

**Western Oregon University Board of Trustees:  
Finance & Administration Committee (FAC)  
Meeting No. 32 – May 25, 2023 | 8:30AM-11:30AM  
Public Meeting: via [Zoom](#) | Meeting ID: 861 8202 6428  
Phone: +1-253-215-8782**

**AGENDA**

- I. **CALL-TO MEETING / ROLL CALL** (8:30-8:31am)
- II. **COMMITTEE CHAIR'S WELCOME / ANNOUNCEMENTS** (8:31-8:35am)
- III. **CONSENT AGENDA** (8:35-8:40am)
  - 1) [Approval April 7, 2023 Meeting Minutes](#) (page 3)
- IV. **ACTION ITEMS:**
  - 1) [Accept FY2023 Management Report \(as of April 30, 2023\)](#) (8:40-9:00am) | *Dr. Ana Karaman, Vice President Finance & Administration and Camarie Moreno, Director of Budget & Planning* (page 8)
  - 2) [Recommend for Approval FY2024 Preliminary Budget](#) (9:00-10:00am) | *Dr. Ana Karaman, Vice President Finance & Administration and Camarie Moreno, Director of Budget & Planning* (page 18)
- V. **REPORTS & DISCUSSION ITEMS:**
  - 1) [Capital Improvement & Renewal Projects](#) (10:00-10:30am) | *Dr. Ana Karaman, Vice President Finance & Administration and Jason Krawczyk, Director of Capital Planning & Construction* (page 44)
  - 2) [University Budget Advisory Committee](#) (UBAC) (10:30-10:45am) | *tri-chairs Cara Groshong, Erin Baumgartner, & Melanie Landon-Hays* (page 45)
  - 3) [University Technology Advisory Committee](#) (UTAC) (10:45-11:00am) | *co-chairs Dr. Chelle Batchelor & Michael Ellis* (page 46)
  - 4) [Finance & Administration Report](#) (11:00-11:30am) | *Dr. Ana Karaman, Vice President Finance & Administration* (page 47)
    - a. Cash flow projections | *Dr. Ana Karaman, Vice President Finance & Administration and Darin Silbernagel, Treasurer* (page 50)

- b. Update on Quasi Endowment Performance | *Dr. Ana Karaman, Vice President Finance & Administration* (page 52)
- c. Update on Budget Dashboard | *Dr. Ana Karaman, Vice President Finance & Administration*

**VI. JUNE 13-14, 2023 BOARD MEETING PREPARATION**

**VII. UPDATES AND AROUND-THE-TABLE**

**VIII. ADJOURNMENT**

**Western Oregon University Board of Trustees:  
Finance & Administration Committee (FAC)  
Meeting No. 31 – April 7, 2023 | 8:00AM-12:00PM  
Public Meeting: via [Zoom](#) | Meeting ID: 852 8295 4209  
Phone: +1-253-215-8782**

**DRAFT MINUTES**

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

The meeting was called to order at 8:01am. The following Trustees were present: Gayle Evans, Lupe Diaz, Angela Fasana, Cec Koontz, and Leah Mitchell.

Others present: Erin Baumgartner, Samantha Cameron, Rebecca Chiles, Michael Ellis, Hillary Fouts, Cara Groshong, Trisha Guy, Ana Karaman, Bill Kernan, Jason Krawczyk, Shadron Lehman, Camarie Moreno, Sean Roush, Beth Scroggins, Darin Silbernagel, Evan Sorce, Bev West, and Rob Winningham.

**II. COMMITTEE CHAIR'S WELCOME / ANNOUNCEMENTS**

**III. CONSENT AGENDA**

Trustee Koontz moved for approval of the consent agenda, as presented. Trustee Mitchell seconded. The motion was passed unanimously.

**IV. ACTION ITEMS:**

- 1) Accept FY2023 Management Report (as of February 28, 2023)

Dr. Ana Karaman and Camarie Moreno presented the FY2023 Management Report. Karaman offered that the overall report indicates cautious optimism that we will not have to tap into the fund balance more than \$5M, with primary savings stemming from salary savings sweeps. Moreno echoed that cautious optimism is the overall status of the budget and projections. We will continue to monitor this through year-end. Moreno added that with projections on the education & general (E&G) fund, tuition and fee revenue looks like it will come in slightly better than budget, which is due primarily from reduced fee remissions. The state allocation adjustment provided a bit of extra funding for WOU, too. Grant activity has increased in the last few years, which means that indirect revenues have steadily increased. Overall, revenue is trending slightly up over what we budgeted for. On the personnel side, we have swept all salary savings centrally, which has accounted for \$3M in savings. S&S is on track to be on-budget but is still a wildcard due to pandemic-related factors such as supply chain issues. Our goal was to reduce our need to tap into the fund balance of \$8M to \$5M, but we are on track to possibly be in better shape than that. On the auxiliary side, we are close to our budgeted revenues; however, it is still taking more time to rebound than E&G. Expenses are projecting to be over budget, which is due in part to inflation costs for food, materials, etc. We are looking better, but we still have room for improvement. Trustee Koontz moved to accept

the FY2023 Projected Year-End Report and Management Report as of February 28, 2023. Trustee Mitchell seconded. The motion was passed unanimously.

2) Recommend for Approval Tuition & Fees for 2023-24 Academic Year & Summer 2023

Karaman discussed the Tuition and Fee Advisory Committee's purpose and representation. Dr. Peters is in support of the recommendations that are presented to this committee. The recommendation is an increase of 3.09% for resident undergraduate tuition rates, which results in \$200 per credit hour. The committee discussed and considered many factors that impact tuition, and the group met with several groups on campus, as well as providing a survey online for students to provide their perspective on tuition increases. For non-resident undergraduate rates, the recommendation comes from staff to maintain the current non-resident tuition rate of \$638 per credit to better align the ratio of non-resident to resident rates with other public Oregon universities. WOU tuition rates are 150% of the resident undergraduate rate. Graduate tuition rates are recommended to maintain a 0% increase. As for fees, the health service fee will increase by \$8 per term to \$162 per term for Monmouth-campus students. Prior to this year, only face-to-face students on Monmouth campus were assessed the fee. This year, the Tuition & Fee Advisory Committee recommended we move to assess the fee to online and WOU:Salem students at a reduced rate of \$120 per term. This is because many health services are available to WOU students taking online courses, including unlimited counseling sessions. There will be no increases to the building, student health & counseling building, recreational building, online, or matriculation fees. The incidental fee recommendation comes directly from the incidental fee committee, which is represented and led by students to set this fee. The committee recommended an increase of \$43 per term to \$415 for on-campus students. There is an increase of \$10 to \$210 per term for online and WOU:Salem students. Housing & Dining rates are both recommended to increase by 2.5%. Director of Financial Aid, Kella Helyer, reviewed the cost of attendance on-campus versus off-campus, it is less expensive to live on-campus this year than it is off-campus due to high costs of renting and mortgage rates. Trustee Koontz moved to recommend to the Board of Trustees the staff recommendation to approve the recommended Tuition & Fee Book for 2023-2024 Academic Year & Summer 2023. Mitchell seconded. The motion was passed unanimously.

3) Recommend for Approval Occupational Therapy Doctorate Tuition for 2024-25

Karaman noted that this has been a working project for several years now and thanked the Provost, Rob Winningham for his efforts in championing the program. This tuition rate is being recommended to the committee because it is required in order to work through the accreditation process. Sean Roush is the Director of Occupational Therapy and has many years of experience specifically in this field. Winningham noted that WOU intends to have the most affordable OT program in Oregon, which was considered when determining the recommended tuition rates. Roush added that we also considered out of state schools in the

region, including Washington and Idaho, along with other schools in Oregon. The recommended tuition rate is \$34,900 per year. Trustee Koontz moved to recommend to the Board of Trustees the staff recommendation for the Occupational Therapy Doctorate Tuition for 2024-25. Trustee Mitchell seconded. The motion was passed unanimously.

4) Recommend for Approval Capital Budget for WOU:Salem Renovation

Karaman noted that there are certain financial implications of renovating the WOU:Salem building that should not be faulted by the OT program itself, regarding seismic upgrades that would be mandatory for any program going into WOU:Salem. Krawzyck mentioned that the WOU:Salem building was purchased for \$2.7M and remodeled during the pandemic which was a time when construction costs skyrocketed. There is much area for expansion in this building, which was a comment in a WOU town hall to find a better use for this building. This is the building staff recommends to house the new OT program. Other buildings were considered, but WOU:Salem makes the most sense. The OT program is scheduled to move into this building by Fall 2024. The most cost-effective option to seismically retrofit the WOU:Salem is putting in fiber reinforced polymers. Additionally, fire suppression is required which means that fire sprinklers will need to be installed. For the program, there will be a remodeled therapy room which mocks an ADL Apartment for students. There will also be an OT sensory room. These spaces will be versatile and will be easily convertible into other spaces with minimal impact or renovation, if WOU chooses to utilize WOU:Salem in other ways later on. Karaman said the budget for this project is \$2.846M, with a 10% contingency included. This project would be funded by Capital Improvement & Renewal funds, so it would not come out of any other university funds. Seismic retrofitting & fire suppression will make up the majority of this budget, and the OT program renovation specifically will only cost approximately \$700K. Trustee Koontz moved to recommend to the Board of Trustees the staff recommendation to approve the Capital Budget as presented for WOU:Salem Renovation for \$2,846,355. Trustee Mitchell seconded. The motion was passed unanimously.

5) Recommend for Acceptance Revision of Finance & Administration Committee Charter

The committee reviewed the FAC Charter and minor changes and clarifications from committee members and staff. Koontz moved to accept the changes in the FAC Charter and to recommend to the Board of Trustees to approve the revised Finance & Administration Committee Charter. Mitchell seconded. The motion was passed unanimously.

**V. REPORTS & DISCUSSION ITEMS:**

1) Supplemental Tuition & Fee Book

Karaman said that there were no recommended changes to the book this year. As a reminder, this book was established last year and we identified all special

discounts, vouchers, and there are no additional information or changes from last year's version.

## 2) University Budget Advisory Committee

Erin Baumgartner, UBAC tri-chair, noted that meeting times recently shifted. This provides a better opportunity for Academic Affairs leadership to participate in meetings, in addition to aligning better with the Academic Sustainability Committee. There is a lot of excitement and interest across campus on how everyone can help advocate for WOU in various budget conversations held already. The committee has also been working with Dr. Tressa Shavers on a budget reallocation tool. This was in effort to ensure that we have mission-aligned budget allocations and efforts that can be used again in the future.

Baumgartner mentioned that Camarie Moreno is meeting with areas across campus to receive budgetary information for planning the FY2024 budget. UBAC recognizes that there have been challenging years that WOU is still recovering from and acknowledges that these budget reductions will impact people and there is a toll on everyone. The committee stresses that we want a shared understanding of those impacts and implications for budget reductions across campus, and they will solicit feedback and stories to learn more about how efficiencies and revenue generation is aligning with our mission to have equitable student outcomes and emphasis on student support.

## 3) University Technology Advisory Committee

Bill Kernan, UTAC co-chair, mentioned that UTAC met twice in spring quarter. The committee reviewed two policies, including the Learning Management System Policy and the University Names Policy Draft. The Learning Management Systems Policy is currently making its way to Cabinet for approval, and the other policy is currently still undergoing review. UTAC met with Dr. Peters to discuss the revised charge and membership of this committee, and several adaptations were suggested. The new charge takes full effect in Fall 2023, and the committee will begin taking a more active role in planning and communication related to campus technology.

## 4) Finance & Administration Report

Karaman highlighted recent work from various areas in Finance & Administration. Accounting & Business Services held training sessions on the new travel policy, totaling 98 participants. Budget & Planning Office is working hard on FY2024 budget development collaborating with various areas on campus and committees. Facilities Services held a very successful spring-cleaning event, which included removing 40 metal filing cabinets. Treasury has provided a cash-flow report linked in the docket. Capital Planning & Construction is working on several projects, including the Student Success Center and Steam Pipeline project. University Computing Solutions is working on several projects as well.

## 5) Cybersecurity Presentation

Michael Ellis, University Computing Solutions, shared a presentation on cybersecurity.

**VI. APRIL 18-19, 2023 BOARD MEETING PREPARATION**

**VII. UPDATES AND AROUND-THE-TABLE**

**VIII. ADJOURNMENT**

## **Finance & Administration Committee (FAC), May 25, 2023, FY2023 Management Report**

### **Period 10 Actual to Actual Variance:**

#### **Education & General Fund Report:**

This report provides ten months of actual revenue and expense activity (as of April 30, 2023) as compared to the same period in prior fiscal year.

#### **Revenues:**

Tuition revenues are \$1.316M less than the prior year despite having a modest tuition increase (3.19% for resident undergrad) due to an approximate 7.0% enrollment decrease in Fall 2022, 5.2% enrollment decrease in Winter 2023, and 5.0% enrollment decrease in Spring 2023 (all decreases respective to the same term prior year; 4.9% attrition between Fall 2022 and Winter 2023, and 6.5% attrition between Winter 2023 and Spring 2023). Online course fees have decreased by \$357K because of decreased enrollment. Other fees are \$88K more than the prior year. Fee remissions have increased \$280K from the prior year. Altogether, this results in net tuition and fees for Period 10 being \$1.866M less than the prior year.

Government resources & allocations have increased by \$1.137M from prior year based on the HECC's Public University Support Fund (PUSF) allocation formula. This includes the fifth-eighth quarterly distributions for the 2021-23 biennium. 49% of PUSF is distributed in year 1 (FY22) and the remaining 51% distributed in year 2 (FY23).

Gift grants and contracts revenue has increased by \$1.167M from prior year, primarily reflecting increased grant indirect revenue. Other revenues have increased by \$71K from the prior year.

Overall, total revenues are \$67.395M, \$510K more than the prior year.

#### **Expenses:**

Personnel expenses are \$579K less than the prior period and reflect variations in faculty/staff from the prior year. T/TT faculty received step increases and a 1.5% COLA effective September 2022, NTT faculty received a 2.75% COLA effective September 2022, unclassified staff received a 4.5% COLA effective July 1, 2022, and classified staff received step increases and a 2.5% COLA effective July 1, 2022.

Services and supplies expenses are \$149K less than the prior year.

Overall, total expenses are \$52.246M, \$719K less than the prior year.



#### Net Revenues less Expenses:

Net revenues less expenses have increased by \$1.229M compared to prior year.

#### Auxiliary Enterprises:

Auxiliary Enterprises is comprised of Athletics, University Housing, Campus Dining, Parking, Bookstore, Student Health & Counseling Center (SHCC), Child Development Center (CDC), Incidental Fee, and other minor operations.

#### Revenues:

Enrollment Fees have decreased by \$592K, primarily because of decreased enrollment and the change to the incidental fee structure (in FY22, fee of \$355 was charged to all students at credit 1; in FY23, the fee is \$372, but a reduced fee of \$200 is charged to students not enrolled on the Monmouth campus). Sales and Services are up \$478K from the prior year, primarily in housing/dining (\$426K). Other Revenue increased by \$273K, primarily due to increased conference activity. Altogether, auxiliary revenue totals \$16.231M and has increased \$160K from the prior year.

#### Expenses:

Personnel expenses are \$740K more than the prior year, primarily in housing/dining (\$345K) and athletics (\$209K). Service & Supplies are \$1.506M more than the prior year, primarily in housing/dining (\$402K) and athletics (\$654K). Altogether, auxiliary expense total \$18.434M, an increase of \$2.246M from the prior year.

#### Net Revenues less Expenses:

Net revenues less expenses total -\$2.203M and have decreased by \$2.086M compared to prior year.

#### Designated Operations, Service Departments, Clearing Funds:

Designated Operations, Service Departments, and Clearing Funds is comprised primarily of Telecommunications and Oregon Council of Presidents. The Clearing Fund is cleared on a quarterly basis. As of April 30<sup>th</sup>, the clearing fund reflects temporary revenue and expense balances, these balances can cause misleading comparisons as a result.

Revenues and expenses are comparable to prior year, with revenues up \$387K (although \$142K is related to the clearing fund) and expenses up \$40K, for a net difference from prior year of \$427K.

## **FY23 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 FY23. Projections for periods eleven through twelve are based on the actual FY22 realization/burn rates for period ten, which are applied to FY23 revenues and expenses.

### **Education & General Fund:**

#### **Revenues:**

Total revenues are projected to be \$68.485M, \$2.617M more than the FY23 adjusted budget. Altogether, net student fees & tuition are projected to be \$683K more than the adjusted budget, which encompasses a projection of \$5.1M for fee remissions, \$400K less than what was budgeted. Government Resources & Allocations total \$32.394M and reflect all four quarters of actuals received; this is \$428K more than the adjusted budget as the true-up for three-year rolling average came in better than anticipated. Gifts, grants, and contracts are projected at \$2.421M, \$1.241M higher than the FY23 adjusted budget, primarily because of increased grant indirect activity. Other revenues are projected to be \$2.865M, \$265K more than the FY23 adjusted budgeted amount.

