	(e)	(a)	(b)	(c)	(d)	(e)	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Transfers In E&G																		
Actual						265,613	42,677	15,392	2,638	90,000				60,000				476,320
Upcoming															8,893			8,893
Transfers Out E&G																		
Actual														141,940	2,698,042			2,894,930
Upcoming						150,000	3,160,158	87,863						33,060	-		4,804	3,435,885
Transfers In AUX																		
Actual											3,336			203,087				261,370
Upcoming	150,000	3,160,158	87,863															3,398,021
Transfers Out AUX																		
Actual	265,613	42,677									10,000							318,290
Upcoming																		-
Transfers In DO, SD																		
Actual														288,000			6,440	304,440
Upcoming																		-
Transfers Out DO, SD																		
Actual	2,638	15,392	90,000								3,336							111,366
Upcoming																		-

Type	Description
(a)	Return of FY19 'loans' to cover cash deficits in Athletics, Conference Services, Sundry & Rainbow Dance
(b)	Child Development Center support
(c)	Misc. transfers
(d)	Private scholarship interest earnings and Pepsi contract funds to offset fee remissions
(e)	Endowment matches
(f)	Athletic operations support
(g)	Conference Services support
(h)	Werner University Center Pacific Room remodel support
(i)	Small-Scale Energy Loan Program debt service
(j)	Purchase & remodel of Vick Building in Salem
(k)	Close out old library service index
(l)	Building & equipment replacement reserves for Housing, Dining, Parking, Health & Wellness Center, Telecommunications, and the Werner University Center
(m)	Vending income sponsored scholarships

Finance & Administration Committee (FAC), May 29, 2020, Proposed FY21 Budget

Education & General Fund Component:

Budget Creation Process:

For the past several months, we have been working towards developing the FY21 Budget. This is the second year we are undergoing this process in a decentralized budget environment. The overall purpose of the budgeting process was to engage all relevant campus stakeholders in setting fiscal targets and levels of expenditures, allocating resources in conformity with fiscal targets and the University's Strategic Plan, and addressing issues of operational efficiency and performance standards. The process involved having over 20 meetings with stakeholders across campus, including College of Liberal Arts & Sciences, College of Education, divisions of Academic Affairs, Student Affairs, General Counsel, Development and Advancement, and Finance and Administration. In addition, the budgeting process included University Budget Advisory Committee's (UBAC) review of campus-wide initiative and efficiency proposals and Tuition and Fee Advisory Committee's (TFAC) involvement in the tuition setting process. Budget formulation once again took place in an uncertain state funding environment.

Revenue Assumptions:

Enrollment Fees

- Tuition built on a 2.5% enrollment decline next year, approximately 152,100 credit hours for Undergraduate and 8,500 credit hours for Graduate. Tuition revenues are also reflective of an Undergraduate Resident tuition rate increase of 4.55%, with other tuition rate increases being approximately 5% (as approved by the Board of Trustees on April 15, 2020)
- Online course fee revenue is based on 35% of credit hours being offered online for fall and 15% for winter and spring.
- Fee remissions are budgeted at \$7.05M to account for two quarters of reductions in state lottery funding.

Government Resources & Allocations

- HECC has provided guidance that we should plan on an 8.5% decrease in state funding across the biennium (in effect ~17% for FY21), or \$23,890,379.
- Projecting a 17% decrease to the Engineering Technology Sustaining Funds (ETSF), which supports our Computer Science Division, resulting in funding of \$261K
- Small-Energy Loan Program is still budgeted at the original amount we expected of \$382K, as we have not heard that this program is set to get cut.

Other Revenues

- Other revenues including Gift Grants and Contracts, Investment, Sales & Services, and Other Revenues are budgeted at an overall amount of \$4.35M, slightly less than our actual projected Other Revenues for FY20.

Total Revenues for FY21 are budgeted at \$64.834M, which is \$4.557M less than the FY20 Adjusted Budget, and \$2.315M less than the FY20 Projected Actuals.

