

**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

AGENDA

- I. CALL-TO MEETING / ROLL CALL**
- II. COMMITTEE CHAIR'S WELCOME / ANNOUNCEMENTS**
- III. CONSENT AGENDA**
 - 1) Approval [February 6, 2020 Meeting Minutes](#)
- IV. REPORTS & DISCUSSION ITEMS:**
 - 1) [University Budget Advisory Committee \(UBAC\)](#) | *In docket*
 - 2) [VPFA's Report](#) | *In docket*
 - 3) COVID-19 | *Dr. Ana Karaman, Vice President Finance & Administration and Rebecca Chiles, Director of Public Safety*
- V. ACTION ITEMS:**
 - 1) [Tuition & Fees for 2020-21 Academic Year](#)
Dr. Ana Karaman, Vice President Finance & Administration
 - 2) [FY2020 Management Report \(as of February 29, 2020\)](#)
Dr. Ana Karaman, Vice President Finance & Administration and Camarie Moreno, Director of Budget & Planning
- VI. APRIL 15, 2020 BOARD MEETING PREPARATION**
- VII. UPDATES AND AROUND-THE-TABLE**
- VIII. ADJOURNMENT**

**Western Oregon University Board of Trustees:
Finance & Administration Committee (FAC)
Meeting No. 18 – February 6, 2020
Public Site: Hamersly Library, Room 301-A
9:00 AM – 1:00 PM**

DRAFT MINUTES

I. CALL-TO MEETING / ROLL CALL

Chair Cecelia Koontz called the meeting to order at 9:02am and took roll.

The following trustees were present:

Gavin Keulks (joined the meeting at 9:15am)
Jerry Ambris
Zoe Chan-Tuyub
Cecelia Koontz

Jim Baumgartner was absent.

Others present included:

Ana Karaman
Camarie Moreno
Gabe Dougherty
Shadron Lehman
Darin Silbernagel
Cheryl Beaver
Lacey Davis
Chelle Batchelor
Richard Kavanagh
Kristin Diggs, EideBailly (joined the meeting at 10:20am)

II. COMMITTEE CHAIR'S WELCOME / ANNOUNCEMENTS

Vice President Karaman introduced Gabe Dougherty, Controller, and Lacey Davis, Assistant to the VP of Finance and Administration as new staff members.

III. CONSENT AGENDA:

- 1) Approval November 8, 2019 Meeting Minutes

The trustees approved the November 8, 2019 Meeting Minutes.

IV. REPORTS & DISCUSSION ITEMS:

1) University Budget Advisory Committee (UBAC)

University Budget Advisory Committee (UBAC), co-chairs Dr. Cheryl Beaver & Richard Kavanagh shared that the UBAC consists of 4 faculty members, 2 students, 9 staff members, and 2 ex-officio. The committee has an annual budget proposal process for new initiatives and efficiencies. The proposal process consists of phase one and phase two. 36 proposals were received this year for phase one. Recommendations from the Committee for proposals that to move on to phase two will be sent to President Fuller on February 13, 2020. Changing WOU's learning management system (LMS) is one of the large priorities.

2) University Technology Advisory Committee (UTAC)

University Technology Advisory Committee (UTAC), Co-Chair Dr. Chelle Batchelor shared that WOU is piloting Canvas as the new Learning Management System (LMS).

The Apple subcommittee is currently piloting Apple Classroom with five courses. The Apple trainer has been providing WOU instructors with professional development. The underlying goal is to increase equity and affordability for students. Other universities that use iPad and tablets have seen a positive impact on retention and new student enrollment. UBAC funded an open educational resource initiative last year; one of the goals of having iPads is to use more open educational resources as well. There are currently 85 students in the Apple pilot. Dr. Ana Karaman shared different ways the iPads could be further deployed to our students: 1) ~4,000 full time undergraduate students receiving an iPad, 2) distributing iPads in phases starting with freshmen and then transfer students. 3) waiting until after the first 4-5 years to offer iPads to graduating students, 4) WOU giving the iPads back to Apple and receiving fair value, 5) other schools utilize 2-4 year leases.

3) Finance & Administration Report

Dr. Ana Karaman presented the Finance & Administration Report. During the summer of 2019 the Finance & Administration division aligned their strategic plan with WOU's strategic plan. WOU transitioned to producing in-house financial statements with a large cost savings.

Construction on the WOU Welcome Center is in process. The food pantry, mailroom services, and the print shop have moved to the Welcome Center (previously the Oregon Military Academy). The plan is for admissions, Financial Aid, and the Alumni office will also be housed at the Welcome Center.

The Instructional Technology Center (ITC) is undergoing renovations. This building is getting a seismic upgrade and will house a maker's space and gallery.

WOU Salem's Vick Building is currently having roof renovations. The roofing company needs 10 consecutive days of no rain in order to make repairs. WOU will be increasing the security of the Vick Building by installing cameras, lighting, and having restricted access during certain hours. The WOU Salem campus is also building a relationship with the Salem Police Department.

Cyber Security is a WOU priority.

Parking Services introduced zoned parking which was implemented September 2019. WOU will be adding pay stations instead of meters so that staff and students will no longer need to use coin currency this upcoming summer. Parking Services has the revenue to pay for these without taking from the general fund.

Dr. Karaman shared the Quasi-Endowment Investment Report. As of December 31, 2019 the value was 1,086,062.25.

Dr. Karaman discussed the Public University Capital Projects Prioritized List; there was a 1-year delay this cycle. The Student Success Center and the Health Sciences Remodel were highlighted as they ranked fourth and eighth, respectively. Valsetz Dining Hall is a self-funded project that was also submitted. April 15, 2020 is the deadline for capital project submissions for the next biennium.

V. ACTION ITEMS:

1) WOU 2019 Annual Audit Reports

a. EideBailly Presentation

Kristin Diggs, CPA, EideBailly discussed the FY2019 Financial Statements Audit on the three reports: (1) Independent Auditors Report – unmodified, (2) Independent Auditors' Report on Internal Control over Financial reporting - unmodified, no findings, (3), Independent Auditor's Report on Compliance/Internal Control over Compliance - unmodified, findings 2019-001-2019-004.