#### **Expenses:**

Total expenses are projected to be \$65.958M, \$4.629M less than the FY23 adjusted budget. Personnel is projected to be \$55.474M, \$4.019M less than the budget. This reflects campus efforts related to a soft hiring freeze and to delay hiring as well as the difficulty in hiring for some positions, as well as salary savings being held centrally; \$550K of salvage savings were incorporated into the FY23 adjusted budget as a one-time activity. Service and supplies are projected to be \$10.205M, \$699K less than the FY23 adjusted budget, which includes \$1.141M of one-time expense. These savings again reflect campus efforts to conserve fund balance by minimizing travel and reducing departmental S&S budgets by 10%.

#### **Transfer Schedule:**

A projected transfer schedule is attached to provide details for the projected transfers in and out. This includes projected transfers to Athletics of \$4M to make their operations whole (\$3.177M budgeted) and \$150K to subsidize Child Development Center operations. Other transfers included are \$660K that has been transferred out for the Student Success Center XI-G match, \$217K transferred out for SELP debt service, and \$150K transferred in from the quasi endowment for the equity audit.

#### **One-Time Activities:**

One-time activities include a \$299K reimbursement to E&G from HEERF SSARP. This is the last of the expected funds from HEERF.

#### Net Revenues less Expenses and Transfers:

Net revenues less expenses and transfers are projected to be a loss of \$2.063M versus the FY23 adjusted budget of a loss of \$7.896M. This difference is primarily due to savings in fee remissions, an increase in grant indirect revenue, and anticipated personnel salvage and S&S savings. Projected year-end fund balance is \$13.118M, or 19.16% of projected revenues.

#### Auxiliary Enterprises:

##### Revenues:

Total revenues are projected to be \$19.207M, \$634K more than the FY23 adjusted budget. Enrollment fees are projected to be \$5.087M, \$522K less than the budget, primarily due to decreased enrollment. Sales and services are projected to be \$11.425M, \$461K more than budgeted. Other revenues are projected to be \$2.695M, \$694K more than the FY23 adjusted budget, primarily due to increased conference activity.

##### Expenses:

Total expenses are projected to be \$23.436M, \$2.366M more than the budget. Personnel is projected to be \$10.549M, \$43K less than the adjusted budget. Service and supplies are projected to be \$12.888M, \$2.409M more than the adjusted FY23 budget, primarily due to the increased costs of food/merchandise and freight.

#### Net Revenues less Expenses and Transfers:

Net revenues less expenses and transfers are projected to be a loss of \$1.999M compared to the FY23 adjusted budget of a loss of \$1.036M. This results in a projected year end fund balance of \$3.189M.

#### Designated Operations, Service Departments, Clearing Funds:

##### Revenues:

Total revenues are projected to be \$2.441M, \$188K more than budgeted.

##### Expenses:

Total expenses are projected to be \$2.195M, \$86K under the budget.

#### Net Revenues less Expenses and Transfers:

Net revenues less expenses and transfers are projected to be \$245K compared to the FY23 budget of a loss of \$28K.

STAFF RECOMMENDATION:

It is recommended that the Western Oregon University Finance and Administration Committee accept the FY23 Projected Year-End Report and the overall Management Report as of April 30, 2023.

**Western Oregon University**  
**P10 YTD Actual to Actual Variance**

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

**As of April 30, 2023**  
**For the Fiscal Year Ended June 30, 2023**

	P10 FY22 Actuals	P10 FY22 Realization/ Burn Rate %	P10 FY23 Actuals	P10 FY23 % of Budget	Variance		Note
					Actuals	%	
<b>Education &amp; General Fund</b>							
<b>Revenues</b>							
Tuition	32,606		31,290		(1,316)		Decreased enrollment.
Online Course Fees	3,577		3,220		(357)		
Other Fees	1,028		1,115		88		
Less: Fee Remissions	(4,723)		(5,004)		(280)		
Net Student Fees & Tuition	32,488	98.45%	30,622	101.66%	(1,866)	3.21%	
Government Resources & Allocations	31,257	100.00%	32,394	101.34%	1,137	1.34%	
Gift Grants and Contracts	828	70.72%	1,995	169.09%	1,167	98.36%	
Other Revenue	2,313	83.24%	2,385	91.72%	71	8.48%	
<b>Total Revenues</b>	<b>66,885</b>	<b>98.06%</b>	<b>67,395</b>	<b>102.32%</b>	<b>510</b>	<b>4.25%</b>	
<b>Expenses</b>							
Personnel	45,603	81.79%	45,024	75.68%	579	-6.11%	
Service & Supplies	7,311	73.79%	7,161	65.67%	149	-8.11%	
Capital Expense	53	22.06%	61	32.36%	(9)	10.31%	
<b>Total Expenses</b>	<b>52,966</b>	<b>80.37%</b>	<b>52,246</b>	<b>74.02%</b>	<b>719</b>	<b>-6.35%</b>	
<b>Net Revenues less Expenses</b>	<b>13,920</b>		<b>15,149</b>		<b>1,229</b>		

**Western Oregon University**  
**P10 YTD Actual to Actual Variance**

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

**As of April 30, 2023**  
**For the Fiscal Year Ended June 30, 2023**

	P10 FY22 Actuals	P10 FY22 Realization/ Burn Rate %	P10 FY23 Actuals	P10 FY23 % of Budget	Variance		Note
					Actuals	%	
<b>Auxiliary Enterprises Funds</b>							
<b>Revenues</b>							
Enrollment Fees	5,639	99.23%	5,048	90.00%	(592)	-9.23%	
Sales and Services	8,800	81.22%	9,279	84.63%	478	3.41%	
Other Revenue	1,632	70.66%	1,905	95.19%	273	24.53%	
<b>Total Revenues</b>	<b>16,071</b>	<b>85.36%</b>	<b>16,231</b>	<b>87.39%</b>	<b>160</b>	<b>2.03%</b>	
<b>Expenses</b>							
Personnel	7,988	82.74%	8,728	82.40%	(740)	-0.34%	
Service & Supplies	8,200	75.31%	9,706	92.63%	(1,506)	17.32%	
Capital Expense	-	100.00%	-	100.00%	-	0.00%	
<b>Total Expenses</b>	<b>16,188</b>	<b>78.80%</b>	<b>18,434</b>	<b>87.49%</b>	<b>(2,246)</b>	<b>8.69%</b>	
<b>Net Revenues less Expenses</b>	<b>(116)</b>		<b>(2,203)</b>		<b>(2,086)</b>		
<b>Designated Operations, Service Departments, Clearing Funds</b>							
<b>Revenues</b>							
Enrollment Fees	52	154.22%	188	390.76%	136	236.53%	
Sales and Services	105	74.83%	106	83.64%	1	8.80%	
Other Revenue	1,467	74.66%	1,717	82.60%	249	7.94%	
<b>Total Revenues</b>	<b>1,624</b>	<b>75.92%</b>	<b>2,011</b>	<b>89.24%</b>	<b>387</b>	<b>13.32%</b>	
<b>Expenses</b>							
Personnel	714	91.46%	679	66.61%	35	-24.84%	
Service & Supplies	1,162	81.13%	1,179	93.43%	(16)	12.30%	
Capital Expense	21	21498.59%	-	100.00%	21	-21398.59%	
<b>Total Expenses</b>	<b>1,897</b>	<b>85.73%</b>	<b>1,857</b>	<b>81.45%</b>	<b>40</b>	<b>-4.29%</b>	
<b>Net Revenues less Expenses</b>	<b>(274)</b>		<b>153</b>		<b>427</b>		

Western Oregon University  
 FY23 Projected Year-End  
 (Unaudited, non-GAAP, for management purposes only)  
 (in thousands)

As of April 30, 2023  
 For the Fiscal Year Ended June 30, 2023

	FY22 Year-End Actuals	FY23 Projected Year-End	FY23 Adjusted Budget	Variance FY23 Projected Year-End to Budget	Note
<b>Education &amp; General Fund</b>					
<b>Recurring Operating Activities</b>					
Student Fees & Tuition (net of remissions)	33,000	30,806	30,123	683	
Government Resources & Allocations	31,257	32,394	31,966	428	
Gift Grants and Contracts	1,171	2,421	1,180	1,241	
Other Revenue	2,779	2,865	2,600	265	
<b>Total Revenues</b>	<b>68,206</b>	<b>68,485</b>	<b>65,869</b>	<b>2,617</b>	
Personnel	55,759	55,474	59,493	4,019	Salvage savings (\$550K budgeted)
Service & Supplies	9,907	10,205	10,905	699	Budget includes \$1.141M one-time expense
Capital Expense	238	278	190	(89)	
<b>Total Expenses</b>	<b>65,904</b>	<b>65,958</b>	<b>70,587</b>	<b>4,629</b>	
Net Transfers	4,168	4,890	3,477	(1,413)	Projection is based on transfer schedule.
<b>Total Expenses and Transfers</b>	<b>70,072</b>	<b>70,848</b>	<b>74,064</b>	<b>3,216</b>	
<b>Operating Net Revenues less Expenses</b>	<b>(1,866)</b>	<b>(2,362)</b>	<b>(8,195)</b>	<b>5,833</b>	
<b>One-Time Activities</b>					
HEERF Reimbursement	5,168	299	299	-	
<b>Total One-Time Activities</b>	<b>5,168</b>	<b>299</b>	<b>299</b>	<b>-</b>	
<b>Total Net Revenues less Expenses</b>	<b>3,301</b>	<b>(2,063)</b>	<b>(7,896)</b>	<b>5,833</b>	
<b>Fund Balance at the Beginning of the Year</b>	10,870	15,090	15,090		
<b>Additions/Deductions to Fund Balance</b>	918	92	-		
<b>Fund Balance at the End of the Year</b>	<b>15,090</b>	<b>13,118</b>	<b>7,194</b>		
<b>Fund Balance as a Percentage of Revenues</b>	20.57%	19.16%	11.38%		

Western Oregon University  
**FY23 Projected Year-End**  
(Unaudited, non-GAAP, for management purposes only)  
(in thousands)

As of April 30, 2023  
For the Fiscal Year Ended June 30, 2023

	FY22 Year-End Actuals	FY23 Projected Year-End	FY23 Adjusted Budget	Variance FY23 Projected Year-End to Budget	Note
<b>Auxiliary Enterprises Funds</b>					
Enrollment Fees	5,683	5,087	5,608	(522)	
Sales and Services	10,836	11,425	10,964	461	
Other Revenue	2,309	2,695	2,001	694	
<b>Total Revenues</b>	<b>18,828</b>	<b>19,207</b>	<b>18,573</b>	<b>634</b>	
Personnel	9,654	10,549	10,592	43	
Service & Supplies	10,888	12,888	10,478	(2,409)	
Capital Expense	-	-	-	-	
<b>Total Expenses</b>	<b>20,542</b>	<b>23,436</b>	<b>21,070</b>	<b>(2,366)</b>	
Net Transfers	(2,827)	(2,230)	(1,461)	769	Projection is based on transfer schedule.
<b>Total Expenses and Transfers</b>	<b>17,716</b>	<b>21,206</b>	<b>19,609</b>	<b>(1,597)</b>	
<b>Net Revenues less Expenses</b>	<b>1,112</b>	<b>(1,999)</b>	<b>(1,036)</b>	<b>(964)</b>	
HEERF Funds	1,487	-	-	-	
<b>Additions/Deductions to Fund Balance</b>	<b>(1,921)</b>	<b>(1,829)</b>			
<b>Fund Balance at the Beginning of the Year</b>	<b>6,339</b>	<b>7,017</b>			
<b>Fund Balance at the End of the Year</b>	<b>7,017</b>	<b>3,189</b>			
<b>Fund Balance as a Percentage of Revenues</b>	<b>37.27%</b>	<b>16.60%</b>			
<b>Designated Operations, Service Departments, Clearing Funds</b>					
Enrollment Fees	34	-	48	(48)	
Sales and Services	140	142	127	15	
Other Revenue	1,965	2,299	2,078	221	
<b>Total Revenues</b>	<b>2,139</b>	<b>2,441</b>	<b>2,253</b>	<b>188</b>	
Personnel	781	742	1,019	277	
Service & Supplies	1,433	1,453	1,262	(191)	
Capital Expense	0	-	-	-	
<b>Total Expenses</b>	<b>2,213</b>	<b>2,195</b>	<b>2,281</b>	<b>86</b>	
Net Transfers	(46)	1	1	-	Projection is based on transfer schedule.
<b>Total Expenses and Transfers</b>	<b>2,168</b>	<b>2,196</b>	<b>2,281</b>	<b>86</b>	
<b>Net Revenues less Expenses</b>	<b>(29)</b>	<b>245</b>	<b>(28)</b>	<b>273</b>	
<b>Additions/Deductions to Fund Balance</b>	<b>(277)</b>	<b>(241)</b>			
<b>Fund Balance at the Beginning of the Year</b>	<b>3,047</b>	<b>2,741</b>			
<b>Fund Balance at the End of the Year</b>	<b>2,741</b>	<b>2,746</b>			
<b>Fund Balance as a Percentage of Revenues</b>	<b>128.17%</b>	<b>112.50%</b>			



**Western Oregon University**  
**Transfers Schedule - Projected FY23**  
(Unaudited, non-GAAP, for management purposes only)

	E&G		Auxiliary		Des Ops - Serv Dept.	Plant fund		Other		Total
<b>Transfers In E&amp;G</b>								(a)	(b)	
<b>Actual</b>								1,704	299,487	301,191
<b>Upcoming</b>								158,893	-	158,893
<b>Transfers Out E&amp;G</b>			(c)	(d)		(e)	(f)	(a)		
<b>Actual</b>			-	396,340		217,360	660,000	-		1,273,700
<b>Upcoming</b>			150,000	3,603,660		-	-	23,131		3,776,791
<b>Transfers In AUX</b>	(c)	(d)				(g)				
<b>Actual</b>	-	396,340				185,374				581,714
<b>Upcoming</b>	150,000	3,603,660				-				3,753,660
<b>Transfers Out AUX</b>						(g)		(h)		
<b>Actual</b>						-		1,704		1,704
<b>Upcoming</b>						128,372		1,975,371		2,103,743
<b>Transfers In DO, SD</b>										
<b>Actual</b>										-
<b>Upcoming</b>										-
<b>Transfers Out DO, SD</b>								(i)		
<b>Actual</b>								-		-
<b>Upcoming</b>								750		750

Type	Description
(a)	Miscellaneous (endowment matches, quasi transfer, etc.)
(b)	HEERF ARP SIP lost revenue reimbursement
(c)	Child Development Center support
(d)	Athletic operations support
(e)	Small-Scale Energy Loan Program debt service
(f)	Student Success Center XI-G match
(g)	Auxiliary transfers to/from building/equipment reserves
(h)	Misc. auxiliary transfers, including debt payments for Housing and Recreation Center Building Fee
(i)	Misc. designated operations and service departments transfers

## **Finance & Administration Committee (FAC), May 25, 2023**

### **FY24 Proposed Preliminary Budget**

#### **Budget Creation Process:**

For the past several months, we have been working towards developing the FY24 Preliminary Budget. As outlined in the five-year NWCCU Fiscal Sustainability plan, our goal was to reduce the recurring E&G budget deficit to \$4.5M in FY24. As a campus, \$5M in expense reductions were identified and incorporated. As is done each year, the Budget & Planning office had over 30 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, Finance and Administration, Diversity Equity & Inclusion, President's Office, Athletics, University Housing, Campus Dining, Bookstore, Parking, Student Health & Counseling Center, and Child Development Center to confirm the budget is accurate for their respective areas. Collaborative work resulted in several important assumptions regarding enrollment, state allocation, and next year expenditures. As has been done in previous years, an Adjusted FY24 Budget will be brought to the Board in the fall, when enrollment and state appropriation levels are known.

#### **Education & General (E&G) Fund Component:**

The FY24 Education & General Fund totals \$67.009M in revenues and \$70.233M in recurring expenses and transfers, resulting in a recurring deficit of \$3.224M. Combined with one-time activities of \$366K, this results in a budget deficit of \$3.590M. Projected beginning FY24 Fund Balance totals \$13.118M, this deficit level would reduce the fund balance to \$9.528M, or 14.22% of revenues by the end of FY24. See the FY24 Education & General Fund Detail worksheet for a comparison of the FY24 Proposed Preliminary Budget to the FY23 Adjusted Budget, as well as FY23 Projections (based on April 30, 2023 Management Report). See the FY24 Education & General Fund Budget worksheet for the index-level detail.

#### **Revenue Assumptions:**

Total Revenues for the FY24 Preliminary Budget are \$67.009M.

##### **Tuition & Fees**

- Tuition assumes a 3% UG & GR enrollment decline from Fall 2022, and then 6% attrition between terms. This assumption was made in collaboration with the VP of Student Affairs, University Budget Advisory Committee, and from the enrollment model developed by Institutional Research. Admissions data (applications and admits as of May 1st) look promising for first year (up ~10%) and graduate students (up ~15%) but are down for transfer students (down ~20% for applications and ~12% for admits). Campus Visitations, FAFSAs, and

Housing reservations (up ~60 new students as of May 15th) are also trending to the positive. However, as evidenced in the IR Enrollment model, as WOU continues to work through the pipeline of graduating larger classes (approximately 800 graduates expected June 2023) from the 12-year ongoing enrollment decline we have been experiencing, it will take continuous larger freshman classes to reverse the downward trend. Fall 2022 enrollment was an ~7.0% decrease from Fall 2021.