Expense Assumptions:

Personnel

- Budgeted amount for faculty is reflective of the same pay rates as FY20. A salary freeze is in place for unclassified staff. The budget for classified staff includes the 2.1% COLA that goes into effect on July 1, 2020 under the current Collective Bargaining Agreement, as well as regular step increases.
- Includes furlough savings of 20% for one month for unclassified and two months for classified. It is also reflective of two months of salary savings for classified staff who are on Leave Without Pay (LWOP). 17 positions have been eliminated and are reflected as well.
- Student pay is budgeted at approximately the same amount as FY20, despite there being a 6.7% increase in minimum wage.
- Unemployment Insurance is budgeted at \$200K, to account for our share of the unemployment insurance that will need to be paid for furloughs and LWOP.
- Other Payroll Expenses are reflective of the same cost of health insurance per person. In FY20, retirement was budgeted based on a rate of 22.75% of an individual's salary, with an additional \$1M set aside in a retirement pool to be allocated; this year retirement was budgeted at 25.5% of an individual's salary.

Services & Supplies (S&S)

- Reflective of nearly 10% reductions across the board. Exceptions were made for areas with contractual obligations.

Capital Outlay

- Budgeted at \$210K, which funds expenditures in University Computing Solutions and the Library.

Total Expenses for FY21 are budgeted at \$67.922M, which is \$839K more than the FY20 Adjusted Budget, and \$1.267M less than the FY20 Projected Actuals.

Net Transfer Assumptions:

- Inclusive of a \$3.1M transfer to athletics to fund athletic staff salaries (which are reflective of a 20% furlough for one month).
- Transfer out of \$150K transfer to Child Development Center.

- Transfer out of \$175K of SELP funding for debt service.

Total Net Transfers for FY21 are budgeted at \$3.424M, which is \$195K less than the FY20 Adjusted Budget, and \$364K more than the FY20 Projected Actuals.

This results in a net budget deficit of \$6.512M, 10.0% of revenues.

Incidental Fee (IFC) Component:

Budget Creation Process:

Incidental Fee Committee is composed of 9 students and 3 staff advisors. The committee meets weekly over winter term to review budgets submitted by area advisors and determine the level of allocation for the following year. Areas funded by the Incidental Fee include Abby's House, Food Pantry, Access, ASWOU, Athletics, Campus Recreation, Child Development Center, Creative Arts, Student Engagement, Service Learning/Career Development, Student Activities Board, Student Media, and WOLF Ride.

Assumptions:

- Projected enrollment fee revenues for fall term are based on a 40% decline for fee-paying students fall term (incidental fee is assessed on in-person credit hours in Monmouth). Enrollment fee revenues for winter and spring term are based on a 5% decline (higher than 2.5% due to the continued transition to more online courses).
- The budget is not reflective of any Summer 2020 activity, as all classes are being delivered online.
- Other revenues and expenses are budgeted at the amount as approved by the Committee.

This results in a net deficit budget of \$942K, 22.5% of revenues.

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. These budgets are largely internal operations, and are not expected to be dramatically impacted next year. As such, the budgets have no significant changes from FY20.

This results in a balanced budget.

Auxiliary Component:

The auxiliary component is composed of Athletics, Housing, Dining, Parking, Conference Services, Bookstore, Student Health & Counseling Center (SHCC), Child Development Center (CDC), and other minor operations.

University Housing:

University Housing comprises approximately \$4.3M, or 24.8% of budgeted auxiliary expenses.

- University Housing works with the Housing & Dining Advisory Committee (HDAC) to set room and board rates for the upcoming year. Scenario A is based on approximately 700 students living in Housing next year, while Scenario B is based on approximately 420 students (capacity is 1,366 students). Current reservations for next year include 390 renewed contracts and 680 new reservations.
- Personnel in Scenario A is reflective of slightly decreased staff levels, while Scenario B includes reducing staff levels even further.
- Scenario B is also reflective of savings in Services & Supplies due to reduced levels of custodial and utilities, as well as General Administrative Overhead.

Campus Dining:

Campus Dining comprises approximately \$3.7M, or 21.3%, of budgeted auxiliary expenses.

- Residential Dining's Scenario A budget is based on approximately 700 students with meal plans, while Scenario B is based approximately 325 meal plans. Scenario B is also reflective of decreased casual guest income and conference sales.
- Personnel for residential dining has also been decreased. Scenario A is reflective of approximately 425K of student labor, while Scenario B includes approximately \$200K. Within Services & Supplies, Scenario A includes \$645K of food costs, while Scenario B includes \$338K.
- Retail Dining's (Café Allegro, The Press, catering, etc.) budget is built upon 50% of typical revenues, which reflects reduced in-person operations this fall.