Kristin shared that the audit process began in May of 2019 and that EideBailly enjoyed working with WOU. There are two upcoming GASB standards for 2020 and 2021. Dr. Karaman stated that WOU will stay with EideBailly for 1 more year until the transition is over, and then WOU will be issuing a Request for Proposal for auditing services.

b. FY2019 Financial Statements Audit

Dr. Keulks moved for the Finance and Administration Committee to recommend to the Board of Trustees to accept the University's fiscal year 2019 audit of financial

statements, Zoe Chan-Tuyub seconded the motion, and the motion was passed with a unanimous vote.

c. FY2019 Single Audit

Zoe Chan-Tuyub moved for the Finance and Administration Committee to recommend to the Board of Trustees to accept the University's fiscal year 2019 single audit, and Dr. Keulks seconded. The motion passed with a unanimous vote.

2) University Financial Update

Camarie Moreno presented a presentation that explained budget concepts, types of revenues, types of expenses, types of funds, historical changes, and the FY20 budget creation process.

3) FY2020 Management Report (as of Dec. 31, 2019)

Dr. Karaman went over the Management Report and discussed the following: (1) President's Cabinet is currently reviewing positions that become open before filling them (excluding faculty and NTT instructors); (2) on July 1st the second and last retirement window payment was made; (3) Capital Improvement & Renewal funds are being used whenever possible in the remodel of the Vick building rather than E&G funds as originally planned.

Dr. Keulks moved for the Finance and Administration Committee to accept the FY20 Projected Year-End Report and the overall Management Report as of December 31, 2019; Jerry Ambris seconded the motion, and the motion was passed with a unanimous vote.

VI. FEBRUARY 19, 2020 BOARD MEETING PREPARATION

The Committee discussed which action items would forward to the full Board, that more conversation is needed regarding enrollment, and that the lunch showcase at the Board meeting would be about intercollegiate athletes

VII. UPDATES AND AROUND-THE-TABLE

There were none.

VIII. ADJOURNMENT

Cecilia Kootz adjourned the meeting at 1:08PM.

DATE: 2 APRIL 2020
TO: WESTERN OREGON UNIVERSITY BOARD OF TRUSTEES: FINANCE &
ADMINISTRATION COMMITTEE
FROM: UNIVERSITY BUDGET ADVISORY COMMITTEE
RE: UBAC REPORT

Spring 2020 Updates

This year's process has seen 36 Budget Proposals submitted to the University Budget Advisory Committee for deliberation and review. These proposals are available for public viewing [here](https://www2.wou.edu/nora/ubc.phase_1_public_view_fy21) (https://www2.wou.edu/nora/ubc.phase_1_public_view_fy21). Three of the proposals have been rescinded by the proposers. The committee found that 21 of the remaining proposals met our standards to proceed to Phase 2. The committee chose to organize these proposals into three tiers: Critical (most needed, or biggest impact relative to priorities), Important, and Would Like to See (also important, but perhaps less urgent). Our full [Phase 1 recommendation to President Fuller](https://wou.edu/ubac/files/2020/03/Phase-1-Recommendations-UBAC-memo.pdf) (<https://wou.edu/ubac/files/2020/03/Phase-1-Recommendations-UBAC-memo.pdf>) has been posted on the UBAC website.

Of the 33 remaining proposals, President Fuller decided to:

- advance 8 proposals to Phase 2,
- move 3 proposals forward through existing channels without new funding,
- fund 2 proposals, at some level, outside of the UBAC process,
- attempt to fund 2 proposals through target fundraising,
- hold 2 proposals until specific benchmarks are met,
- not move forward with 16 proposals.

[Click here](https://people.wou.edu/~kavanagr/UBAC_Phase1_sankey.html) (https://people.wou.edu/~kavanagr/UBAC_Phase1_sankey.html) for an interactive flow diagram showing how well the UBAC recommendations aligned with the President's decisions.

COVID-19

In order to be mindful of all of the extra workload created by the disruptions that the novel coronavirus has caused, the committee co-chairs have decided to suspend this year's process until further notice. As much as we think that this process is valuable to WOU, it isn't as critical as all of the efforts going into serving our students at this moment. We will wait to see how things develop before making any decisions about rescheduling.

Finance & Administration Committee
Vice President for Finance & Administration
April 2, 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 budgetary circumstances.

Over the last 45 days, the division made the following significant accomplishments:

- Accounting and Business Services developed business continuity plan in response to coronavirus outbreak.
- Convened procurement card workgroup in response to internal audit accepted by the Board on February 19, 2020.
- TFAC has completed their work and finalized their recommendations; IFC is completed as well.
- UBAC has finished Phase 1 and is getting ready for Phase 2 proposals.
- The Tuition Work Group has completed their recommendation for change on simplifying the tuition structure.
- The new roof for WOU Salem is completed, other improvements are underway at various stages.
- The Instructional Technology Center (ITC) and Welcome Center renovation were temporarily interrupted for COVID-19 deep cleaning.
- Security Infrastructure improvements: The new hub and spoke security infrastructure were purchased, racked, all while the design process continued.
- Parking Services and Facilities Services are currently working on getting a bid out for pay stations.
- University Computing Solutions (UCS) and Campus Public Safety (CPS) did an on-site survey to determine the camera locations. They will continue having ongoing meetings with Facilities Services for door and window security.
- Public Safety Director, Rebecca Chiles, is Co-leading the COVID-19 response with Director of the Student Health & Counseling Center, Beth Scroggins. They have communicated with many groups and teams and hosted a large community partner meeting.
- Positive pay file testing is in process with US Bank and end user training is scheduled for March 26, 2020. Data integrity is currently being tested.
- Continuing to review the payroll and cash receipts process.
- Started an entity-wide risk assessment as the foundation for next year's audit plan.

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.

- Finalize FY21 budget in collaboration with TFAC, UBAC, IFC, and all other stakeholders.
- Continuing progress with the Welcome Center, ITC, and Salem renovation.
- Enhancing cybersecurity by implementing best practices, including a hub and spokes security design and helping functional areas to improve their banner utilization.
- Continuing to improve parking practices, including implementing pay stations instead of meters.
- Finalizing and implementing security plan for Vick building.
- Implementing positive pay for accounts payable and student refunds.

March 6, 2020

To: President Fuller and the WOU Board of Trustees

Subj: Recommendation from the Tuition & Fee Advisory Committee

Throughout winter term, the Tuition & Fee Advisory Committee has been a valuable venue for students to provide their input on next year's tuition rate for undergraduate resident students. We have had the opportunity to learn about the financial workings of Western Oregon University and have gained insight into the rising personnel costs, the transition of state allocation models, the potential tuition rate increases, and the overall effect of these factors on WOU students and the university budget.