- This results in an assumed 115,101 undergraduate and 7,669 graduate credit hours. Applying the applicable tuition rates as approved at the April 19, 2023 Board of Trustees meeting (3.09% increase for Resident and WUE UG) results in total undergraduate tuition of \$25.654M and graduate tuition of \$3.528M.
- A 1% change in enrollment for UG is approximately \$270K in gross tuition, while a 1% change in enrollment for GR is approximately \$40K. To compensate for 1% drop in UG enrollment, an ~7% increase in GR enrollment is required.
- Summer tuition revenues have been assumed to be approximately the same as the projected current fiscal year actuals (summer tuition crosses two fiscal years, with approximately 15% of revenues recognized in the fiscal year just ending and 85% in the fiscal year beginning). Total summer tuition is budgeted at \$2M.
- Other tuition incorporates miscellaneous tuition assessments such as employee discounted tuition or cohort tuition agreements. The budget assumes approximately the same as the projected current fiscal year actuals, \$360K.
- Matriculation fees and other fees have been budgeted at \$500K and \$150K respectfully, approximately the same as the projected current year actuals. Course fees have been budgeted at \$400K, an increase of \$100K from prior year based on projected current year actuals; S&S for course fees has also been increased by \$100K for a net zero impact.
- Online course fee revenue assumes that 35% of UG enrollment and 80% of GR enrollment will be online, reflecting an assumption that online enrollment will continue at approximately the current rate. This results in an assumed 54,221 of online course credit hours, for a budget of \$2.874M.
- Fee remission budget has been held at FY23's budgeted amount of \$5.5M in collaboration with the Financial Aid office, although actual fee remissions for FY23 are projected to be closer to \$5.1M. This is a 15.5% discount rate based on budgeted tuition and fees (17.4% based on gross tuition).
- Net Tuition & Fees total \$29.965M, \$158K less than the FY23 Adjusted Budget, with the decrease in gross tuition from an assumed 3% enrollment decline offset by the resident and WUE UG tuition increase.

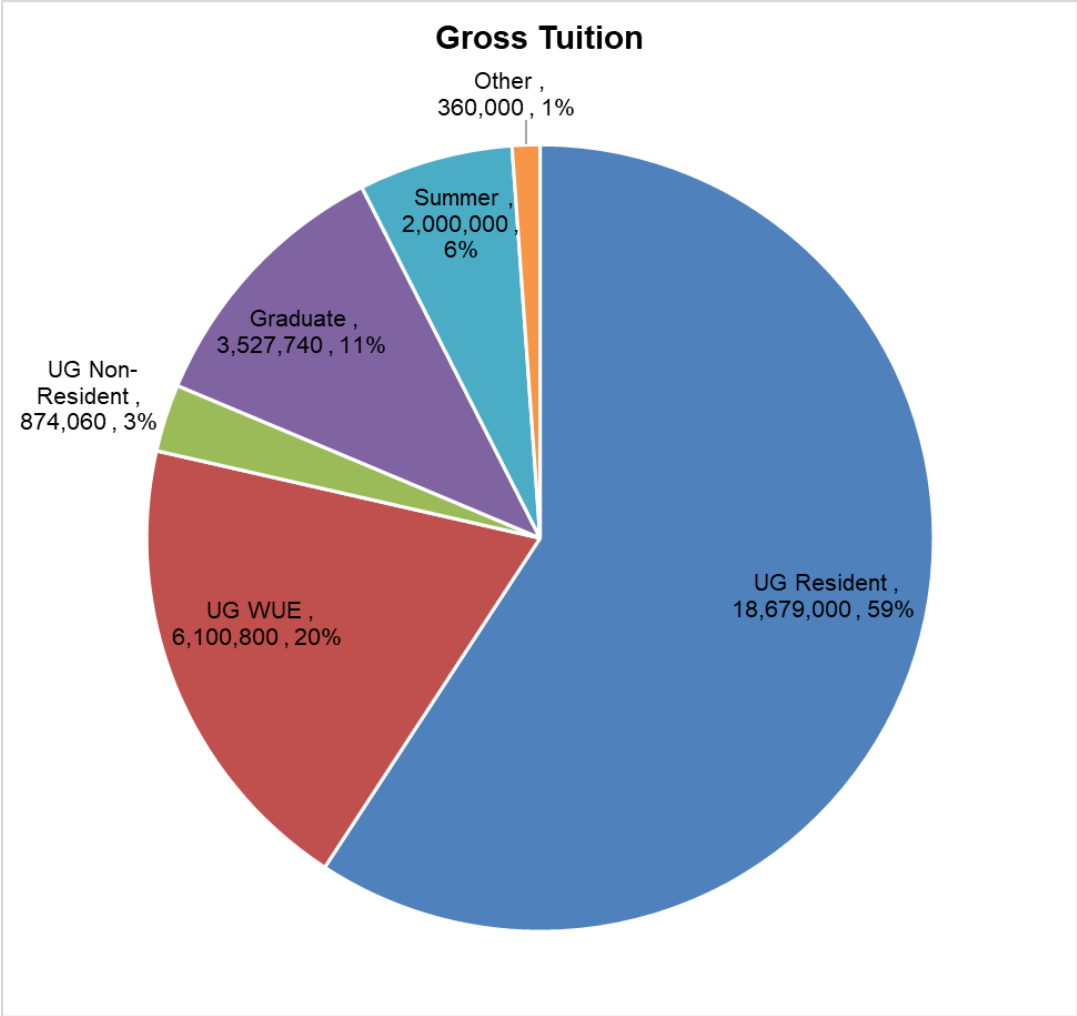


Figure 1: Tuition Revenue by category

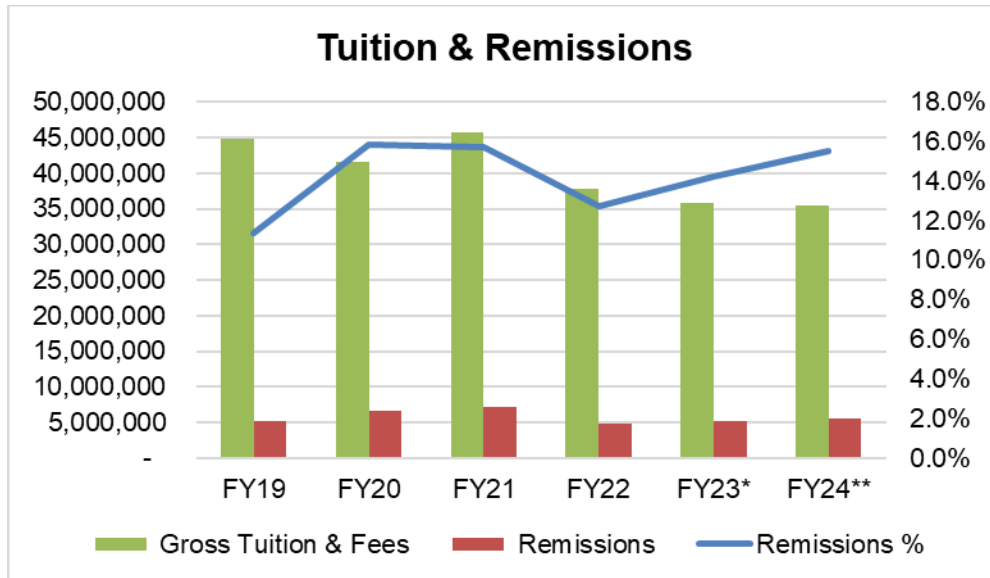


Figure 2: Total gross tuition & fees, total remissions, and remissions as a percentage of gross tuition & fees for FY19 – FY24.

\*FY23 based on April 30, 2023 projections.

\*\*FY24 based on proposed preliminary budgeted numbers.

### Government Resources & Allocations

- State funding is assumed co-chair’s estimated budget of \$947.7M to the Public University Support Fund (PUSF) for the next biennium, which results in approximately \$66.830M for the biennium for WOU. FY24 will be the first year of the biennium, with 49% of PUSF being distributed in year 1 and the remaining 51% distributed in year 2. FY24 assumed allocation is \$32.763M, a \$797K increase from the FY23 Adjusted Budget. The Student Success and Completion Model (SSCM) which allocates the funding among the seven public universities incorporates enrollment and graduation data on a three-year rolling average; FY23 data is not yet known and as such the projection utilizes FY22 levels in place of FY23 for each university. This will be updated in the fall for the true-up.
  - The Governor’s Recommended Budget was \$933M for the PUSF. This would result in \$489K less of state appropriations for WOU.

### Other Revenues

- Budgeted Gift Grants and Contracts total \$1.680M, which incorporates a significant increase in grant indirect revenue from the prior year budget based on increased grant awards (in collaboration with the Dean of Graduate Studies and Sponsored Research), as well as the anticipated reimbursement from the WOU foundation for certain personnel.
- Interest Earnings/Investment, Sales & Services, and Other Revenues are all assumed at their FY23’s Adjusted Budget levels, totaling \$2.6M.

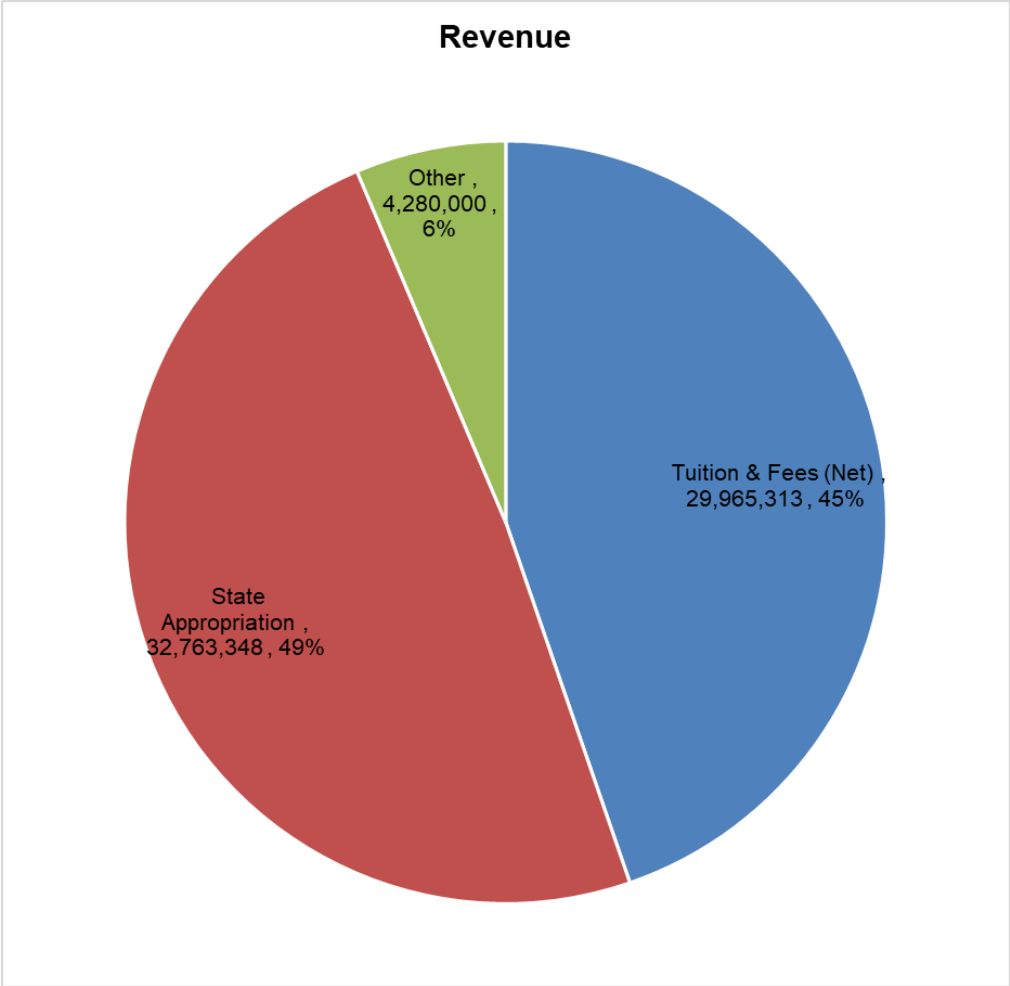


Figure 3: Total revenue by category.

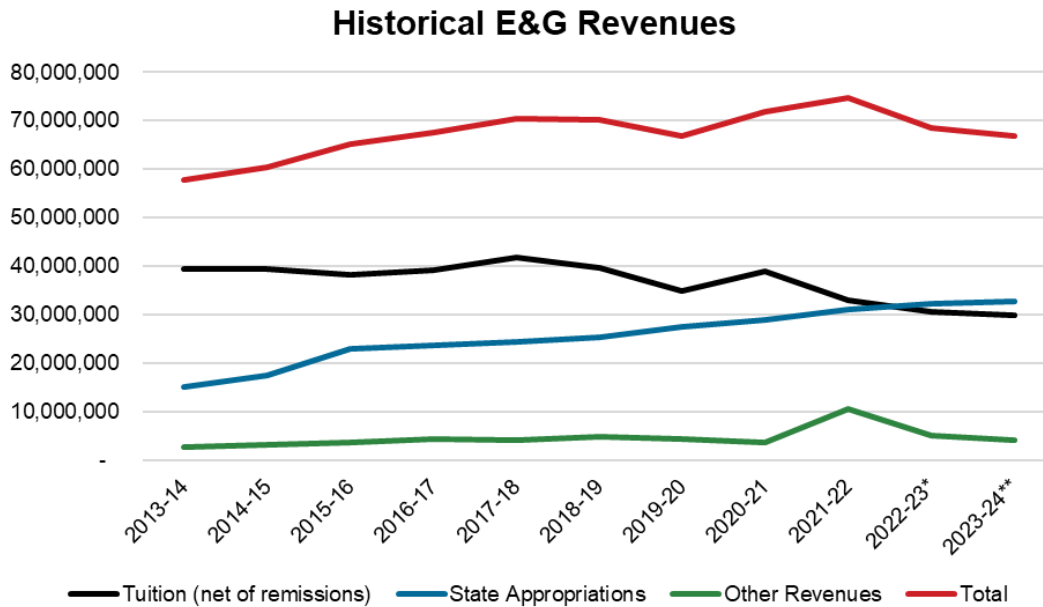


Figure 4: E&G Revenue trends over the last 10 years.

\*FY23 based on April 30, 2023 projections.

\*\*FY24 based on proposed preliminary budgeted numbers.

### Expense Assumptions:

Total Expenses for the FY24 Preliminary Budget are budgeted at \$65.894M.

#### Personnel

- Personnel budget totals \$56.321M, \$3.712M less than the FY23 Adjusted Budget. This includes \$1M of centralized salary savings and associated \$357K of OPE from regular turnover and vacancies. As was done in FY23, we will continue this practice until fiscal sustainability is reached.
- Faculty Salaries are budgeted at \$16.513M, which is reflective of:
  - Rostered faculty salaries have been updated as outlined in the WOUFT Collective Bargaining Agreement, which includes annual step increases. Promotions (resulting in 4 step increases) were also incorporated into the budget for 13 faculty.
  - Reducing T/TT FTE lines by net 6.74 FTE (reduced 9.74, added 3)
    - Removing 1 vacant line in COE (Exercise Science) and 5 in LAS (2 Creative Arts, Mathematics, Humanities, Social Science), and 0.5 in Provost
    - Reorganized 1 T/TT line in COE (Education) to an unclassified (Assistant Dean) position
    - Removing 1 T/TT line in LAS (Computer Science) in exchange for an added classified lab preparator

- Reducing 1.24 FTE gradual retirement T/TT
    - Adding 1 line in LAS (Behavioral Sciences)
    - Adding 2 T/TT lines for Occupational Therapy program
  - A decrease in NTT pool allocations of 21.48 FTE (budgeted at 49,500 each).
- Budgeted amount for unclassified staff totals \$11.123M and incorporates:
  - The 4.5% COLA effective January 1, 2023 (not reflected in FY23 Adjusted Budget). No raise costs incorporated for FY24. A 1% COLA for unclassified would cost approximately \$146K with OPE.
  - Reducing unclassified FTE by net 2.25 (reduced 9, added 6.75)
    - Removing the following vacant positions: Student Success and Advising Advisor, Clinical Placement Coordinator in College of Education, Fundraiser, Financial Aid Counselor, International Office, General Counsel, Institutional Research Analyst, Finance & Administration Executive Assistant, Writing Center Specialist
    - Adding 1 Associate Director for HSI initiative in Diversity Equity and Inclusion Office (offset by transfer in from quasi endowment)
    - Adding 1 Assistant Dean position in College of Education (reorganization of T/TT line)
    - Increasing Creative Arts Events Manager position from .49 FTE for 9 months to 1.0 FTE for 12 months
    - Adding 1 Director of Alumni Engagement (reorganization of classified position)
    - Added 0.75 FTE position to Academic Innovation
    - Adding 2 coordinator positions in Occupational Therapy
    - Added 0.5 FTE University Computing Solutions Project Manager
- Faculty & Unclassified Supplemental pay is budgeted at \$554K. This category is largely reflective of stipends paid to faculty and unclassified staff, but also includes temporary employee and allowance funds.
- Budgeted amount for classified staff totals \$6.604M and incorporates:
  - Incorporates step increases according to the SEIU Collective Bargaining.
  - Reduced classified by 4 net FTE (reduced 8, added 4)
    - Removed Graphic Designer, Financial Aid Office Specialist, Admissions Slate Analysis and Office Specialist, IT Accounting Tech, Copy Center Office Specialist, Alumni Project Coordinator (reorganized to unclassified), and Day Custodian (with corresponding decrease in internal sales from Housing)
    - Adding Study Abroad/Salem Administration Assistant, Occupational Therapy Administration Program Assistant, Webmaster, Computer Science Lab Preparator
- Classified Pay is budgeted at \$260K and includes \$50K budgeted for longevity pay differential. This category includes pay for differentials, overtime, and temporary employees.