Student Health & Counseling Center (SHCC):

Student Health & Counseling Center (SHCC) comprises approximately \$2.3M, or 13.3% of budgeted auxiliary expenses.

- Enrollment fees are built on a \$6 increase per term, as approved by the Board of Trustees on April 15, 2020, and endorsed by the Tuition & Fee Advisory Committee. The Health Service Fee is assessed at the first credit hour of classes in-person Monmouth, as such we expect to see a less significant decline in fall

term revenues. For scenario A, fall term revenues are built on a projected 15% decline in fee-paying students, and a 5% decline for winter and spring terms. Scenario B is reflective of no fall term revenues, a \$500K decrease.

- Personnel expenses are reflective of furloughs and holding vacant positions open intentionally. The Services & Supplies budget has also been decreased as much as possible.

Athletics:

Athletics (excluding Incidental Fee component) comprises approximately \$4M, or 23.2%, of budgeted auxiliary expenses.

Athletics receives funding from several sources including Education & General Fund, Lottery, Tickets & Concessions, and Special Projects. In FY20, 1.5 FTE for Men's Soccer coaches was budgeted; this has been removed for FY21. The FY21 budget is built on the assumption that normal athletic travel will occur next year.

Bookstore:

Bookstore comprises approximately \$1.3M, or 7.5%, of budgeted auxiliary expenses.

Bookstore's budget includes \$700K of merchandise for resale. Bookstore has seen a decline in revenues over the past several years. The budget has been updated to be reflective of this FY20's current level of revenues & expenses.

Parking:

Parking comprises approximately \$500K, or 2.7%, of budgeted auxiliary expenses.

Parking has a Parking Review Committee (PRC) that provides feedback on any changes. There are no increases to parking rates for next year, and as such revenues are budgeted at the same level. In order to help with the E&G budget deficit, another 1.0 of Public Safety FTE was shifted to be paid by parking.

Child Development Center:

Child Development Center comprises approximately \$500K, or 3.1% of budgeted auxiliary expenses.

Child Development Center (CDC) receives funding from children's tuition, a Preschool Promise grant, a subsidy from E&G, and funds from IFC to offset WOU students' children's tuition. CDC works closely with Finance & Administration to set their tuition rates. Next year's projected sales are based on no increases, with the exception of the Toddler Program, and assume opening in the fall. Personnel expense reflect compliance with mandated ratios.

This results in a net budget deficit for all Auxiliaries of \$1.333M for Scenario A, 9.6% of revenues, and \$2.985M for Scenario B, 29.3% of revenues.

FY21 Proposed Budget across all Funds:

Combined component budgets results in a total net budget deficit across these funds of \$8.788M, or 10.3% of revenues for Scenario A, and \$10.440M, or 2.8% of revenues for Scenario B.

STAFF RECOMMENDATION:

It is recommended that the Western Oregon University Finance and Administration Committee recommends to the Board of Trustees to approve the FY21 Budget as presented in the docket.

Western Oregon University
FY21 Proposed Budget
Overall Budget Summary

	Education & General (E&G)	Incidental Fee (IFC)	Designated Operations & Service Depts	Auxiliary (excluding IFC) Scenario A	Auxiliary (excluding IFC) Scenario B	Total (with Auxiliary Scenario A)	Total (with Auxiliary Scenario B)
Revenues							
Enrollment Fees	35,950,000	3,606,021	113,133	2,070,000	1,570,000	41,739,154	41,239,154
Government Resources & Allocations	24,533,727	-	-	-	-	24,533,727	24,533,727
Gift Grants and Contracts	750,000	40,050	-	54,500	54,500	844,550	844,550
Investment	3,000,000	100,021	4,190	37,539	37,539	3,141,750	3,141,750
Sales & Services	500,000	185,762	173,705	10,646,142	7,546,142	11,505,609	8,405,609
Other Revenues	100,000	251,598	2,042,375	1,070,608	970,608	3,464,581	3,364,581
Total Revenues	64,833,727	4,183,452	2,333,403	13,878,789	10,178,789	85,229,371	81,529,371
Expenses							
Personnel	60,186,054	2,255,385	1,012,034	8,714,316	7,914,316	72,167,789	71,367,789
Services & Supplies	7,525,889	2,649,900	1,320,619	8,587,362	7,387,362	20,083,769	18,883,769
Capital Outlay	209,691	-	-	-	-	209,691	209,691
Total Expenses	67,921,634	4,905,284	2,332,653	17,301,678	15,301,678	92,461,249	90,461,249
Net Transfers	3,424,329	220,401	750	(2,089,660)	(2,137,660)	1,555,820	1,507,820
Net Budget	(6,512,236)	(942,233)	-	(1,333,229)	(2,985,229)	(8,787,698)	(10,439,698)