In the Tuition & Fee Advisory Committee meetings, we have explored gaining efficiencies resulting in budget savings and possible areas of investment for the university. Therefore, we believe that it is necessary to invest in increasing both enrollment and graduation rates. We hope that the Administration can work to improve enrollment, retention and graduation rates, ensuring student success.

We believe that focusing on enrollment, retention, innovative and creative academic programming and university operations, new programs in consideration of our students' interests, and graduation rates will have a positive impact on long-term University funding. First, because the State will grant funds based on enrollment and graduation rates, and second, because an increase in enrollment increases revenue directly. As far as short-term funding, we understand the necessity of increasing tuition rates. Through a consideration of conversations with 120 students and committee deliberations, we recommend the increase for resident undergraduate tuition to be 4.55% or \$8 per credit (bringing the tuition rate to \$184 per credit) and a \$6 per term increase to the health service fee (bringing the fee to \$145 per term). That decision was supported by all but two members of the committee; one dissenting vote supported an increase to resident undergraduate tuition of 3.41% or \$6 per credit, and the other supported an increase of 3.98% or \$7 per credit. We make this recommendation accompanied with continued university fee remissions to students who are able to afford college least (as determined by FAFSA and ORSAA), and with supporting diverse students through financial aid packages including tuition remissions and scholarships. We also feel strongly about the necessity to continue efforts of overall affordability through open educational resource initiatives.

We greatly appreciate your commitment to the students of Western Oregon University. We hope that you continue to think of students as you reflect on these financial decisions. We appreciated the information and opportunities to comment. While it is not easy to recommend any tuition increase for our students, given this information and involvement, we are prepared to endorse a tuition increase at 4.55% for undergraduate resident tuition.

Again, we appreciate our involvement in this process and we would be happy to address any questions you may have while this is being discussed at the Finance Committee or full Board meeting.