- Student pay is budgeted at \$1.576M.
- Budgeted Other Payroll Expense (OPE) totals \$21.047M. This is comprised of multiple components – health insurance (which is budgeted at a flat annual rate of \$17,004 per eligible individual), retirement (which is budgeted at a composite percentage of 27.5% applied to each employees’ specific budgeted pay), and other rate of 8.15% (FICA, etc.).

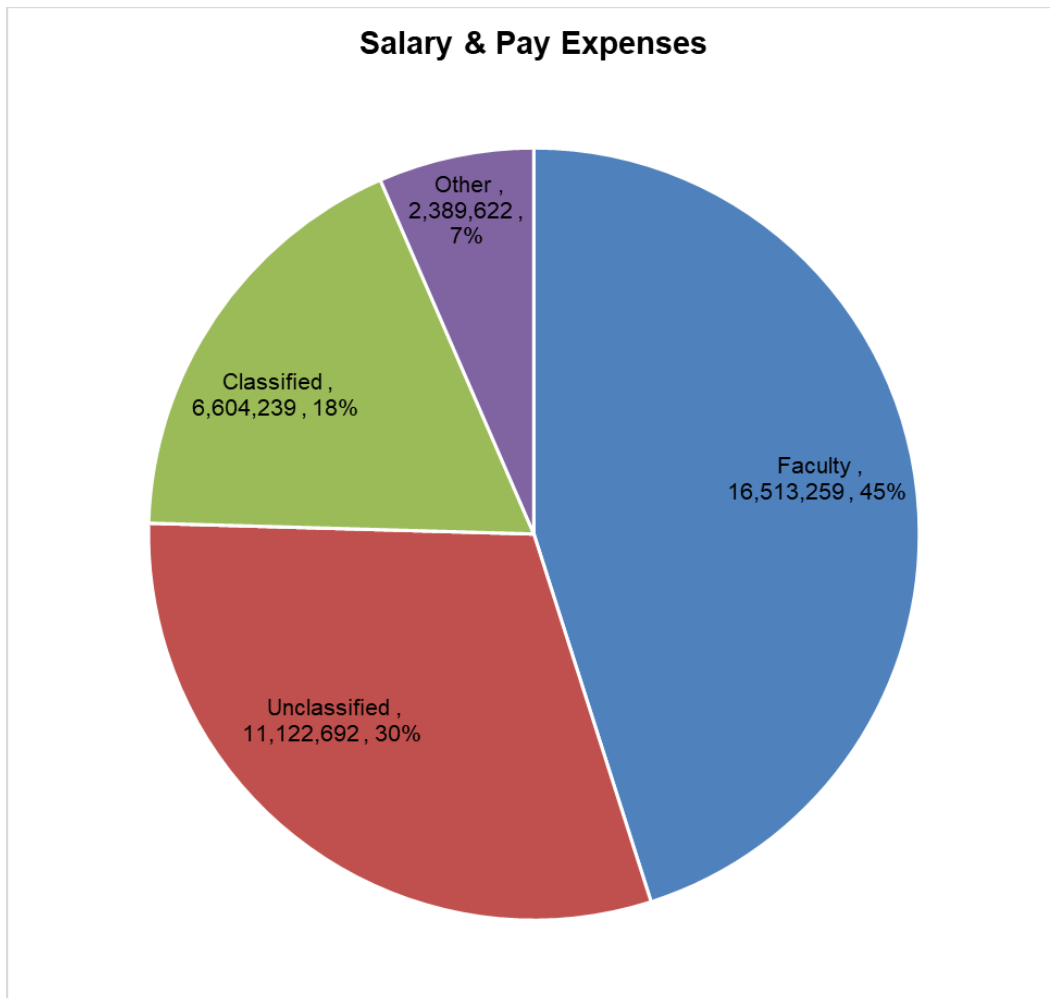


Figure 5: Total salary & pay by category.

#### Services & Supplies (S&S)

- Services & Supplies net budget totals \$9.573M. With Services & Supplies decreasing approximately \$275K, and internal sales increasing approximately \$105K from FY23's budget.

- S&S divisional budgets were held at the same level as the FY23 Adjusted Budget (with some Divisions reallocating funds internally, or contributing reductions in order to reach the \$5M target)
- A correlating \$163K increase in indirect grant spending was budgeted (in line with the grant indirects policy)
- A correlating \$100K increase in course fee spending was budgeted
- Internal sales were increased \$150K for personnel reimbursement from capital funds
- Internal sales were decreased by \$45K net for day custodian reimbursement from Housing
- Assumed no change to general administrative overhead from auxiliaries (internal sales), budgeted at \$1.3M

**Net Transfer Assumptions:**

Total Net Transfers are budgeted at \$4.339M.

- Athletics Subsidy is increased by \$712K to \$4M as a result of increasing athletic expenses and decreasing incidental fee funding (\$301K less in FY24 than FY23).
- Other transfers of \$150K subsidy to the Child Development Center and \$175K transfer for SELP funding match are budgeted at the same levels as FY23.

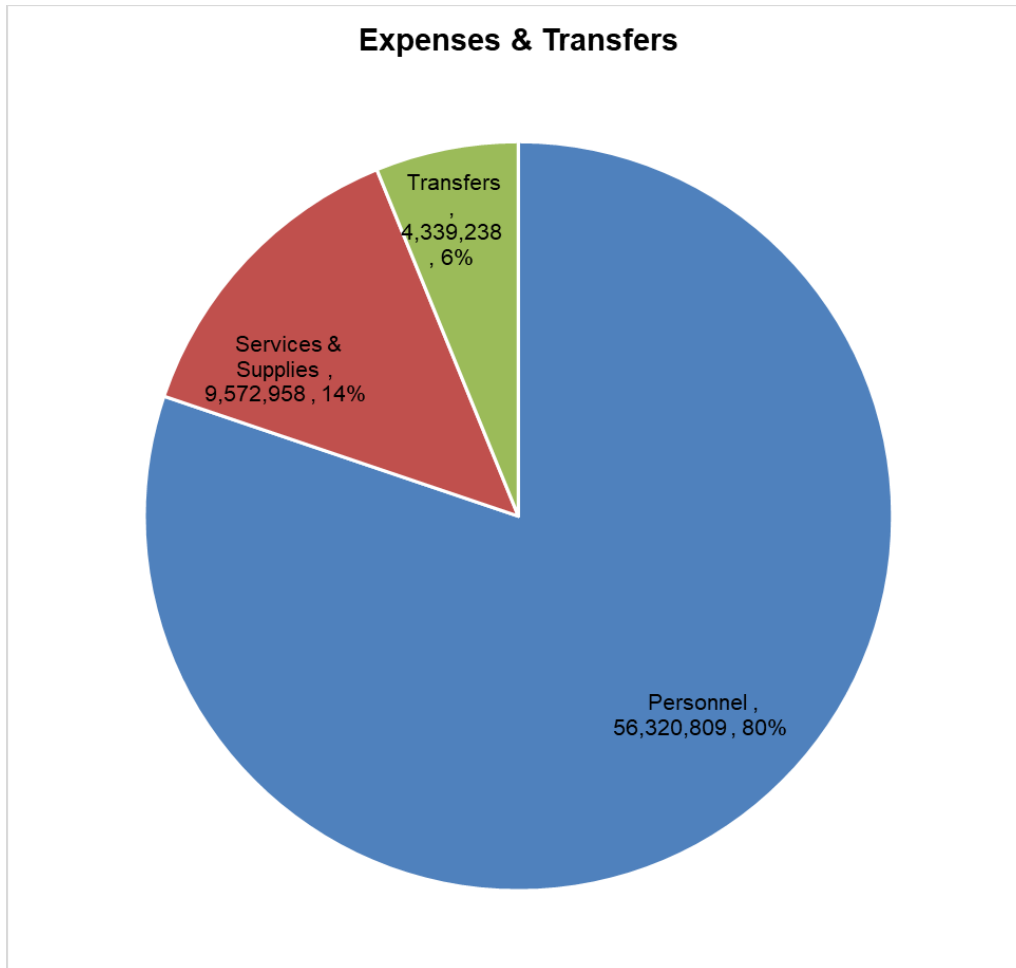


Figure 6: Total recurring expenses and transfers.

#### **Other Activity Assumptions:**

Total Other Activities (one-time revenues and expenses) are budgeted at \$366K and include:

- \$47K transfer out in support of Smith Fine Arts personnel
- \$74K for the RNL contract to optimize financial aid
- \$300K for Occupational Therapy start-up costs
- \$200K for College of Education initiatives (to be held centrally)
- \$30K for Freedom Center (offset by quasi transfer in)
- \$35K for Public Safety radios
- \$80K for equity assessment (offset by quasi transfer in)
- \$401K transferred in from the quasi endowment (\$172K in support of diversity equity and inclusive initiatives in athletics, \$30K for Freedom Center, \$119K Associate Director for HSI initiative, and \$80K equity assessment)

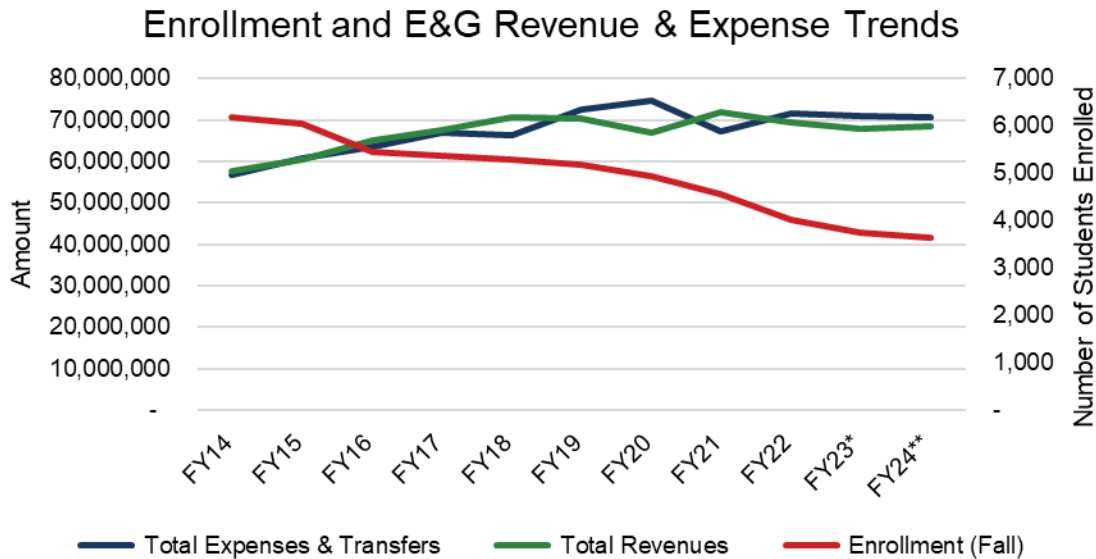


Figure 7: Enrollment (headcounts) and E&G Revenue & Expense trends over the last 10 years.

\*FY23 based on April 30, 2023 projections.

\*\*FY24 based on proposed preliminary budgeted numbers.

### **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. The net budget deficit for all Auxiliaries (excluding IFC) totals \$200K. See the FY24 Designated Operations, Service Departments, & Auxiliary Enterprises Budgets (excluding Athletics & IFC) worksheet, as well as the FY24 Athletics (Non-IFC) Budgets worksheet, for the index-level detail.

### **University Housing:**

University Housing comprises approximately \$6.506M, or 33%, of budgeted auxiliary expenses.

- University Housing expects to net positive \$208K between revenues and expenses for FY24, to begin to rebuild their fund balance.
- University Housing’s revenue budget totals \$6.714M and is built on an assumed 825 room-paying residents living in Housing between Ackerman, Heritage, Landers, and Arbor Park. This also reflects \$450K of revenue from Family housing, \$372K from Conferences, \$154K from internal sales, and other misc. activity.
- Total expenses and transfers are budgeted at \$6.506M (inclusive of a \$1.412M transfer out to debt service):

- Personnel budget totals \$1.372M.
- Supplies & Services budget totals \$3.878M, of which \$1.252M is the interest portion of the bond debt payment.

### **Campus Dining:**

Campus Dining comprises approximately \$3.812M, or 19%, of budgeted auxiliary expenses.

- Campus Dining's budget totals \$60K to the positive for the year, with hopes to begin to rebuild fund balance.
- Campus Dining's budgeted revenues total \$3.872M, based on an assumed 630 meal plans for Valsetz (since residents living in Arbor Park are not required to purchase a meal plan). The budget also incorporates projected Café Allegro revenues of \$151K, \$560K of external conference revenue, \$226K of internal sales. Pre-pandemic levels were ~900 meal plans.
- Personnel for Campus Dining is budgeted at \$1.916M and includes \$361K of student labor.
- Services & Supplies for Campus Dining are budgeted at \$1.688M, which includes \$888K of food costs.

### **Student Health & Counseling Center (SHCC):**

Student Health & Counseling Center (SHCC) comprises approximately \$1.744M, or 9%, of budgeted auxiliary expenses.

- SHCC has a \$66K positive budget, with plans to begin to rebuild fund balance.
- Enrollment fees are budgeted at \$1.589M. This assumes 2,600 students will pay the in-person fee of \$162 and 761 students will pay the reduced fee of \$120 fall term with 6% attrition for winter and spring.
- Overall, SHCC revenue is budgeted at \$1.621M, including other miscellaneous revenues.
- Personnel expense budget totals \$1.101M.
- Services & Supplies budget totals \$536K.

### **Athletics:**

Athletics (excluding Incidental Fee component) comprises approximately \$5.628M, or 28%, of budgeted auxiliary expenses.

Athletics receives funding from several sources including Education & General Fund, Lottery, Tickets & Concessions, and Special Projects.

- Lottery funding is budgeted at \$1.3M, based on actuals received in FY23.
- Tickets and concessions revenues of \$31K are included.
- Personnel budget totals \$3.076M.

- S&S budget totals \$1.412M, including travel (though majority of athletics travel is within IFC). Also budgeted is an additional \$1.14M of student aid.
- Athletics budget also incorporates the \$4M transfer in from E&G.

### **Parking:**

Parking comprises approximately \$424K, or 2%, of budgeted auxiliary expenses.

- Parking's budget totals a deficit of \$4K for the year, with plans to cover from fund balance.
- Sales & Services revenues are budgeted at \$420K, which reflects an assumed increase in parking pass sales from FY23.
- Parking's personnel totals \$240K, which includes partial FTE of Campus Public Safety personnel to provide relief to the E&G budget.

### **Overall Auxiliaries:**

Bookstore and Child Development Center are other significant auxiliary components, comprising approximately \$1.412M, or 7%, of budgeted auxiliary expenses. Bookstore continues to run at a deficit (budgeted \$369K for FY24) and is working to become a sustainable operation. Child Development Center's budget includes the \$150K subsidy from E&G.

### **Incidental Fee (IFC) Component:**

Incidental Fee depleted all reserves in FY23 and have budgeted in hopes to restore the reserve to the 10% recommended.

- Enrollment fees are budgeted at \$3.650M, which assumes an approximate 3% headcount decline from Fall 2023. This is comprised of \$152K of summer revenue (1,013 students paying fee of \$150) and \$3.498M of academic year revenue (2,600 students paying fee of \$415 and 761 students paying fee of \$210 fall term, with attrition between winter and spring). The incidental fee will be charged to all Monmouth-campus students at the first credit at a rate of \$415; students who take courses off-campus (Salem, online) will pay a reduced fee of \$210.
- Incidental Fee expenses reflect the total allocation of \$3.405M as determined by the Incidental Fee Committee with funding for Abby's House/Food Pantry, Access, ASWOU, Athletics, Campus Recreation, Childcare, Creative Arts, Student Engagement, Student Activities Board, Student Media, and WOLF Ride.

**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. As such, the budgets have no significant changes from the FY23 Budget. See the FY24 Designated Operations, Service Departments, & Auxiliary Enterprises Budgets (excluding Athletics & IFC) worksheet for the index-level detail.

**FY24 Preliminary Budget across Component Funds:**

As shown on the Component Funds Budget Summary worksheet included below, combined component budgets results in a total net budget deficit across these funds of \$3.535M.

**STAFF RECOMMENDATION:**

It is recommended that the Western Oregon University Finance and Administration Committee recommends to the Board of Trustees to approve the FY24 Preliminary Budget as presented in the docket.