Western Oregon University
 FY21 Proposed Budget
 Education & General Fund Historical Information

	FY21 Proposed Budget	FY20 Adjusted Budget	Variance (Proposed FY21 Budget to FY20 Adjusted Budget)	FY20 Projected Actuals	Variance (Proposed FY21 Budget to FY20 Projected Actuals)
Revenues					
Enrollment Fees	35,950,000	36,819,522	(869,522)	34,782,000	1,168,000
Government Resources & Allocations	24,533,727	27,512,295	(2,978,568)	27,512,000	(2,978,273)
Gift Grants and Contracts	750,000	850,000	(100,000)	612,000	138,000
Investment	3,000,000	3,659,000	(659,000)	3,243,000	(243,000)
Sales & Services	500,000	450,000	50,000	600,000	(100,000)
Other Revenues	100,000	100,000	-	400,000	(300,000)
Total Revenues	64,833,727	69,390,817	(4,557,090)	67,149,000	(2,315,273)
Expenses					
Personnel	60,186,054	59,239,913	(946,141)	62,218,000	2,031,946
Services & Supplies	7,525,889	7,640,016	114,127	6,665,000	(860,889)
Capital Outlay	209,691	202,691	(7,000)	306,000	96,309
Total Expenses	67,921,634	67,082,620	(839,014)	69,189,000	1,267,366
Net Transfers	3,424,329	3,619,069	194,740	3,060,000	(364,329)
Net	(6,512,236)	(1,310,872)	(5,201,364)	(5,100,000)	(1,412,236)

**Western Oregon University
 FY21 Proposed Budget
 Education & General Fund Detail**

Revenues

Enrollment Fees

Undergraduate Tuition

Resident	22,237,000	
WUE	7,467,000	
Non-Resident	2,524,000	
Total Undergraduate Tuition	<u>32,228,000</u>	

Graduate Tuition

Resident	579,800	
Non-Resident	443,400	
Online	3,253,800	
Total Graduate Tuition	<u>4,277,000</u>	

Summer

Undergraduate	1,870,000	
Graduate	680,000	
Total Summer	<u>2,550,000</u>	

Other Tuition

365,000

Total Tuition

39,420,000

Fees

Matriculation	650,000	
Course	500,000	
Application	205,000	
Online	1,875,000	
Other	350,000	
Total Fees	<u>3,580,000</u>	

3,580,000

Fee Remissions

(7,050,000)

Total Enrollment Fees

35,950,000

Government Resources & Allocations

Student Success & Completion (SSCM)	23,890,379	
Engineering Technology (ETSF)	261,160	
Small-Energy Loan Program (SELP)	382,188	
Total Government Resources & Allocations	<u>24,533,727</u>	

24,533,727

**Western Oregon University
FY21 Proposed Budget
Education & General Fund Detail**

Other Revenues

Gift Grants and Contracts	750,000	
Investment	3,000,000	
Sales & Services	500,000	
Other Revenues	100,000	
Total Other Revenues		<u>4,350,000</u>

Total Revenues **64,833,727**

Expenses

Personnel

Faculty Salary & Wages	19,674,065	
Unclassified Salary & Wages	9,499,321	
Classified Salary & Wages	7,320,218	
Student Pay	1,694,177	
Unemployment Insurance	200,000	
Other Payroll Expenses (OPE)	21,798,274	
Total Personnel		<u>60,186,054</u>

Services & Supplies

Services & Supplies	11,661,106	
Internal Sales	(4,135,217)	
Total Services & Supplies		<u>7,525,889</u>

Capital Outlay 209,691

Total Expenses **67,921,634**

Net Transfers

Foundation Endowment Earnings	(8,893)	
Athletics Subsidy	3,103,418	
Child Development Center Subsidy	150,000	
Jensen Endowment Fund Match	4,804	
SELP Funding	175,000	
Total Net Transfers		<u>3,424,329</u>

Net Budget **(6,512,236)**

Projected FY20 Ending Fund Balance **4,287,000**