Monica Cerda-Ortiz

Erik Morgan

NJ Johnson

Julieanne Ohashi-Sides

Will Lucas

Jason Weber

Marilyn Maldonado-Dominguez

Hunter Weeks

Andy McDonald

Hamid Bahari-Kashani

Claudia Mendez

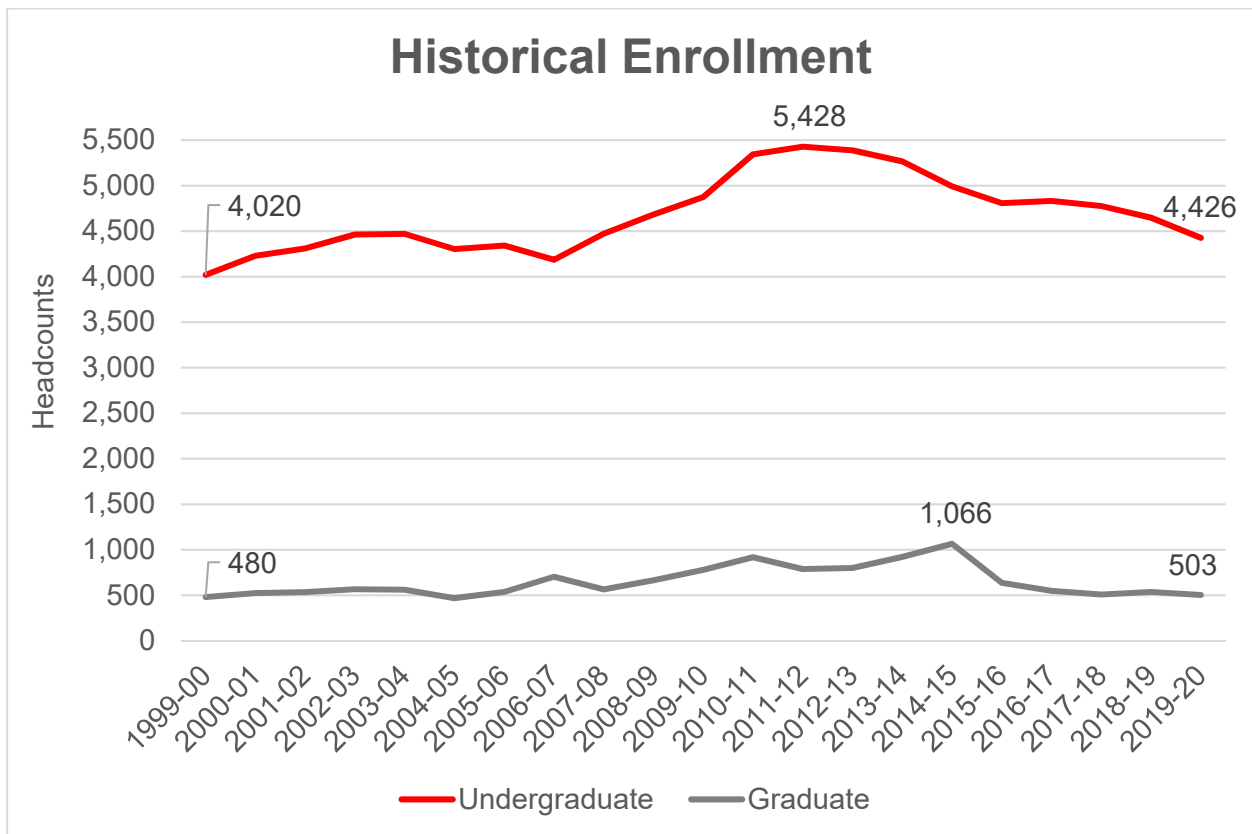
Becka Morgan

Finance & Administration Committee (FAC), April 2, 2020 Tuition & Fee Book

BACKGROUND

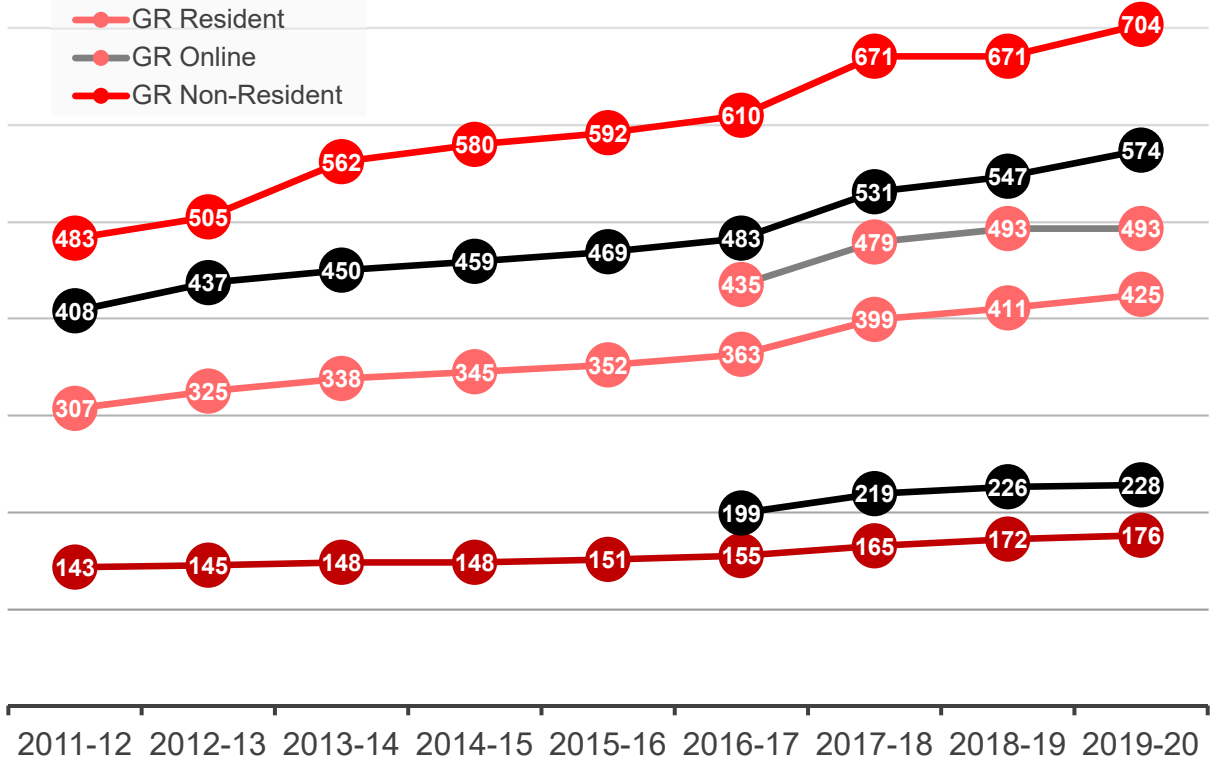
The 2019-20 Tuition & Fee Advisory Committee (TFAC) is comprised of fourteen members – two administrators, two faculty members, and ten students. TFAC met five times over the course of winter term to learn about the University budget, how state funding is allocated, review financial projections, hear from the Student Health & Counseling Center, and learn about the overall tuition setting process. While TFAC only makes a formal recommendation on resident undergraduate tuition and mandatory fees, the model they utilize to review different increases includes all tuition rates.

TFAC was unanimously in support of the requested \$6 increase to the Health Service fee, but undecided on a resident undergraduate increase prior to the open forums for students at large, and took both a \$6 (3.41%) and \$8 (4.55%) per credit increase to gain student feedback. A poster was created including the following graphics to assist committee members when talking to students at-large about the two different increases.

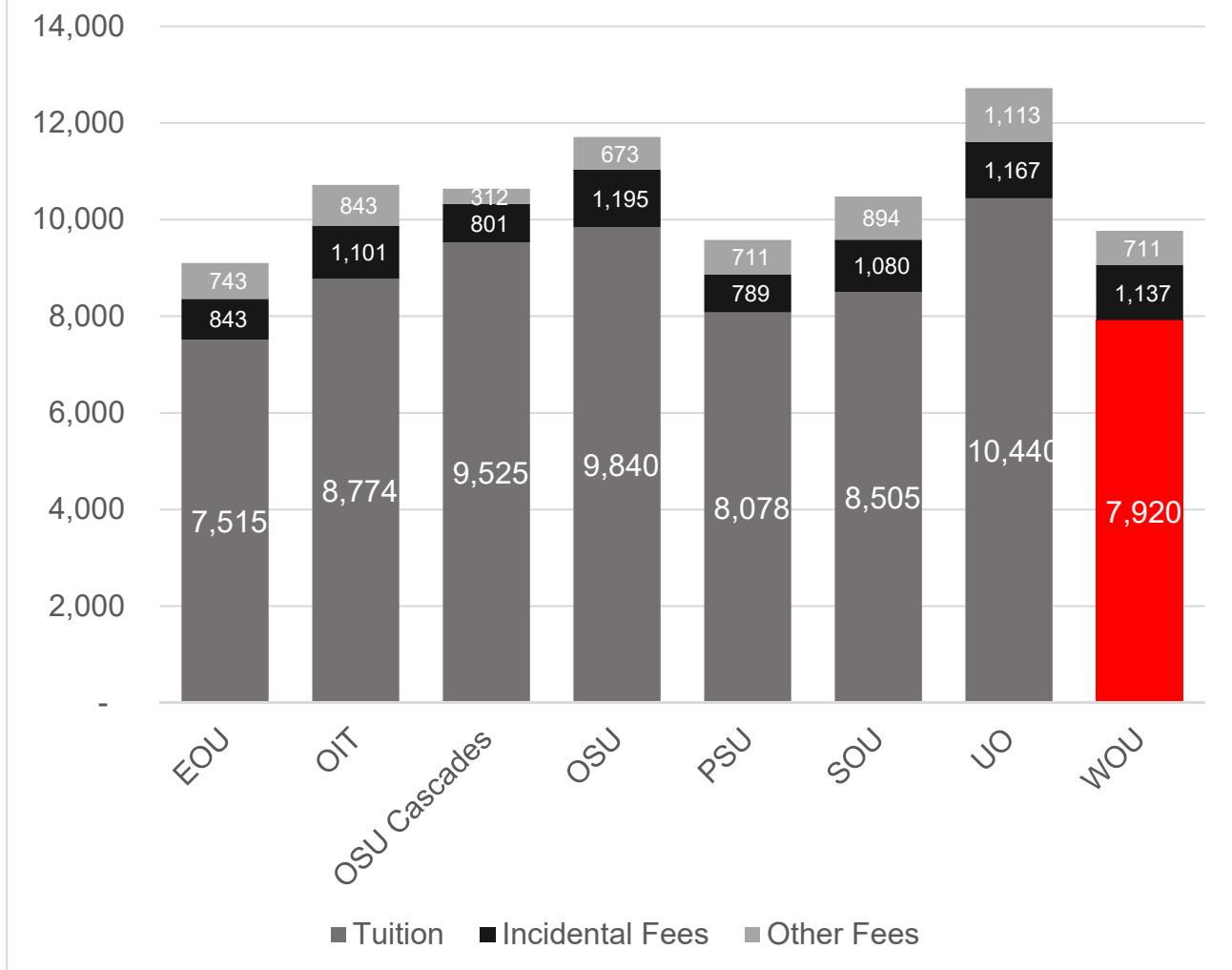


Historical Tuition per Credit

- UG Resident
- UG Online
- UG Non-Resident
- GR Resident
- GR Online
- GR Non-Resident



Oregon Public Universities 2019-20 Cost Comparison



During the tabling open forums, TFAC heard from 120 students at-large. 57 were in favor of the \$6 (3.41%) increase, while 63 students were in favor of the \$8 (4.55%) increase. Additionally, 105 students were in favor of the \$6 increase to the health service fee, while 5 were not (only received feedback from 110 students).