**Western Oregon University  
FY24 Proposed Preliminary Budget  
Component Funds Budget Summary**

	<b>Education &amp; General (E&amp;G)</b>	<b>Auxiliary (excluding IFC)</b>	<b>Incidental Fee (IFC)</b>	<b>Designated Operations &amp; Service Depts</b>	<b>Total</b>	<b>Total FY23 Adjusted Budget</b>
<b>Revenues</b>						
Enrollment Fees	29,965,313	1,976,174	3,649,854	48,134	35,639,475	35,779,554
Government Resources & Allocations	32,763,348	1,300,000	-	-	34,063,348	33,265,913
Gift Grants and Contracts	1,680,000	29,626	3,000	-	1,712,626	1,293,275
Investment	2,000,000	7,000	-	4,175	2,011,175	2,013,196
Sales & Services	500,000	11,915,200	215,571	126,630	12,757,401	11,590,640
Other Revenues	100,000	414,799	205,575	2,074,156	2,794,530	2,752,813
<b>Total Revenues</b>	<b>67,008,661</b>	<b>15,642,799</b>	<b>4,074,000</b>	<b>2,253,095</b>	<b>88,978,555</b>	<b>86,695,391</b>
<b>Expenses</b>						
Personnel	56,320,809	8,545,571	1,914,074	979,856	67,760,311	71,643,430
Services & Supplies	9,572,958	9,623,451	1,816,486	1,261,556	22,274,452	21,693,057
<b>Total Expenses</b>	<b>65,893,767</b>	<b>18,169,023</b>	<b>3,730,561</b>	<b>2,241,412</b>	<b>90,034,763</b>	<b>93,336,487</b>
<b>Net Transfers</b>	<b>4,339,238</b>	<b>(2,326,186)</b>	<b>98,946</b>	<b>750</b>	<b>2,112,748</b>	<b>2,166,579</b>
<b>Total Expenses &amp; Transfers</b>	<b>70,233,005</b>	<b>15,842,837</b>	<b>3,829,507</b>	<b>2,242,162</b>	<b>92,147,511</b>	<b>95,503,066</b>
<b>Net Recurring Budget</b>	<b>(3,224,344)</b>	<b>(200,038)</b>	<b>244,493</b>	<b>10,933</b>	<b>(3,168,955)</b>	<b>(8,807,675)</b>
One Time Activities	365,779	-	-	-	365,779	151,770
<b>Net Budget</b>	<b>(3,590,123)</b>	<b>(200,038)</b>	<b>244,493</b>	<b>10,933</b>	<b>(3,534,734)</b>	<b>(8,959,445)</b>



Western Oregon University  
 FY24 Proposed Preliminary Budget  
 Education & General Fund Detail

	FY24 Proposed Prelim Budget	FY23 Adjusted Budget	Increase/ (Decrease)	FY23 Projection	Increase/ (Decrease)
<b>Revenues</b>					
<b>Tuition &amp; Fees</b>					
<b>Undergraduate Tuition</b>					
Resident	18,679,000	18,679,290	(290)		
WUE	6,100,800	6,101,106	(306)		
Non-Resident	874,060	900,856	(26,796)		
<b>Total Undergraduate Tuition</b>	<u>25,653,860</u>	<u>25,681,252</u>	<u>(27,392)</u>		
<b>Graduate Tuition</b>	3,527,740	3,636,760	(109,020)		
<b>Summer</b>					
Undergraduate	1,400,000	1,400,000	-		
Graduate	600,000	600,000	-		
<b>Total Summer</b>	<u>2,000,000</u>	<u>2,000,000</u>	<u>-</u>		
<b>Other Tuition</b>	<u>360,000</u>	<u>360,000</u>	<u>-</u>		
<b>Total Tuition</b>	31,541,600	31,678,012	(136,412)	31,416,917	124,683
<b>Fees</b>					
Matriculation	500,000	500,000	-		
Course	400,000	300,000	100,000		
Online Course	2,873,713	2,994,924	(121,211)		
Other	150,000	150,000	-		
<b>Total Fees</b>	<u>3,923,713</u>	<u>3,944,924</u>	<u>(21,211)</u>	4,488,758	(565,045)
<b>Fee Remissions</b>	<u>(5,500,000)</u>	<u>(5,500,000)</u>	<u>-</u>	<u>(5,100,000)</u>	<u>(400,000)</u>
<b>Total Tuition &amp; Fees (net of remissions)</b>	29,965,313	30,122,936	(157,623)	30,805,675	(840,362)
<b>Government Resources &amp; Allocations</b>					
Student Success & Completion (SSCM)	31,952,574	31,179,017	773,557	31,582,867	369,707
Benefits Navigator	118,450	115,000	3,450	118,450	-
Engineering Technology (ETSF)	313,076	292,648	20,428	313,076	-
Small-Energy Loan Program (SELP)	379,248	379,248	-	379,248	-
<b>Total Government Resources &amp; Allocations</b>	<u>32,763,348</u>	<u>31,965,913</u>	<u>797,435</u>	<u>32,393,641</u>	<u>369,707</u>
<b>Other Revenues</b>					
Gift Grants and Contracts	1,680,000	1,180,000	500,000	2,421,000	(741,000)
Interest Earnings/Investment	2,000,000	2,000,000	-	2,000,000	-
Sales & Services	500,000	500,000	-	500,000	-
Other Revenues	100,000	100,000	-	365,000	(265,000)
<b>Total Other Revenues</b>	<u>4,280,000</u>	<u>3,780,000</u>	<u>500,000</u>	<u>5,286,000</u>	<u>(1,006,000)</u>
<b>Total Revenues</b>	<b>67,008,661</b>	<b>65,868,849</b>	<b>1,139,812</b>	<b>68,485,316</b>	<b>(1,476,655)</b>

Western Oregon University  
 FY24 Proposed Preliminary Budget  
 Education & General Fund Detail

	FY24 Proposed Prelim Budget	FY23 Adjusted Budget	Increase/ (Decrease)	FY23 Projection	Increase/ (Decrease)
<b>Expenses</b>					
<b>Personnel</b>					
Faculty Salaries	16,513,259	17,964,764	(1,451,505)		
Unclassified Salaries	11,122,692	10,801,059	321,633		
Faculty & Unclassified Supplemental Pay	553,748	582,647	(28,899)		
Classified Salaries	6,604,239	6,721,164	(116,925)		
Classified Pay	260,061	260,061	-		
Student	1,575,813	1,821,623	(245,810)		
OPE	21,047,498	21,881,405	(833,907)		
Centralized Salary & OPE Savings	(1,356,500)	-	(1,356,500)		
<b>Total Personnel</b>	<b>56,320,809</b>	<b>60,032,723</b>	<b>(3,711,913)</b>	<b>55,474,241</b>	<b>846,568</b>
<b>Services &amp; Supplies</b>					
Services & Supplies	13,179,698	13,454,706	(275,008)		
Internal Sales	(3,606,740)	(3,501,579)	(105,161)		
<b>Total Services &amp; Supplies</b>	<b>9,572,958</b>	<b>9,953,127</b>	<b>(380,169)</b>	<b>10,483,000</b>	<b>(910,042)</b>
<b>Total Expenses</b>	<b>65,893,767</b>	<b>69,985,850</b>	<b>(4,092,082)</b>	<b>65,957,241</b>	<b>(63,474)</b>
<b>Transfers</b>					
Athletics Subsidy	4,000,000	3,287,753	712,247	4,000,000	-
Child Development Center Subsidy	150,000	150,000	-	150,000	-
SELP Funding Match	175,000	175,000	-	217,360	(42,360)
Other Transfers	14,238	14,238	-	522,640	(508,402)
<b>Total Transfers</b>	<b>4,339,238</b>	<b>3,626,991</b>	<b>712,247</b>	<b>4,890,000</b>	<b>(550,762)</b>
<b>Total Recurring Expenses &amp; Transfers</b>	<b>70,233,005</b>	<b>73,612,841</b>	<b>(3,379,835)</b>	<b>70,847,241</b>	<b>(614,236)</b>
<b>Net Recurring</b>	<b>(3,224,344)</b>	<b>(7,743,992)</b>	<b>4,519,647</b>	<b>(2,361,925)</b>	<b>(862,419)</b>
<b>Other Activities</b>					
HEERF Reimbursement	-	(299,487)	299,487	(299,487)	299,487
Other Misc. Activities	365,779	451,257	(85,478)	-	365,779
<b>Total Other Activities</b>	<b>365,779</b>	<b>151,770</b>	<b>214,009</b>	<b>(299,487)</b>	<b>665,266</b>
<b>Net</b>	<b>(3,590,123)</b>	<b>(7,895,762)</b>	<b>4,305,638</b>	<b>(2,062,438)</b>	<b>(1,527,685)</b>
<b>Beginning Fund Balance</b>	<b>13,118,480</b>	<b>15,089,728</b>		<b>15,089,728</b>	
<b>Projected Ending Fund Balance</b>	<b>9,528,357</b>	<b>7,193,966</b>		<b>13,118,480</b>	
<b>Fund Balance as a Percentage of Revenues</b>	<b>14.22%</b>	<b>10.92%</b>		<b>19.16%</b>	

**Western Oregon University**  
**FY24 Proposed Preliminary Budget & NWCCU Plan**  
**Education & General Fund**

		<b>-3% &amp; Co-Chairs (\$947.7M)</b>	<b>-3% &amp; GRB (\$933M)</b>	
<b>FY23</b>	Recurring Deficit	(8,000,000)		
	Expense containment (one-time)	<u>3,000,000</u>		
	Use of Fund Balance	(5,000,000)	(2,062,874)	(2,062,874) Based on April 30 Mgmt Report
<b>FY24</b>	Beg Fund Balance	10,000,000	13,118,480	13,118,480 Based on April 30 Mgmt Report
	Tuition & Fee Revenue (net)		29,965,313	29,965,313
	State Appropriation		32,763,348	32,274,467
	Other Revenues		<u>4,280,000</u>	<u>4,280,000</u>
	Total Revenues		67,008,661	66,519,780
	Total Expenses & Transfers		<u>70,233,005</u>	<u>70,233,005</u>
	Recurring Deficit	(4,500,000)	(3,224,344)	(3,713,225)
	Expense containment (one-time)	<u>1,000,000</u>	<u>(365,779)</u>	<u>(365,779)</u>
	Use of Fund Balance	(3,500,000)	(3,590,123)	(4,079,004)
<b>FY25</b>	Beg Fund Balance	6,500,000	9,528,357	9,039,476
	Recurring Deficit	(3,500,000)		
	Expense containment (one-time)	<u>1,000,000</u>		
	Use of Fund Balance	(2,500,000)		
<b>FY26</b>	Beg Fund Balance	4,000,000		
	Recurring Deficit	(1,500,000)		
	Expense containment (one-time)	<u>1,000,000</u>		
	Use of Fund Balance	(500,000)		
<b>FY27</b>	Beg Fund Balance	3,500,000		
	Recurring Deficit	-		
	Expense containment (one-time)	<u>-</u>		
	Use of Fund Balance	-		
<b>FY28</b>	Beg Fund Balance	3,500,000		

Western Oregon University  
 FY24 Education & General Fund Budget  
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INDEX	DEPT NAME	TOTAL REV	Tenure-Track	NTT	Unclss	Other	Academic	Classified	Classified	Student	Uncl	Uncl	Uncl	Classified	Classified	Classified	Student	Total Personnel	Services	Intrnl Sales	Transfer In	Transfer Out	TOTAL EXP	
			Faculty Salary (+) Acct 10102	Faculty Salary (+) Acct 10102	Salary (+) 10103	Unclassified & Faculty Pay (+) 10200	Pay Summer (+) Acct 10203	Salary (+) Acct 10301	Pay (+) Acct 10400	Pay (+) Acct 10501	Health/Life OPE (+) Acct 10964	Retirement OPE (+) Acct 10967	Other OPE (+) Acct 10968	Health/Life OPE (+) Acct 10974	Retirement OPE (+) Acct 10977	Other OPE (+) Acct 10978	Other OPE (+) Acct 10988		and Supplies (+) Acct 20000	Reimburse (Redctn/Exp) (-) Acct 79000	(-) Acct 91000	(+) Acct 92000		
<b>PRESIDENT'S OFFICE/UNIVERSITY-WIDE</b>																								
PRE907	President's Office	-	-	-	499,424	54,360	-	-	-	-	-	-	51,012	152,290	45,133	-	-	-	802,219	15,000	-	-	-	817,219
HR0915	Human Resources Operation	-	-	-	615,732	-	-	36,500	-	-	-	-	153,036	169,327	50,181	17,004	10,038	2,975	1,054,793	178,104	-	-	-	1,232,897
HR0917	Staff Professional Dev	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18,700	-	-	-	18,700
HR0918	Support ADA/WC Equip	-	-	-	-	-	-	-	-	-	-	-	51,012	41,667	14,598	-	-	-	286,381	13,500	-	-	-	299,881
PRE909	Faculty Senate	-	-	-	179,104	-	-	-	-	-	-	-	-	-	-	-	-	-	1,804	2,370	-	-	-	4,374
PRE912	Commencement & Convocation	-	-	-	-	-	-	-	-	1,743	-	-	-	-	-	-	-	-	-	23,683	-	-	-	23,683
PRE920	Pastega Endowed Awards	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,850	-	(1,425)	-	1,425
PRE925	Faculty Athletic Representation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,150	-	-	-	3,150
PRE927	WOU Board Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	82,500	-	-	-	82,500
PRE928	University Tree Advisory	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,240	-	-	-	3,240
PRE929	President's Campus Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	47,000	-	-	-	47,000
PRE930	Strategic Initiatives	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	240,000	-	-	-	240,000
PRE931	Visibility Initiatives	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,200	-	-	-	7,200
PRE932	Diversity Initiatives	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,000	-	-	-	9,000
PRE933	OCOP Dues	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	48,000	-	-	-	48,000
PSI901	Public Affairs&Strategic Initiatives	-	-	-	115,000	-	-	-	-	-	-	-	17,004	31,625	9,373	-	-	-	173,002	-	-	-	-	173,002
<b>TOTAL PRESIDENT'S OFFICE/UNIVERSITY-WIDE</b>		-	-	-	<b>1,409,260</b>	<b>54,360</b>	-	<b>36,500</b>	-	<b>1,743</b>	-	-	<b>272,064</b>	<b>394,909</b>	<b>119,285</b>	<b>17,004</b>	<b>10,038</b>	<b>2,975</b>	<b>2,318,199</b>	<b>694,497</b>	-	<b>(1,425)</b>	-	<b>3,011,271</b>
<b>GENERAL COUNSEL</b>																								
LEG901	WOU Legal Counsel	-	-	-	259,400	-	-	-	-	-	-	-	34,008	71,335	21,142	-	-	-	385,885	17,000	-	-	-	402,885
LEG902	Outside Legal Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	97,500	-	-	-	97,500
LEG903	Risk Management Assessments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	742,860	-	-	-	742,860
<b>TOTAL GENERAL COUNSEL</b>		-	-	-	<b>259,400</b>	-	-	-	-	-	-	-	<b>34,008</b>	<b>71,335</b>	<b>21,142</b>	-	-	-	<b>385,885</b>	<b>857,360</b>	-	-	-	<b>1,243,245</b>
<b>DIVERSITY EQUITY &amp; INCLUSION</b>																								
DEI901	Office of Diversity Equity & Inlus	-	-	-	252,136	-	-	-	-	-	-	-	51,012	69,337	20,550	-	-	-	393,035	22,480	-	-	-	415,515
DEI902	Title IX	-	-	-	75,000	-	-	-	-	-	-	-	17,004	20,625	6,113	-	-	-	118,742	5,000	-	-	-	123,742
<b>TOTAL DIVERSITY EQUITY &amp; INCLUSION</b>		-	-	-	<b>327,136</b>	-	-	-	-	-	-	-	<b>68,016</b>	<b>89,962</b>	<b>26,663</b>	-	-	-	<b>511,777</b>	<b>27,480</b>	-	-	-	<b>539,257</b>
<b>ACADEMIC AFFAIRS</b>																								
PRO902	Provost	-	-	-	504,629	-	-	37,326	-	-	-	-	68,016	138,773	41,128	17,004	10,265	3,042	820,183	23,900	-	-	-	844,083
AAD901	Student Success & Advising	-	-	-	434,937	-	-	59,472	800	27,000	-	-	136,032	119,609	35,448	17,004	16,575	4,912	852,734	18,080	-	-	-	870,814
AAD904	Teacher Prep - GF	-	-	-	50,400	-	-	-	-	-	-	-	17,854	13,860	4,108	-	-	-	86,222	5,000	-	-	18,327	109,549
AAD905	Student Enrichment	-	-	-	172,892	-	-	14,062	-	2,693	60,381	47,544	14,090	4,421	3,867	1,146	94	321,190	14,620	-	-	-	-	335,810
ADM923	Office of Inter Stdn Acd Support	-	-	-	-	-	-	-	-	8,576	-	-	-	-	-	-	-	300	8,876	1,230	-	-	-	10,106
DEF701	Academic Effectiveness	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	31,450	-	-	-	31,450
ISS901	International Students and Scholars	-	-	-	60,000	-	-	38,660	-	-	-	-	10,958	17,004	16,500	4,890	17,174	10,632	315,353	15,000	-	-	-	194,353
LCT901	Learning Center	-	-	-	-	-	-	-	-	35,000	-	-	-	-	-	-	-	-	36,225	1,220	-	-	-	37,445
NWA901	Northwest Accreditation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	31,524	-	-	-	31,524
OTD901	Occupational Therapy	-	-	-	172,892	327,200	-	39,348	-	-	-	-	85,020	137,524	40,757	17,004	10,821	3,207	833,773	237,295	-	-	-	1,071,068
PRO804	Honors Program - Acad Support	-	-	-	54,551	-	-	-	-	8,000	-	-	8,502	15,002	4,446	-	-	-	90,781	20,140	-	-	-	110,921
PRO808	Honors Program Course Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PRO809	General Education	-	-	-	69,024	7,916	-	-	-	-	-	-	11,223	21,159	6,270	-	-	-	115,592	22,840	-	-	-	138,432
PRO811	Interdisciplinary Studies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,700	-	-	-	2,700
PRO812	Salem General	-	-	-	106,920	-	-	43,480	-	14,850	-	-	-	29,403	8,714	18,704	11,957	3,543	238,091	40,000	-	-	-	278,091
PRO813	Willamette Promise	-	-	-	-	90,000	-	-	-	-	-	-	24,750	7,335	-	-	-	-	122,085	84,200	-	-	-	206,285
PRO816	AA Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	140,747	-	-	-	140,747
PRO818	Endowed Jensen Lectureship	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,804	-	4,804
PRO824	AA Course Release	-	-	-	148,500	-	-	-	-	-	-	-	-	40,838	12,103	-	-	-	201,441	-	-	-	-	201,441
PRO833	Institutional Research Office	-	-	-	71,875	8,636	-	-	-	10,020	17,004	22,141	6,562	-	-	-	-	-	136,589	10,000	-	-	-	146,589
PRO836	Partnerships	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PRO837	New Faculty Start-Up	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PRO921	Faculty Development	-	-	-	79,200	-	-	-	-	-	-	-	-	21,780	6,455	-	-	-	107,435	270,000	-	-	-	377,435
PRO923	Faculty Diversity Initiatives	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18,000	-	-	-	18,000
PRO924	AA Technology	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	355,708	-	-	-	355,708
PRO927	Endowed Prof Business	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,304	-	(2,652)	-	2,652
PRO977	Undergraduate Research	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,200	-	-	-	7,200
REG901	Registrar	68,000	-	-	246,660	-	-	236,829	2,800	5,000	68,016	67,831	20,102	102,024	65,899	19,530	175	834,866	23,160	-	-	-	-	858,026
REG905	Diplomas/Certificates	2,000	-	-	-	-	-	-	600	-	-	-	-	-	-	165	49	-	814	8,000	-	-	-	8,814
WR901	Writing Center	-	50,312	-	50,904	6,000	-	-	-	36,400	25,506	29,485	8,738	-	-	-	-	208,619	3,500	-	-	-	-	212,119
<b>TOTAL ACADEMIC AFFAIRS</b>		<b>70,000</b>	<b>346,779</b>	<b>334,620</b>	<b>1,919,497</b>	<b>112,552</b>	-	<b>469,177</b>	<b>4,200</b>	<b>158,497</b>	<b>514,558</b>	<b>746,199</b>	<b>221,146</b>	<b>193,335</b>	<b>130,181</b>	<b>38,580</b>	<b>5,548</b>	<b>5,194,869</b>	<b>1,390,818</b>	-	<b>(2,652)</b>	<b>23,131</b>	-	<b>6,606,166</b>





Western Oregon University  
 FY24 Education & General Fund Budget  
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INDEX	DEPT NAME	TOTAL REV	Tenure-Track Faculty Salary (+) Acct 10102	NTT Faculty Salary (+) Acct 10102	Unclass Salary (+) 10103	Other Unclassified & Faculty Pay (+) 10200	Academic Pay Summer (+) Acct 10203	Classified Salary (+) Acct 10301	Classified Pay (+) Acct 10400	Student Pay (+) Acct 10501	Uncl Health/Life OPE (+) Acct 10964	Uncl Retirement OPE (+) Acct 10967	Uncl Other OPE (+) Acct 10968	Classified Health/Life OPE (+) Acct 10974	Classified Retirement OPE (+) Acct 10977	Classified Other OPE (+) Acct 10978	Student OPE (+) Acct 10988	Total Personnel	Services and Supplies (+) Acct 20000	Intrnl Sales Reimburse (Redctn/Exp) (-) Acct 79000	Transfer In (-) Acct 91000	Transfer Out (+) Acct 92000	TOTAL EXP
GEN984	Smith Fine Arts	-																-				47,136	47,136
FAI908	RNL Contract	-																-	74,385				74,385
OTD901	Occupational Therapy Start-Up	-																-	300,000				300,000
GEN803	COE Initiatives	-																-	200,000				200,000
DOS816	Freedom Center	-																-	30,000				30,000
GEN984	Quasi Transfer In	-																-			(400,742)		(400,742)
PSS917	Public Safety Radios	-																-	35,000				35,000
DEI801	Equity Audit	-																-	80,000				80,000
<b>TOTAL ONE-TIME FUNDS</b>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	719,385	-	(400,742)	47,136	365,779
<b>EDUCATION &amp; GENERAL FUND TOTAL</b>		67,008,661	11,325,089	4,262,229	10,622,692	553,748	925,941	6,104,239	260,061	1,575,813	6,024,158	7,589,214	2,256,718	2,080,745	1,750,184	518,702	471,277	56,320,809	13,899,083	(3,606,740)	(409,635)	4,395,267	70,598,784

Western Oregon University  
 FY24 Designated Operations, Service Departments,  
 & Auxiliary Enterprises Budgets (excluding Athletics & IFC)

INDEX	FUND TYPE	DEPT NAME	Total Revenue	Unclass Salary	Other Unclassified Pay	Classified Salary	Classified Pay	Student Pay	Uncl Health/Life OPE	Uncl Retirement OPE	Uncl Other OPE	Classified Health/Life OPE	Classified Retirement OPE	Classified Other OPE	Student OPE	Total Personnel	Services and Supplies	General Admin Overhead	Bond Debt	Student Aid	Merchandise for Resale	Indirect Costs	Depreciation	Transfer In	Transfer Out	TOTAL EXP	NET (ignoring depr.)
			Acct 10103	Acct 10200	Acct 10301	Acct 10400	Acct 10501	Acct 10964	Acct 10967	Acct 10968	Acct 10974	Acct 10977	Acct 10978	Acct 10988	Acct 20000	Acct 28204	Acct 28811	Acct 50000	Acct 60000	Acct 70003	Acct 80500	Acct 91000	Acct 92000				
<b>DESIGNATED OPS AND SERVICE DEPTS FUNDS</b>																											
COP901	SERVICE	Council of Presidents	504,000	314,381	-	-	-	-	51,012	86,455	25,622	-	-	-	-	477,470	65,000	-	-	-	-	-	-	-	-	542,470	(38,470)
CTL903	SERVICE	CTL -Tapes and Sales Services	40	-	-	-	-	-	-	-	-	-	-	-	-	-	40	-	-	-	-	-	-	-	-	40	-
DOS957	DESOP	National Student Exchange Program	3,500	-	-	-	-	-	-	-	-	-	-	-	-	-	3,500	-	-	-	-	-	-	-	-	3,500	-
DOS911	DESOP	Career Development Revenue	9,999	-	-	-	-	-	-	-	-	-	-	-	-	-	9,999	-	-	-	-	-	-	-	-	9,999	-
PSS918	DESOP	Crime Prevention	3,000	-	-	-	-	-	-	-	-	-	-	-	-	-	2,727	-	-	-	-	273	-	-	-	3,000	-
PPO928	SERVICE	Compactor Services	34,690	-	-	-	-	-	-	-	-	-	-	-	-	-	34,690	-	-	-	-	-	-	-	-	34,690	-
PRE919	DESOP	Sundry Gifts	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	909	-	-	-	-	-	-	-	-	1,000	-
RCD904	DESOP	Resource Center on Deafness	5,000	-	3,000	-	-	-	825	245	-	-	-	-	-	4,070	535	-	-	-	-	461	-	-	-	5,066	(66)
REG910	DESOP	Veteran's Service	3,000	-	-	-	-	-	-	-	-	-	-	-	-	-	3,000	-	-	-	-	-	-	-	-	3,000	-
SAB902	DESOP	Non-Credit International Program	80	-	-	-	-	-	-	-	-	-	-	-	-	-	72	-	-	-	-	8	-	-	-	80	-
CAD910	DESOP	WOU Band Festival	10,105	-	3,000	-	-	500	-	825	245	-	-	-	18	4,588	3,976	-	-	-	-	857	-	750	10,171	(66)	
CAD912	DESOP	Music Scholarships	200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	200	-	-	-	-	200	-
CAD928	DESOP	Quarried Sculpture Stone	30	-	-	-	-	-	-	-	-	-	-	-	-	-	30	-	-	-	-	-	-	-	-	30	-
CAD929	DESOP	WOU Choral Festival	510	-	-	-	-	300	-	-	-	-	-	-	11	311	152	-	-	-	-	47	-	-	-	510	-
DEP910	DESOP	CAI Non-Credit Special Projects	300	-	-	-	-	-	-	-	-	-	-	-	-	-	300	-	-	-	-	-	-	-	-	300	-
TRD909	DESOP	TR Consulting Services	3,500	-	-	-	-	-	-	-	-	-	-	-	-	-	3,181	-	-	-	-	319	-	-	-	3,500	-
TRD911	DESOP	TR Publications	800	-	-	-	-	-	-	-	-	-	-	-	-	-	727	-	-	-	-	73	-	-	-	800	-
TRD914	SERVICE	TR Tech Support Center	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000	-	-	-	-	-	-	-	-	30,000	-
TRD886	DESOP	Traffic Safety Education	34,635	-	-	-	-	-	-	-	-	-	-	-	-	-	31,486	-	-	-	-	3,149	-	-	-	34,635	-
GFA935	DESOP	General Scholarship Fund	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000	-	-	-	-	-	50,000	-
UCS904	SERVICE	Computer Maintenance	74,568	-	-	34,342	3,400	1,400	-	-	-	8,366	10,379	3,076	49	61,012	15,754	-	-	-	-	-	3,000	-	-	79,766	(2,198)
UCS907	SERVICE	Telecommunications	1,484,138	-	-	267,159	14,000	-	-	-	-	51,012	77,319	22,915	-	432,405	1,000,000	-	-	-	-	-	270,000	-	-	1,702,405	51,733
<b>TOTAL DESIGNATED OPS AND SERVICE DEPTS FUNDS</b>																											
			2,253,095	314,381	6,000	301,501	17,400	2,200	51,012	88,105	26,112	59,378	87,698	25,991	78	979,856	1,205,169	-	-	50,200	-	6,187	273,000	-	750	2,515,162	10,933
<b>AUXILIARY ENTERPRISES FUNDS (EXCLUDING ATHLETICS &amp; IFC)</b>																											
DIA517	AUX	DIA Smith Series Revenue Odd Year	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	23,148	1,852	-	-	-	-	-	-	-	25,000	-
DIA527	AUX	DIA Smith Series Revenue Even Year	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PSS922	AUX	Parking	420,000	63,330	-	60,454	5,000	30,000	8,502	17,416	5,161	25,506	18,000	5,335	1,050	239,754	190,000	34,381	-	-	-	-	-	(40,000)	424,135	(4,135)	
GEN876	AUX	Recreation Center Building Fee	355,774	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	460,000	460,000	(104,226)
GFA962	AUX	Vending (Incopier)-Library	500	-	-	-	-	-	-	-	-	-	-	-	-	-	462	37	-	-	-	-	-	-	-	499	1
GFA964	AUX	Vending Income-General	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	5,000	-	
AUX990	AUX	Conference Services	40,000	57,240	-	-	2,000	17,004	15,741	4,665	-	68,016	50,578	14,990	70	96,720	5,000	8,138	-	-	-	-	-	(70,000)	39,858	142	
AUX991	AUX	Bookstore	700,000	65,964	-	173,921	10,000	15,000	17,004	18,140	5,376	68,016	50,578	14,990	525	439,514	150,000	79,162	-	-	400,000	-	-	-	1,068,676	(368,676)	
OUR901	AUX	University Residences Operations	6,714,230	481,101	2,900	195,355	12,900	201,000	157,287	133,101	39,444	68,016	57,271	16,973	7,035	1,372,383	2,249,114	289,720	1,252,242	-	-	-	(180,000)	1,522,814	6,506,273	207,957	
OUR902	AUX	Residence Hall Prog & Training	-	-	-	-	-	-	-	-	-	-	-	-	-	-	38,888	3,112	-	-	-	-	(42,000)	-	-	-	-
OUR903	AUX	Residence Hall Association	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37,037	2,963	-	-	-	-	(40,000)	-	-	-	-
OUR919	AUX	Vending Income -Dorms	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	400	-	-	-	-	-	-	-	5,400	(4,400)
AUX977	AUX	Residential Dining	3,479,754	213,012	500	659,738	9,500	306,352	51,012	58,716	17,402	276,315	184,042	54,543	10,722	1,841,854	503,661	253,642	-	-	825,000	-	-	208,000	3,632,157	(152,403)	
AUX978	AUX	Retail Dining	226,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	226,000	-
AUX993	AUX	The Press	15,000	-	-	-	11,570	-	-	-	-	-	-	405	11,975	4,000	2,078	-	-	-	10,000	-	-	-	-	28,053	(13,053)
AUX994	AUX	Allegro	151,150	-	9,837	-	43,126	-	-	-	4,251	2,705	802	1,509	62,230	25,500	11,251	-	-	-	52,903	-	-	-	151,884	(734)	
AUX995	AUX	Western Deli	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AUX996	AUX	Western Grill	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SHC901	AUX	Undist Student Health Fee	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SHC904	AUX	Health Service	1,620,792	261,937	10,124	342,938	58,478	-	85,020	74,816	22,172	102,024	110,389	32,716	-	1,100,614	268,317	109,515	158,000	-	-	107,844	(77,990)	-	1,666,300	62,336	
SHC916	AUX	Health Counseling Building Fee	81,613	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	77,990	77,990	3,623	
DOE993	AUX	Q-Loop Studios	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	925	74	-	-	-	-	-	-	-	999	1
CAD953	AUX	Rainbow Dance Theatre	36,626	-	25,000	-	-	-	-	6,875	2,038	-	-	-	-	33,913	500	2,754	-	-	-	-	-	-	-	37,167	(541)
PRO817	AUX	Child Development Center	243,360	105,726	2,000	26,240	4,000	47,022	42,510	29,625	8,779	-	1,100	2,465	1,646	271,113	46,878	25,440	-	-	-	-	-	(150,000)	193,431	49,929	
<b>TOTAL AUXILIARY ENTERPRISES FUNDS (EXCLUDING ATHLETICS &amp; IFC)</b>																											
			14,116,799	1,248,310	40,524	1,468,483	99,878	656,070	378,339	354,430	105,037	544,128	424,085	127,824	22,962	5,470,070	3,548,430	824,519	1,410,242	-	1,287,903	-	107,844	(449,990)	2,123,804	14,322,822	(98,179)
<b>TOTAL DESIGNATED OPS, SERVICE DEPTS, AND AUXILIARY ENTERPRISES F</b>																											
			16,369,894	1,562,691	46,524	1,769,984	117,278	658,270	429,351	442,535	131,149	603,506	511,783	153,815	23,040	6,449,926	4,753,599	824,519	1,410,242	50,200	1,287,903	6,187	380,844	(449,990)	2,124,554	16,837,984	(87,246)