When TFAC reconvened to make their final recommendation, all but two of the students were in favor of the \$8 (4.55%) increase. The Committee also felt strongly about the necessity to continue efforts of overall affordability through open educational resource initiatives. Their recommendation letter is attached for additional information.

SUMMARY OF RECOMMENDED CHANGES IN TUITION AND FEES FOR 2020-21

Overall:

- A new online course fee of \$53 per credit
- An increase in the health service fee of \$6, bringing the fee to \$145 per term
- No increases to the building, student health building, student rec center building, and matriculation fees.
- IFC has voted to change the structure of the incidental fee to be two tiers, with a fee of \$265 for credits 1-5, and \$395 for 6 or more credits.

Undergraduate:

- Resident undergraduate tuition increase of \$8 per credit, or 4.55%
- Non-resident undergraduate tuition increase of \$28 per credit, or 4.88%
- Changing the tuition assessment structure to be based on residency regardless of modality
 - Before, undergraduate online tuition was assessed at a rate of \$228 per credit, regardless of residency. This resulted in resident students paying a premium for online classes, while WUE and non-resident students received a discount for online classes.

Graduate:

- Resident graduate tuition increase of \$21 per credit, or 4.94%
- Non-resident graduate tuition increase of \$35 per credit, or 4.97%
- No increase to graduate online tuition

SUMMER

Summer 2020 tuition and fee rates were included in the Tuition & Fee book approved at the April 17, 2019 Board meeting. To align with the academic calendar and financial aid award year, Summer 2021 is not included in this Tuition & Fee book in order to become the start term for 2021-22.

STAFF RECOMMENDATION:

It is recommended that the Western Oregon University Finance and Administration Committee recommend to the Board that it approve the 2021-21 Academic Year Tuition and Fee Book.



Western Oregon
UNIVERSITY

2020 – 2021 Academic Year Tuition and Fee Book

Adopted by Western Oregon University Board of Trustees at the April __, 2020, meeting. All prior tuition and fee books are superseded except as to the rights and obligations previously acquired or incurred therein.

2020-21 ACADEMIC YEAR TUITION

Credits	Undergraduate			Graduate	
	Resident	WUE/Texas	Non-Resident	Resident	Non-Resident
1	184.00	276.00	602.00	446.00	739.00
2	368.00	552.00	1,204.00	892.00	1,478.00
3	552.00	828.00	1,806.00	1,338.00	2,217.00
4	736.00	1,104.00	2,408.00	1,784.00	2,956.00
5	920.00	1,380.00	3,010.00	2,230.00	3,695.00
6	1,104.00	1,656.00	3,612.00	2,676.00	4,434.00
7	1,288.00	1,932.00	4,214.00	3,122.00	5,173.00
8	1,472.00	2,208.00	4,816.00	3,568.00	5,912.00
9	1,656.00	2,484.00	5,418.00	4,014.00	6,651.00
10	1,840.00	2,760.00	6,020.00	4,460.00	7,390.00
11	2,024.00	3,036.00	6,622.00	4,906.00	8,129.00
12	2,208.00	3,312.00	7,224.00	5,352.00	8,868.00
13	2,392.00	3,588.00	7,826.00	5,798.00	9,607.00
14	2,576.00	3,864.00	8,428.00	6,244.00	10,346.00
15	2,760.00	4,140.00	9,030.00	6,690.00	11,085.00
16	2,944.00	4,416.00	9,632.00	7,136.00	11,824.00
17	3,128.00	4,692.00	10,234.00	7,582.00	12,563.00
18	3,312.00	4,968.00	10,836.00	8,028.00	13,302.00
<i>Each Additional Credit Hour</i>	184.00	276.00	602.00	446.00	739.00

Notes:

(1) Tuition for undergraduate students under the Western Undergraduate Exchange (WUE) program or who are from Texas is assessed at 150% of the resident tuition rate.

(2) Tuition rates apply to all courses regardless of modality (face-to-face, hybrid, online) or location (Monmouth, Salem).

PROMISE RATES

Credits	Resident Undergraduate		
	2018	2017	2016
1	197.00	198.00	186.00
2	394.00	391.00	367.00
3	591.00	584.00	548.00
4	788.00	777.00	729.00
5	985.00	970.00	910.00
6	1,182.00	1,163.00	1,091.00
7	1,379.00	1,356.00	1,272.00
8	1,576.00	1,549.00	1,453.00
9	1,773.00	1,742.00	1,634.00
10	1,970.00	1,935.00	1,815.00
11	2,167.00	2,128.00	1,996.00
12	2,364.00	2,321.00	2,177.00
13	2,561.00	2,514.00	2,358.00
14	2,758.00	2,707.00	2,539.00
15	2,955.00	2,900.00	2,720.00
16	3,152.00	3,093.00	2,901.00
17	3,349.00	3,286.00	3,082.00
18	3,546.00	3,479.00	3,263.00
<i>Each Additional Credit Hour</i>	197.00	193.00	181.00

MANDATORY FEES

Credits	Undergraduate Mandatory Fees					Total
	Building	Incidental	Health Service	Student Health Bldg	Student Rec Ctr Bldg	
1	23.00	265.00	145.00	11.00	42.00	486.00
2	25.00	265.00	145.00	11.00	42.00	488.00
3	27.00	265.00	145.00	11.00	42.00	490.00
4	29.00	265.00	145.00	11.00	42.00	492.00
5	31.00	265.00	145.00	11.00	42.00	494.00
6	33.00	395.00	145.00	11.00	42.00	626.00
7	35.00	395.00	145.00	11.00	42.00	628.00
8	37.00	395.00	145.00	11.00	42.00	630.00
9	39.00	395.00	145.00	11.00	42.00	632.00
10	41.00	395.00	145.00	11.00	42.00	634.00
11	43.00	395.00	145.00	11.00	42.00	636.00
12 or more	45.00	395.00	145.00	11.00	42.00	638.00

Notes:

(1) A one-time Matriculation Fee of \$365 is assessed to all new and transfer undergraduate students.