Western Oregon University  
FY24 Incidental Fee Budgets

INDEX	DEPT NAME	Total	Unclass	Other	Classified	Classified	Student	Uncl	Uncl	Uncl	Classified	Classified	Classified	Student	Total	Services	General	Travel	Depreciation	Transfer In	Transfer Out	TOTAL EXP	NET (Ignoring depr.)
		Revenue	Salary	Unclassified	Salary	Pay	Pay	Health/Life	Retirement	Other	Health/Life	Retirement	Other	Pay		Personnel	and	Admin	(+)	(+)	Incidental Fee		
		Acct 10103	Acct 10200	Acct 10301	Acct 10400	Acct 10501	Acct 10964	Acct 10967	Acct 10968	Acct 10974	Acct 10977	Acct 10978	Acct 10988		Acct 20000	Acct 28204	Acct 39000	Acct 80500	Acct 91105	Acct 92000			
<b>ADMINISTRATIVE</b>																							
	GEN897	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(11,560)	11,560	-	-
	GEN948	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	GEN950	151,950	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	151,950
	GEN951	3,497,904	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,405,374	3,405,374	92,530
	<b>TOTAL ADMINISTRATIVE</b>	<b>3,649,854</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(11,560)	3,416,934	3,405,374	244,480
<b>ABBY'S HOUSE/FOOD PANTRY</b>																							
	DOS975	-	-	-	-	5,940	-	-	-	-	-	-	208	6,148	-	455	-	-	-	(6,603)	-	-	-
	DOS813	-	-	-	-	15,821	-	-	-	-	-	-	554	16,375	-	1,212	-	-	-	(17,587)	-	-	(0)
	<b>TOTAL ABBY'S HOUSE/FOOD PANTRY</b>	-	-	-	-	21,761	-	-	-	-	-	-	762	22,523	-	1,667	-	-	-	(24,190)	-	-	(0)
<b>ACCESS</b>																							
	DOS923	-	-	11,680	-	-	-	3,212	952	-	-	-	-	15,844	-	1,173	-	-	-	(17,016)	-	1	(1)
	<b>TOTAL ACCESS</b>	-	-	11,680	-	-	-	3,212	952	-	-	-	-	15,844	-	1,173	-	-	-	(17,016)	-	1	(1)
<b>ASSOCIATED STUDENTS OF WOU</b>																							
	ASW903	-	-	33,485	-	70,279	-	-	-	17,004	9,208	2,729	2,460	135,165	(18,883)	8,605	-	1,151	(124,888)	-	1,150	1	
	ASW909	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000	74	-	-	(1,074)	-	-	-	
	ASW915	-	-	-	-	-	-	-	-	-	-	-	-	-	15,857	1,174	-	-	(17,031)	-	-	-	
	ASW923	-	-	-	-	-	-	-	-	-	-	-	-	-	1,350	100	-	-	(1,450)	-	-	-	
	ASW926	-	-	-	-	-	-	-	-	-	-	-	-	-	7,448	552	-	-	(8,000)	-	-	-	
	ASW934	-	-	-	-	-	-	-	-	-	-	-	-	-	9,404	696	-	-	(10,100)	-	-	-	
	ASW936	-	-	-	-	-	-	-	-	-	-	-	-	-	22,346	1,654	-	-	(24,000)	-	-	-	
	ASW937	-	-	-	-	-	-	-	-	-	-	-	-	-	5,891	436	-	-	(6,328)	-	(1)	1	
	ASW942	-	-	-	-	-	-	-	-	-	-	-	-	-	838	63	-	-	(900)	-	1	(1)	
	ASW943	-	-	-	-	-	-	-	-	-	-	-	-	-	3,724	276	-	-	(4,000)	-	-	-	
	ASW947	-	-	-	-	-	-	-	-	-	-	-	-	-	1,062	79	-	-	(1,141)	-	-	-	
	ASW948	-	-	-	-	-	-	-	-	-	-	-	-	-	5,996	444	-	-	(6,440)	-	-	-	
	ASW951	-	-	-	-	-	-	-	-	-	-	-	-	-	2,420	180	-	-	(2,600)	-	-	-	
	ASW969	-	-	-	-	-	-	-	-	-	-	-	-	-	1,290	96	-	-	(1,386)	-	-	-	
	ASW972	-	-	-	-	-	-	-	-	-	-	-	-	-	597	45	-	-	(642)	-	-	-	
	ASW973	-	-	-	-	-	-	-	-	-	-	-	-	-	1,117	83	-	-	(1,200)	-	-	-	
	ASW974	-	-	-	-	-	-	-	-	-	-	-	-	-	540	40	-	-	(580)	-	-	-	
	ASW981	-	-	-	-	-	-	-	-	-	-	-	-	-	372	28	-	-	(400)	-	-	-	
	ASW982	-	-	-	-	-	-	-	-	-	-	-	-	-	372	28	-	-	(400)	-	-	-	
	ASW986	-	-	-	-	-	-	-	-	-	-	-	-	-	473	36	-	-	(509)	-	-	-	
	ASW988	-	-	-	-	-	-	-	-	-	-	-	-	-	744	56	-	-	(800)	-	-	-	
	ASW989	-	-	-	-	-	-	-	-	-	-	-	-	-	325	25	-	-	(350)	-	-	-	
	ASW990	-	-	-	-	-	-	-	-	-	-	-	-	-	2,220	165	-	-	(2,385)	-	-	-	
	ASW991	-	-	-	-	-	-	-	-	-	-	-	-	-	744	56	-	-	(800)	-	-	-	
	ASW992	-	-	-	-	-	-	-	-	-	-	-	-	-	465	35	-	-	(500)	-	-	-	
	<b>TOTAL ASSOCIATED STUDENTS OF WOU</b>	-	-	33,485	-	70,279	-	-	-	17,004	9,208	2,729	2,460	135,165	67,712	15,026	-	1,151	(217,904)	-	1,150	1	
<b>ATHLETICS</b>																							
	JA1101	-	-	-	-	-	-	-	-	-	-	-	-	-	24,777	1,834	-	-	(26,611)	-	-	-	
	JJ2101	-	-	-	-	-	-	-	-	-	-	-	-	-	28,000	14,282	165,000	-	(207,282)	-	-	-	
	JJ2201	-	-	-	-	-	-	-	-	-	-	-	-	-	4,070	55,000	-	-	(59,070)	-	-	-	
	JJ2301	-	-	-	-	-	-	-	-	-	-	-	-	-	4,070	55,000	-	-	(59,070)	-	-	-	
	JJ2501	-	-	-	-	-	-	-	-	-	-	-	-	-	4,070	55,000	-	-	(59,070)	-	-	-	
	JJ2601	-	-	-	-	-	-	-	-	-	-	-	-	-	4,070	55,000	-	-	(59,070)	-	-	-	
	JJ2901	-	-	-	-	-	-	-	-	-	-	-	-	-	6,290	85,000	-	-	(91,290)	-	-	-	
	JJ3001	-	-	-	-	-	-	-	-	-	-	-	-	-	6,290	85,000	-	-	(91,290)	-	-	-	
	JJ3101	-	-	-	-	-	-	-	-	-	-	-	-	-	4,070	55,000	-	-	(59,070)	-	-	-	
	JI4201	-	-	-	-	-	-	-	-	-	-	-	-	-	4,255	57,500	-	-	(61,755)	-	-	-	
	JI4301	-	-	-	-	-	-	-	-	-	-	-	-	-	4,255	57,500	-	-	(61,755)	-	-	-	
	<b>TOTAL ATHLETICS</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	52,777	57,556	725,000	-	(835,333)	-	-	-	

Western Oregon University  
FY24 Incident Fee Budgets

INDEX	DEPT NAME	Total	Unclass	Other	Classified	Classified	Student	Uncl	Uncl	Uncl	Classified	Classified	Classified	Student	Total	Services	General	Travel	Depreciation	Transfer In	Transfer Out	TOTAL EXP	NET (Ignoring depr.)
		Revenue	Salary	Unclassified	Salary	Pay	Pay	Health/Life	Retirement	Other	Health/Life	Retirement	Other	Pay		Personnel	and	Admin	(+)	(+)	Incidental		
		Acct 10103	Acct 10200	Acct 10301	Acct 10400	Acct 10501	Acct 10964	Acct 10967	Acct 10968	Acct 10974	Acct 10977	Acct 10978	Acct 10988		Acct 20000	Acct 28204	Acct 39000	Acct 80500	Acct 91105	Acct 92000			
<b>CAMPUS RECREATION</b>																							
DOS967	Health & Wellness Center	76,500	253,536	-	-	208,023	68,016	69,723	20,663	-	-	-	7,281	627,242	(20,290)	45,451	7,250	366,682	(630,998)	47,845	443,182	0	
DOS982	Health and Wellness Programs	13,500	-	-	-	43,097	-	-	-	-	-	-	1,508	44,505	8,095	3,967	-	-	(48,068)	-	13,499	1	
DOS983	Aquatic Center Operation	-	-	-	-	39,788	-	-	-	-	-	-	1,393	41,181	60,094	7,495	-	-	(108,770)	-	-	-	
DOS984	Aquatic Center Programs	52,500	-	-	-	40,725	-	-	-	-	-	-	1,425	42,150	6,731	3,618	-	-	-	-	52,499	1	
DOS985	Intramurals	3,500	-	-	-	40,088	-	-	-	-	-	-	1,403	41,491	5,962	3,512	-	-	-	(47,466)	3,499	1	
DOS986	Turf and Grass Fields	4,000	-	-	-	3,137	-	-	-	-	-	-	110	3,247	21,390	1,824	-	-	(22,461)	4,000	-	-	
DOS800	Men's Lacrosse	-	-	-	-	-	-	-	-	-	-	-	-	-	13,659	1,864	11,520	-	(27,043)	-	-	-	
DOS801	Men's Soccer	-	-	-	-	-	-	-	-	-	-	-	-	-	1,837	203	900	-	(2,940)	-	-	-	
DOS802	Men's Rugby	-	-	-	-	-	-	-	-	-	-	-	-	-	5,131	803	5,720	-	(11,654)	-	-	-	
DOS803	Women's Rugby	-	-	-	-	-	-	-	-	-	-	-	-	-	3,140	588	4,800	-	(8,528)	-	-	-	
DOS804	SORC Rock Climbing	-	-	-	-	-	-	-	-	-	-	-	-	-	200	74	800	-	(1,074)	-	-	-	
DOS806	Dance Team	-	-	-	-	-	-	-	-	-	-	-	-	-	5,561	412	-	-	(5,973)	-	-	-	
DOS812	Women's Soccer	-	-	-	-	-	-	-	-	-	-	-	-	-	1,837	203	900	-	(2,940)	-	-	-	
DOS814	Men's Basketball	-	-	-	-	-	-	-	-	-	-	-	-	-	500	37	-	-	(537)	-	-	-	
<b>TOTAL CAMPUS RECREATION</b>		150,000	253,536	-	-	374,858	68,016	69,723	20,663	-	-	-	13,120	799,916	114,747	70,051	31,890	366,682	(914,452)	47,845	516,679	3	
<b>CHILDCARE</b>																							
GEN949	Child Care Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(39,540)	39,540	-	
<b>TOTAL CHILDCARE</b>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(39,540)	39,540	-	
<b>CREATIVE ARTS</b>																							
CAD931	Broadway/Opera	-	564	-	-	-	155	46	-	-	-	-	-	765	(44,576)	(3,242)	-	-	-	47,052	(1)	1	
CAD932	Choral Organizations	800	420	-	-	1,894	-	116	34	-	-	-	66	2,530	3,878	1,000	7,100	-	-	(13,709)	799	-	
CAD933	Instrumental Jazz	1,050	420	-	-	891	-	116	34	-	-	-	31	1,492	10,203	1,296	5,816	-	-	(17,758)	1,049	1	
CAD934	Vocal Jazz	190	410	-	-	590	-	113	33	-	-	-	21	1,167	4,823	1,013	7,687	-	-	(14,500)	190	-	
CAD935	Guest Artists	790	6,096	-	-	711	-	1,676	497	-	-	-	25	9,005	6,631	1,158	-	-	-	(16,004)	790	-	
CAD936	Western OR Symphony & Wind Ensemble	278	2,753	-	-	1,532	-	757	224	-	-	-	54	5,320	9,423	1,535	6,000	-	-	(22,000)	278	-	
CAD937	WOU Dance Theatre	8,000	-	-	-	3,385	-	-	-	-	-	-	118	3,503	27,384	2,917	8,520	1,166	-	(34,325)	9,165	1	
CAD938	Theatre	12,000	-	-	-	37,112	-	-	-	-	-	-	1,299	38,411	52,370	6,960	3,266	-	-	(89,007)	12,000	-	
CAD939	Summer Theatre	-	-	-	-	-	-	-	-	-	-	-	-	-	31,440	2,327	-	-	-	(33,767)	0	(0)	
CAD941	Instrumental Chamber Ensembles	-	-	-	-	-	-	-	-	-	-	-	-	-	6,000	827	5,173	-	-	(12,000)	-	-	
CAD942	IFC Art Gallery	735	-	-	-	2,800	-	-	-	-	-	-	98	2,898	10,919	1,123	1,350	-	-	(15,555)	735	-	
<b>TOTAL CREATIVE ARTS</b>		23,843	10,663	-	-	48,915	-	2,933	868	-	-	-	1,712	65,091	118,496	16,914	44,912	1,166	-	(221,573)	-	25,006	3
<b>STUDENT ENGAGEMENT</b>																							
SEO901	Student Engagement Operations	240,250	264,286	113,962	5,877	121,287	85,020	72,678	21,539	44,210	32,955	9,767	4,245	775,826	315,966	80,793	-	482,609	(932,338)	-	722,856	3	
SEO902	Leadership, Inclusion, & Activities (LIA)	-	-	-	-	-	-	-	-	-	-	-	-	-	38,504	3,042	2,592	-	-	(44,137)	1	(1)	
SEO903	Student Activities Board	3,903	-	-	-	15,835	-	-	-	-	-	-	554	16,389	28,835	3,347	-	-	-	(44,670)	3,901	2	
<b>TOTAL STUDENT ENGAGEMENT</b>		244,153	264,286	113,962	5,877	137,122	85,020	72,678	21,539	44,210	32,955	9,767	4,799	792,215	383,305	87,182	2,592	482,609	(1,021,145)	-	726,758	4	
<b>STUDENT MEDIA</b>																							
SEO904	Student Media	-	-	-	-	-	-	-	-	-	-	-	-	-	3,264	242	-	-	-	(3,506)	-	-	
SEO905	Northwest Passage	-	-	-	-	5,023	-	-	-	-	-	-	176	5,199	2,558	575	-	-	-	(8,332)	-	-	
SEO906	Western Journal	3,000	-	-	-	41,321	-	-	-	-	-	-	1,446	42,767	4,732	3,515	-	-	-	(48,015)	2,999	1	
SEO907	KWOU Student Radio Station	150	-	-	-	5,066	-	-	-	-	-	-	177	5,243	2,170	549	-	-	-	(7,813)	149	1	
<b>TOTAL STUDENT MEDIA</b>		3,150	-	-	-	51,410	-	-	-	-	-	-	1,799	53,209	12,724	4,881	-	-	-	(67,666)	-	3,148	2
<b>WOLF RIDE</b>																							
DOS979	WOLF Ride	3,000	-	-	-	29,093	-	-	-	-	-	-	1,018	30,111	5,264	2,618	-	-	-	8,499	(34,994)	11,498	1
<b>TOTAL WOLF RIDE</b>		3,000	-	-	-	29,093	-	-	-	-	-	-	1,018	30,111	5,264	2,618	-	-	-	8,499	(34,994)	11,498	1
<b>TOTAL IFC</b>		4,074,000	517,822	22,343	147,447	5,877	733,438	153,036	148,546	44,022	61,214	42,163	12,496	25,670	1,914,074	755,024	257,068	804,394	860,107	(3,405,373)	3,504,319	4,689,614	244,493