(2) Online courses are subject to an online course fee of \$53 per credit.

(3) These fees are assessed based on Monmouth campus credit hours. Students not enrolled at the Monmouth campus may opt in to the Health Service Fee for associated service.

MANDATORY FEES (cont.)

Credits	Graduate Mandatory Fees					Total
	Building	Incidental	Health Service	Student Health Bldg	Student Rec Ctr Bldg	
1	23.00	265.00	145.00	11.00	42.00	486.00
2	25.00	265.00	145.00	11.00	42.00	488.00
3	27.00	265.00	145.00	11.00	42.00	490.00
4	29.00	265.00	145.00	11.00	42.00	492.00
5	31.00	265.00	145.00	11.00	42.00	494.00
6	33.00	395.00	145.00	11.00	42.00	626.00
7	35.00	395.00	145.00	11.00	42.00	628.00
8	37.00	395.00	145.00	11.00	42.00	630.00
9 or more	45.00	395.00	145.00	11.00	42.00	638.00

Notes:

(1) A one-time Matriculation Fee of \$315 is assessed to all new and transfer graduate students.

(2) Online courses are subject to an online course fee of \$53 per credit.

(3) These fees are assessed based on Monmouth campus credit hours. Students not enrolled at the Monmouth campus may opt in to the Health Service Fee for associated service.

ROOM AND BOARD RATES

University Housing and Campus Dining Room and Board Rates					
		Annual	Fall	Winter	Spring
Landers	Double Room (2 people/2 person room)	8,159	2,856	2,856	2,447
	Single (1 person/1 person room)	9,996	3,499	3,499	2,998
	Super Single (1 person/2 person room)	10,664	3,732	3,732	3,200
Barnum	Deluxe Double (2 people/3 person room)	9,534	3,337	3,337	2,860
	Triple (3 people/3 person room)	8,159	2,856	2,856	2,447
	Single (1 person/3 person room)	11,108	3,888	3,888	3,332
Heritage & Ackerman	Standard Double (2 people/2 person room)	9,002	3,151	3,151	2,700
	Single (1 person/1 person room)	9,996	3,499	3,499	2,998
	Super Single (1 person/2 person standard double)	10,664	3,732	3,732	3,200
Arbor Park	Individual Rate for shared apt. (4 people/apt) - no meal plan	7,404	2,591	2,591	2,222
	Individual Rate for shared apt. (4/people/apt) - with meal plan	9,826	3,439	3,439	2,948
Meal Plans	Resident Meal Plan #1	1,050	285	285	285
	Resident Meal Plan #2	1,350	450	450	450
	Resident Meal Plan #3	1,800	600	600	600
	Resident Meal Plan #4	2,250	750	750	750
	Resident Meal Plan #5	450	150	150	150

Notes:

- (1) Room rates to be charged 35% in fall and winter terms and 30% in spring term. Meal plan charges to be distributed evenly each term.
- (2) Students residing in all halls other than Arbor Park must select a meal plan.
- (3) Rates include 23.00 social activity fee and 30.00 laundry fee per term.

Family Housing	Knox Street Housing (does not include meal plan)	705/month
	Alderview Townhouse (does not include meal plan)	945/month interior unit; 975/month exterior unit

Notes:

- (1) Knox: Includes utilities, internet through MInet fiber, free laundry in community laundry room, 2.00 social activity fee per month.
- (2) Alderview: Includes utilities, campus internet, washer/dryer in each apartment, 2.00 social activity fee per month.

Finance & Administration Committee (FAC), April 2, 2020 Management Report

Period 8 Actual to Actual and Percent Variance Education & General Fund Report:

This report provides eight months of actual revenue and expense activity (as of February 29, 2020) as compared to the same period in prior fiscal year.

Revenues:

Gross student fees & tuition are \$2.429M less than the prior year due to an approximate 5% decrease in fall and 6% decrease in winter term enrollment. Fee remissions have increased by \$1.163M from the prior year due to more aggressive financial aid packaging. Total institutional discount is 15% of tuition & fees, which is in line with other Oregon institutions. Government resources & allocations have increased by \$2.362M 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 \$2.847M more than the prior period. The eight months personnel expense includes the second and final retirement window program payment of \$783K.

Services and supplies expenses are \$180K less than the prior period.

Net Revenues less Expenses:

Net revenues less expenses have decreased by \$3.762M compared to prior year.

FY20 Projection Scenarios for Education and General Fund Report:

To address the financial implications of COVID-19, this report includes three scenarios. The first scenario is based on the typical methodology.

Scenario 1:

This report provides year-end projections. The projected year-end methodology is a combination of actual revenues and expenses for the first eight months of operations and projections for the remaining four months of FY20. Projections for periods nine through twelve are based on the actual FY19 realization/burn rates for period eight, which are applied to FY20 revenues and expenses.

Revenues:

Total revenues are projected to be \$67.423M, \$1.967M less than the FY20 adjusted budget. Tuition is projected to be \$1.908M 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 \$69.858M, \$2.875M more than the FY20 adjusted budget. Personnel is projected to be \$62.617M, \$3.377M more than the adjusted budget. This projection is not reflective of budget reductions that are underway; to date, two staff positions have been eliminated. Service and supplies are projected to be \$7.239M, \$401K less than the adjusted budget.

Operating Net Revenues less Expenses:

Net revenues less expenses are projected to be a loss of \$5.740M 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 \$9.309M 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 \$3.647M, or 5.41% of projected revenues.

Scenarios 2 and 3 are addressing potential financial impacts of COVID-19 and vary in the amount of tuition revenues anticipated to be collected as a result of delivering classes remotely for spring term.

Scenario 2:

The second projection is a 'worst-case' scenario view. In FY19, 20% of spring term tuition revenues were attributable to online courses; this scenario projects student fees & tuition revenues to include only 20% of predicted spring term tuition and holds all other revenues and expenses equivalent to our base projection scenario. Student fees & tuition are projected to be \$26.517M, \$10.302M less than the adjusted budget. Total net revenues less expenses are \$(16.703M), and fund balance is \$(3.747M).

Scenario 3:

The third projection incorporates suggestions to mitigate the large deficit and presumes some transition from face-to-face to remote delivered courses in addition to traditional online courses. Student fees & tuition are projected to be \$29M. Other revenues and expenses are held to the base projection. Other activities includes \$1M being replenished from the quasi-endowment, \$2.698M used to purchase the Salem building being replenished by drawing on the line of credit, and reducing transfers out by \$88K for conference services. This results in total net revenues less expenses of (\$10.434M) and a fund balance of \$2.522M or 4.10%. A 5% fund balance would be \$3.076M, or \$553K more.

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 February 29, 2020.

Western Oregon University
P8 YTD Actual to Actual Variance
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of February 29, 2020
For the Fiscal Year Ended June 30, 2020

	P8 YTD FY19 Actuals	P8 YTD FY20 Actuals	Variance	Note
Education & General Fund				
Revenues				
Student Fees & Tuition	31,252	28,823	(2,429)	Lower enrollment
Less: Fee Remissions	(3,241)	(4,404)	(1,163)	Increase in fee remissions
Net Student Fees & Tuition	28,011	24,419	(3,592)	
Government Resources & Allocations	21,258	23,620	2,362	HECC higher allocation
Gift Grants and Contracts	495	467	(28)	
Other Revenue	2,558	2,552	(6)	
Total Revenues	52,322	51,058	(1,264)	
Expenses				
Personnel	37,169	40,016	2,847	Salary rate & retirement contribution increases
Service & Supplies	4,306	4,126	(180)	
Capital Expense	216	49	(168)	
Total Expenses	41,692	44,191	2,499	
Net Revenues less Expenses	10,630	6,867	(3,762)	

Western Oregon University
P8 YTD Actual to Actual Variance
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of February 29, 2020
For the Fiscal Year Ended June 30, 2020

	P8 YTD FY19	P8 YTD FY20	Variance	Note
	Actuals	Actuals		
Auxiliary Enterprises Funds				
Revenues				
Enrollment Fees	4,902	4,486	(416)	
Sales and Services	8,878	8,798	(80)	
Other Revenue	997	910	(87)	
Total Revenues	14,777	14,194	(583)	
Expenses				
Personnel	7,285	7,665	380	
Service & Supplies	8,099	8,475	376	
Capital Expense	105	0	(105)	
Total Expenses	15,489	16,140	651	
Net Revenues less Expenses	(711)	(1,945)	(1,234)	
Designated Operations, Service Departments, Clearing Funds				
Revenues				
Enrollment Fees	465	452	(13)	
Sales and Services	172	112	(60)	
Other Revenue	1,503	1,432	(70)	
Total Revenues	2,140	1,996	(144)	
Expenses				
Personnel	813	721	(92)	
Service & Supplies	728	786	58	
Capital Expense	32	107	75	
Total Expenses	1,573	1,615	41	
Net Revenues less Expenses	567	381	(185)	

Western Oregon University
P6 Percent Actual Variance Analysis Education & General Fund
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of February 29, 2020
For the Fiscal Year Ended June 30, 2020

	P8 FY19 Realization/ Burn Rate %	P8 FY20 % of Adjusted 2020 Budget	Variance
Education & General Fund			
Revenues			
Student Fees & Tuition (net of remissions)	70.37%	66.32%	-4.05%
Government Resources & Allocations	83.86%	85.85%	1.99%
Gift Grants and Contracts	58.36%	54.91%	-3.44%
Other Revenue	60.77%	60.64%	-0.13%
Total Revenues	74.52%	73.58%	-0.94%
Expenses			
Personnel	63.38%	67.55%	4.17%
Service & Supplies	56.99%	54.00%	-2.99%
Capital Expense	47.71%	24.01%	-23.70%
Total Expenses	62.55%	65.87%	3.33%

Western Oregon University
P6 Percent Actual Variance Analysis Education & General Fund
(Unaudited, non-GAAP, for management purposes only)
(in thousands)

As of February 29, 2020
For the Fiscal Year Ended June 30, 2020

	P8 FY19 Realization/ Burn Rate %	P8 FY20 % of Adjusted 2020 Budget	Variance
Auxiliary Enterprises Funds			
Revenues			
Enrollment Fees	68.80%	63.79%	-5.01%
Sales and Services	61.91%	61.36%	-0.55%
Other Revenue	51.85%	52.61%	0.76%
Total Revenues	63.18%	61.45%	-1.74%
Expenses			
Personnel	64.04%	63.39%	-0.65%
Service & Supplies	63.71%	62.79%	-0.92%
Capital Expense	1615.23%	100.00%	-1515.23%
Total Expenses	64.29%	63.08%	-1.21%
Designated Operations, Service Departments, Clearing Funds			
Revenues			
Enrollment Fees	433.85%	399.68%	-34.17%
Sales and Services	59.74%	0.00%	-59.74%
Other Revenue	64.29%	26.14%	-38.15%
Total Revenues	78.31%	0.48%	-77.83%
Expenses			
Personnel	71.05%	71.36%	0.31%
Service & Supplies	60.96%	59.88%	-1.08%
Capital Expense	100.00%	100.00%	0.00%
Total Expenses	66.36%	69.50%	3.15%

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

As of February 29, 2020
 For the Fiscal Year Ended June 30, 2020

	<u>FY19 Year-End Actuals</u>	<u>FY20 Year-End Projected</u>	<u>FY20 Adjusted Budget</u>	<u>Variance FY20 Projected Year-End to Adjusted Budget</u>	<u>Note</u>
Education & General Fund					
Recurring Operating Activities					
Student Fees & Tuition (net of remissions)	39,804	34,911	36,820	(1,908)	Lower enrollment/higher fee remissions. Projection is based on amount provided by HECC.
Government Resources & Allocations	25,348	27,512	27,512	-	
Gift Grants and Contracts	848	800	850	(50)	
Other Revenue	4,209	4,200	4,209	(9)	
Total Revenues	<u>70,209</u>	<u>67,423</u>	<u>69,391</u>	<u>(1,967)</u>	
Personnel	58,647	62,617	59,240	(3,377)	Projection is based on transfer schedule. Projection is based on transfer schedule.
Service & Supplies	7,556	7,239	7,640	401	
Capital Expense	454	102	203	101	
Total Expenses	<u>66,656</u>	<u>69,958</u>	<u>67,083</u>	<u>(2,875)</u>	
Interfund Transfers In	(12,350)	(478)	(841)	(363)	
Interfund Transfers Out	16,971	3,683	4,460	777	
Total Expenses and Transfers	<u>71,278</u>	<u>73,163</u>	<u>70,702</u>	<u>(2,462)</u>	
Operating Net Revenues less Expenses	(1,069)	(5,740)	(1,311)	4,429	
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	<u>(1,118)</u>	<u>(3,569)</u>	<u>(4,328)</u>	<u>(759)</u>	
Total Net Revenues less Expenses	(2,187)	(9,309)	(5,639)	3,670	
Fund Balance at the Beginning of the Year	<u>15,143</u>	<u>12,956</u>	<u>12,956</u>		
Fund Balance at the End of the Year	<u>12,956</u>	<u>3,647</u>	<u>7,317</u>		
Fund Balance as a Percentage of Revenues	18.45%	5.41%	10.54%		

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

As of February 29, 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	6,520	7,032	(512)	
Sales and Services	14,341	14,212	14,339	(127)	
Other Revenue	1,923	1,755	1,730	25	
Total Revenues	<u>23,389</u>	<u>22,488</u>	<u>23,101</u>	<u>(613)</u>	
Personnel	11,374	11,967	12,090	123	
Service & Supplies	12,712	13,303	13,497	194	
Capital Expense	7	0	0	0	
Total Expenses	<u>24,093</u>	<u>25,270</u>	<u>25,588</u>	<u>317</u>	
Interfund Transfers In	(12,736)	(3,797)	(10,706)	(6,908)	Projection is based on transfer schedule.
Interfund Transfers Out	9,850	318	8,691	8,372	Projection is based on transfer schedule.
Total Expenses and Transfers	<u>21,207</u>	<u>21,791</u>	<u>23,572</u>	<u>1,781</u>	
Net Revenues less Expenses	2,182	696	(472)	1,168	
Additions/Deductions to Fund Balance	(2,487)	(2,433)			
Fund Balance at the Beginning of the Year	<u>12,851</u>	<u>12,546</u>			
Fund Balance at the End of the Year	<u>12,546</u>	<u>10,809</u>			
Fund Balance as a Percentage of Revenues	53.64%	48.07%			
Designated Operations, Service Departments, Clearing Funds					
Enrollment Fees	107	104	113	(9)	
Sales and Services	288	187	174	13	
Other Revenue	2,337	2,228	2,046	181	
Total Revenues	<u>2,732</u>	<u>2,519</u>	<u>2,333</u>	<u>186</u>	
Personnel	1,144	1,015	1,011	(4)	
Service & Supplies	1,194	1,289	1,312	23	
Capital Expense	32	107	0	(107)	
Total Expenses	<u>2,371</u>	<u>2,412</u>	<u>2,323</u>	<u>(89)</u>	
Interfund Transfers In	(343)	(304)	0	304	Projection is based on transfer schedule.
Interfund Transfers Out	299	104	1	(103)	Projection is based on transfer schedule.
Total Expenses and Transfers	<u>2,327</u>	<u>2,211</u>	<u>2,324</u>	<u>113</u>	
Net Revenues less Expenses	405	308	9	298	
Additions/Deductions to Fund Balance	(420)	(356)			
Fund Balance at the Beginning of the Year	<u>2,965</u>	<u>2,951</u>			
Fund Balance at the End of the Year	<u>2,951</u>	<u>2,903</u>			
Fund Balance as a Percentage of Revenues	108.01%	115.27%			

Western Oregon University

FY20 Projection Scenarios

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

(in thousands)

	FY20	Projection 1	Variance	Projection 2	Variance	Projection 3	Variance
	Adjusted Budget	(Standard)	To Budget	(Spring Online Only)	To Budget	(In between, Line of Credit)	To Budget
Education & General Fund							
Recurring Operating Activities							
Student Fees & Tuition (net of remissions)	36,820	34,911	(1,908)	26,517	(10,302)	29,000	(7,820)
Government Resources & Allocations	27,512	27,512	0	27,512	0	27,512	0
Gift Grants and Contracts	850	800	(50)	800	(50)	800	(50)
Other Revenue	4,209	4,200	(9)	4,200	(9)	4,200	(9)
Total Revenues	69,391	67,423	(1,967)	59,029	(10,361)	61,512	(7,879)
Personnel	59,240	62,617	(3,377)	62,617	(3,377)	62,617	(3,377)
Service & Supplies	7,640	7,239	401	6,239	1,401	6,239	1,401
Capital Expense	203	102	101	102	101	102	101
Total Expenses	67,083	69,958	(2,875)	68,958	(1,875)	68,958	(1,875)
Interfund Transfers In	(841)	(478)	(363)	(478)	(363)	(478)	(363)
Interfund Transfers Out	4,460	3,683	777	3,683	777	3,683	777
Total Expenses and Transfers	70,702	73,163	(2,462)	72,163	(1,462)	72,163	(1,462)
Operating Net Revenues less Expenses	(1,311)	(5,740)	4,429	(13,134)	11,823	(10,651)	9,340
Other Activities							
Quasi-Endowment	0	0	0	0	0	1,000	(1,000)
Investment in Salem Building	(3,500)	(2,698)	(802)	(2,698)	(802)	0	(3,500)
Retirement Window Payment	(783)	(783)	0	(783)	0	(783)	0
Other	(45)	(88)	43	(88)	43	(88)	43
Total Other Activities	(4,328)	(3,569)	(759)	(3,569)	(759)	129	(4,457)
Total Net Revenues less Expenses	(5,639)	(9,309)	3,670	(16,703)	11,064	(10,522)	4,883
Fund Balance at the Beginning of the Year	12,956	12,956		12,956		12,956	
Fund Balance at the End of the Year	7,317	3,647		(3,747)		2,434	
Fund Balance as a Percentage of Revenues	10.54%	5.41%		-6.35%		3.96%	

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)	(d)	(d)	(e)				
Transfers In E&G																		
Actual	265,613	42,677	7,693			2,638	90,000						60,000					468,621
Upcoming														8,893				8,893
Transfers Out E&G																		
Actual				1,170	53,777								141,940	2,698,042				2,894,930
Upcoming	150,000	3,298,158	87,863										33,060	-	4,804			3,573,885
Transfers In AUX	(b)	(f)	(g)	(c)	(h)													
Actual				1,170	53,777						(k)							261,370
Upcoming	150,000	3,298,158	87,863								3,336		203,087					3,536,021
Transfers Out AUX	(a)	(b)																
Actual	265,613	42,677									(m)							318,290
Upcoming											10,000							-
Transfers In DO, SD																		
Actual						(m)							(l)			(c)		
Upcoming						10,000							288,000			6,440		304,440
Transfers Out DO, SD	(a)	(c)	(d)															
Actual	2,638	7,693	90,000								(k)							103,667
Upcoming											3,336							-

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