Western Oregon University  
FY24 Athletics (Non-IFC) Budgets

INDEX	DEPT NAME	Total Revenue	Unclass Salary	Other Unclassified Pay	Classified Salary	Classified Pay	Student Pay	Uncl Health/Life OPE	Uncl Retirement OPE	Uncl Other OPE	Classified Health/Life OPE	Classified Retirement OPE	Classified Other OPE	Student OPE	Total Personnel	Services and Supplies	General Admin Overhead	Travel	Student Aid	Transfer In	Transfer Out	TOTAL EXP	NET																					
		Acct 10103	Acct 102XX	Acct 10301	Acct 10400	Acct 10501	Acct 10964	Acct 10967	Acct 10968	Acct 10974	Acct 10977	Acct 10978	Acct 10988	Acct 20000	Acct 28204	Acct 39000	Acct 50000	Acct 91000	Acct 92000																									
<b>Athletics General Fund Support</b>																																												
JF1101	General Fund - Administration	-	287,759	-	91,519	-	-	65,516	79,134	23,453	34,008	25,168	7,458	-	614,015	289,953	66,894	-	-	(970,863)	-	(1)	1																					
JF1501	Gen Fund - Athletic Training	-	171,173	-	-	-	-	68,016	47,073	13,951	-	-	-	-	300,213	-	22,216	-	-	(322,428)	-	1	(1)																					
JF1601	Gen Fund - Athletic Performance	-	118,590	-	-	-	-	34,008	28,762	9,665	-	-	-	-	191,025	-	14,136	-	-	(205,161)	-	-	-																					
JF2101	General Fund Ath Support- Football	-	306,063	-	-	-	-	68,016	76,038	24,944	-	-	-	-	475,061	200,000	49,955	-	-	(725,016)	-	-	-																					
JF2201	Gen Fun Ath Support-Volleyball	-	102,204	-	-	-	-	34,008	28,107	8,330	-	-	-	-	172,649	25,000	14,627	-	-	(212,274)	-	2	(2)																					
JF2301	Gen Fund Ath Support- Womens Soccer	-	103,872	-	-	-	-	34,008	28,565	8,465	-	-	-	-	174,910	25,000	14,794	-	-	(214,704)	-	-	-																					
JF2501	Gen Fund Ath Sup-Mens Basketball	-	129,238	-	-	-	-	34,008	35,537	10,532	-	-	-	-	209,305	-	15,489	-	-	(224,795)	(1)	-	1																					
JF2601	Gen Fund Ath Sup- W Basketball	-	122,904	-	-	-	-	34,008	33,799	10,017	-	-	-	-	200,728	-	14,854	-	-	(215,581)	-	1	(1)																					
JF2801	Gen Fund Supp- XC/Track	-	110,832	-	-	-	-	34,008	30,479	9,033	-	-	-	-	184,352	50,000	17,343	-	-	(251,695)	-	-	-																					
JF2901	Gen Fund Ath Sup - Baseball	-	114,113	-	-	-	-	34,008	28,631	9,300	-	-	-	-	186,052	25,000	15,618	-	-	(226,670)	-	-	-																					
JF3001	Gen Fund Ath Sup - Softball	-	102,204	-	-	-	-	34,008	28,107	8,330	-	-	-	-	172,649	25,000	14,627	-	-	(212,274)	-	2	(2)																					
JF3101	Gen Fund Ath Support- Mens Soccer	-	106,504	-	-	-	-	34,008	29,289	8,680	-	-	-	-	178,481	25,000	15,058	-	-	(218,539)	-	-	-																					
<b>TOTAL GENERAL FUND SUPPORT</b>		-	1,775,446	-	91,519	-	-	507,620	473,521	144,700	34,008	25,168	7,458	-	3,059,440	664,953	275,611	-	-	(4,000,000)	-	4	(4)																					
<b>TICKETS/CONCESSIONS</b>																																												
JT1101	Tickets/Concessions- Administration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																					
JT1301	Tickets/Concessions - Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																					
JT2101	Tickets/Concessions - Football	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,000																					
JT2201	Tickets/Concessions-Volleyball	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000																					
JT2301	Tickets/Concessions- Womens Soccer	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000																					
JT2501	Tickets/Concess-Mens Basketball	3,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,000																					
JT2601	Tickets/Concessions- W Basketball	3,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,000																					
JT2901	Tickets/Concessions - Baseball	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000																					
JT3001	Tickets/Concessions- Softball	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000																					
JT3101	Tickets/Concessions- M Soccer	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000																					
JT4201	Tickets/Concessions M Cross Country	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																					
JT4301	Tickets/Concession- W Cross Country	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																					
<b>TOTAL TICKETS/CONCESSIONS</b>		31,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	31,000																					
<b>LOTTERY</b>																																												
JL1101	Lottery - Administration	1,300,000	-	-	-	-	-	-	-	-	-	-	-	-	-	148,976	11,024	-	1,140,000	-	-	1,300,000	-																					
<b>TOTAL LOTTERY</b>		1,300,000	-	-	-	-	-	-	-	-	-	-	-	-	-	148,976	11,024	-	1,140,000	-	-	1,300,000	-																					
<b>RECRUITING</b>																																												
JR2101	Recruiting - Football	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	906	12,240	-	-	-	13,146	(13,146)																					
JR2201	Recruiting - Volleyball	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	377	5,100	-	-	-	5,477	(5,477)																					
JR2301	Recruiting - Womens Soccer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	377	5,100	-	-	-	5,477	(5,477)																					
JR2501	Recruiting - Mens Basketball	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	377	5,100	-	-	-	5,477	(5,477)																					
JR2601	Recruiting - W Basketball	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	377	5,100	-	-	-	5,477	(5,477)																					
JR2901	Recruiting - Baseball	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	377	5,100	-	-	-	5,477	(5,477)																					
JR3001	Recruiting - Softball	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	377	5,100	-	-	-	5,477	(5,477)																					
JR3101	Recruiting - M Soccer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	377	5,100	-	-	-	5,477	(5,477)																					
JR4201	Recruiting - M Cross Country	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	126	1,700	-	-	-	1,826	(1,826)																					
JR4301	Recruiting - W Cross Country	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	126	1,700	-	-	-	1,826	(1,826)																					
JR4401	Recruiting - W Indoor Track	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	126	1,700	-	-	-	1,826	(1,826)																					
JR4501	Recruiting - W Indoor Track	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	126	1,700	-	-	-	1,826	(1,826)																					
JR4601	Recruiting - M Outdoor Track	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	126	1,700	-	-	-	1,826	(1,826)																					
JR4701	Recruiting - W Outdoor Track	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	126	1,700	-	-	-	1,826	(1,826)																					
<b>TOTAL RECRUITING</b>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,302	58,140	-	-	-	62,442	(62,442)																					
<b>SPECIAL PROJECTS</b>																																												
JS1101	Special Projects - Administration	-	9,997	-	-	-	-	2,500	2,749	815	-	-	-	-	16,061	-	1,189	-	-	-	17,250	(17,250)																						
JS1601	Spec Proj - Athletic Performance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,500	555	-	-	-	8,055	(8,055)																						
JS2101	Special Projects - Football	195,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13,436	181,564	-	-	195,000	-																					
JS2201	Special Projects - Volleyball	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,000	666	-	-	-	9,666	(9,666)																						
JS2301	Special Projects- Womens Soccer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,500	111	-	-	-	1,611	(1,611)																						
JS2501	Special Projects - Mens Basketball	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,000	1,258	-	-	-	18,258	(18,258)																						
JS2601	Special Projects- W Basketball	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,000	444	-	-	-	6,444	(6,444)																						
JS2901	Special Projects - Baseball	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																						
JS3001	Special Projects- Softball	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,500	629	-	-	-	9,129	(9,129)																						
JS3101	Special Projects- M Soccer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																						
JS4101	Special Projects - Cheerleading	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																						
JS4201	Special Projects - M Cross Country	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																						
JS4301	Special Projects- W Cross Country	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																						
<b>TOTAL SPECIAL PROJECTS</b>		195,000	9,997	-	-	-	-	2,500	2,749	815	-	-	-	-	16,061	49,500	18,287	181,564	-	-	265,412	(70,413)																						
<b>TOTAL ATHLETICS (NON-IFC) FUNDS</b>		1,526,000	1,785,443	-	91,519	-	-	510,120	476,270	145,515	34,008	25,168	7,458	-	3,075,501	863,428	309,225	239,704	1,140,000	(4,000,000)	-	1,627,858	(101,858)																					

## Finance & Administration Committee (FAC), May 25, 2023

### Capital Improvement & Renewal Projects

WOU's 2023-25 allocation of Capital & Renewal funds totals \$3,781,494. The planned projects utilizing these funds as well as other deferred maintenance projects that there is not sufficient funding for (including cost estimates) are listed below.

#### Planned Projects:

Natural Science Chiller replacement	754,695
WOU:Salem	
Seismic retrofitting	1,227,615
Fire suppression system	684,590
OTD program	675,390
Contingency	<u>258,760</u>
Total	2,846,355
West House office repair/Rice loading dock roof	19,510
Contingency	<u>1,951</u>
Total	21,461
Contingency	<u>158,983</u>
Total	3,781,494

#### Future Projects:

Cottage ADA/HVAC	250,000
Rice auditorium roof (lower)	475,000
New PE roof	863,836
Jensen Farm House roof	65,000
Watson roof	30,000
Server Room upgrade/HVAC	450,000
Fiber optics upgrade	100,000
Watson House fiber optics redundancy	50,000
Fire system upgrades	100,000
Welcome Center 2 <sup>nd</sup> floor hallway bathroom	50,000
Hamersly carpet and window replacement	<u>1,100,000</u>
Total	3,533,836



**Finance & Administration Committee (FAC), May 25, 2023**

**University Budget Advisory Committee (UBAC Report)**

DATE: May 17, 2023

TO: WESTERN OREGON UNIVERSITY BOARD OF TRUSTEES:  
FINANCE & ADMINISTRATION COMMITTEE

FROM: UNIVERSITY BUDGET ADVISORY COMMITTEE

RE: UBAC REPORT

Budget Conversations scheduled:

May 18: budget reduction and reallocation tool

UBAC invited Dr. Tressa Shavers from NACUBO (National Association of College and University Business Officers) to present with Dr. Ana Karaman, WOU VP-Finance and Administration the development and use of this tool with campus. Unit leaders who employed the tool during the most recent round of budget reductions were invited to share examples of their use of the tool.

UBAC recommends that during the process of new program development, the budgetary cost-benefit analysis required as part of the proposal process incorporates the use of the budget reallocation tool and that this analysis be shared with UBAC for review following review by the WOU Budget and Planning office. We believe this will support transparency and communication around new program development.

In early April, UBAC met with representatives from Institutional Research, Admissions, Housing and Financial Aid, and Student Success & Advising to gather enrollment and retention evidence. Based on the evidence provided, we anticipate a slowing in enrollment declines moving toward a turnaround of this trend. Current UBAC planning relies on the 5-year planning model built by Institutional Research and employs a “block design” of budget scenarios that incorporates two enrollment scenarios (flat and small decline) with two legislative budgeting scenarios (decreased legislative funding and flat legislative funding).

UBAC is proceeding with the budget story project by first reaching out to some active units that have recently engaged in budget planning for student success to provide some examples of budget stories that UBAC can showcase them. As we then move forward, UBAC will collect and curate stories on the UBAC web page, in reports to faculty and staff senates and this body, through presidential updates and to the state legislator via the office of Government Relations.



## Finance & Administration Committee (FAC), May 25, 2023

### University Technology Advisory Committee (UTAC) Report

#### UTAC Activities

UTAC met once during this reporting period on April 28, 2023. At that meeting, the committee reviewed and finalized their revised charge with VPFA Ana Karaman. They also discussed the formation of a new UTAC subcommittee that will draft and recommend a cybersecurity policy for Western Oregon University. Finally, they received an update from the Accessibility Subcommittee regarding a team that is attending strategic digital accessibility training (more below).

#### Strategic Digital Accessibility Training Team

Open Oregon Educational Resources, [WebAIM, a leading accessibility nonprofit](#), and [ORAHEAD, the Oregon Association of Higher Education and Disability](#), are cohosting professional learning cohorts to advance digital accessibility in public colleges and universities this year. A team at WOU successfully applied to participate in this cohort and are attending Strategic Digital Accessibility training with WebAIM during spring term. The team was created in consultation with the UTAC Accessibility Subcommittee and includes representation from University Computing Solutions, Office of Disability Services, and Library and Academic Innovation.



## Finance & Administration Report, May 2023

### OUR MISSION:

The Division of Finance and Administration supports WOU by providing a culture of leadership, innovative solutions, and efficiency through transparency, collaboration, and integrity.

### Accounting & Business Services (Accounts Receivable)—Dona Vasas

- Quarterly AR Info Session
- Updates to website for 23/24 tuition and fee info

### Accounting & Business Services (Controller)—Shadron Lehman

- Timeline developed for Year End Audit process underway
- Two university wide trainings on close of FY23/opening of FY24 - total 72 attendees
- Procurement/Purchasing policy restarted - 33 team members from across the university

### Budget & Planning Office—Camarie Moreno

- FY24 Preliminary Budget was finished - incorporating \$5M of identified budget reductions.
- Continuing to monitor FY23 budget and completing a monthly salary saving sweep. As of April \$2.4M of savings have been identified (as hires are made for the remainder of the year, this will be reduced to allocate funding back to departments).
- All \$16.5M of steampipe has been received.
- To date in FY23, \$1.5M of the 2021 Capital Improvement & Renewal funds have been received for reimbursed capital projects.

### Campus Public Safety & Facilities Services—Rebecca Chiles

#### Facilities Services

- Lightening Upgrades project in collaboration with ASWOU and RHA (residence hall association)
- Spring Cleaning Campaign was held, we removed 34 tons of junk/garbage from campus. This will become an annual event to ensure inviting and uncluttered environment on campus.
- Working with the International Club and the Model United Nations on installation of a Peace Pole at Welcome Center
- Installation of new sign for Welcome Center

- Ongoing/Upcoming:
  - Grounds really focuses on preparing the campus grounds for commencement, upcoming tours, camps, with the arrival of the growing season.
  - Many interior paint projects including Admin lobby, Smith Hall, and Bellamy Hall

### **Campus Public Safety**

- Evaluating EV charges
- Partnered with local agencies to use Old Ed for training (Dallas PD, Monmouth PD, Polk County Fire)
- Upcoming:
  - Self-defense training in spring term;
  - Host ALICE instructor course and Forensic Experiential Trauma Interviewing (FETI) training this summer

### **Treasury Services—Darin Silbernagel**

- Net cash position as of April 31, 2023 is **\$45,624,366** (includes Steam Pipe Line Project).
- For the next 2 months, the total projected inflow is projected at **\$2,554,602**.
- For the next 2 months, the total projected outflows are **\$20,070,354**.
- Projected ending is **\$31,307,223** across all funds, **\$18,307,223** excluding Steam Pipe Line Restricted funding of **\$13M** carryforward to next year.
- [Click here](#) to view April Cash Flow Narrative and Cash Flow Forecast.

### **Capital Planning & Construction—Jason Krawzyck**

- USAC starting work to develop space standards. May 3rd, 2nd USAC meeting approved room numbering design and developed cost to move MARCOM
- Demolish Old College of Ed. July 10th 2023
- Andersen Construction in partnership with MPP Piping and Emery & Son Excavating under contract
- Updated Campus Plan through 2028 (December 18th 2023) Working to determine committee members and scope of Campus Plan update.

### **University Computing Solutions—Michael Ellis**

- Cybersecurity TTX (table top exercise)





- 30 Attendees, including the President, Cabinet (or stand-in), Emergency Planning Team, FBI and CISA
- Tabletop was a 4-hour event on a Friday afternoon
- Attendees were engaged, and participated in a lively conversation - with many takeaways and to-dos
- Notetakers and Evaluator notes will be combined with participant feedback to prepare an after-action report that will be presented to Cabinet
- UCS began planning this event in October of 2022. Thank you to President Peters and Cabinet for their support
- Fire Panel upgrades (converted to network communication)
- UCS worked with Ellucian for the last 4-5 months and they just delivered a Banner9 platform for us to test

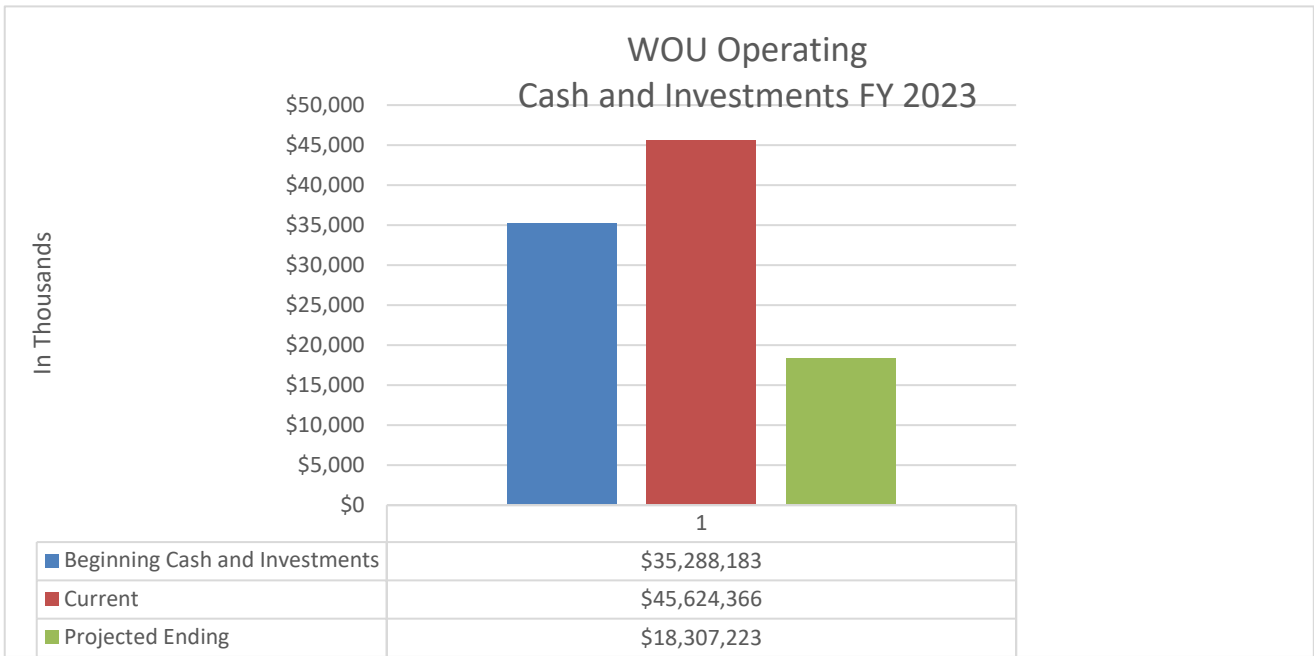
**Western Oregon University**  
**Monthly Cash Flow Forecast**

	July 2022	August 2022	September 2022	October 2022	Actuals				Estimates			
	July 2022	August 2022	September 2022	October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023
<i>Starting Cash and investment FY2023 (June 30, 2022)</i>												
	<u>\$35,288,183</u>											
<b>Beginning Cash Estimate</b>	\$ 35,288,183	39,529,497	34,136,650	36,522,432	36,870,140	39,968,057	41,665,096	47,405,384	43,545,363	45,624,366	47,322,975	39,357,120
<i>Adjusted Beginning Cash and investment Balance (Actual)</i>	35,288,183	39,529,497	34,136,650	36,522,432	36,870,140	39,968,057	41,665,096	47,405,384	43,545,363	45,624,366	-	-
<b>Inflows</b>												
Monthly Revenue Estimates	13,661,256	16,253,179	9,145,754	7,276,249	13,648,918	21,279,591	15,671,878	9,238,257	18,767,759	11,083,723	4,886,985	6,329,506
Estimated Cash Impacts GL Accrual Activity	4,239,566	(5,489,119)	2,011,079	315,920	3,131,100	1,670,371	5,749,007	(78,238)	(3,717,576)	1,992,726	(3,535,920)	(4,625,969)
<b>Total Revenue and GL Inflows</b>	<b>17,900,821</b>	<b>10,764,059</b>	<b>11,156,833</b>	<b>7,592,169</b>	<b>16,780,018</b>	<b>22,949,962</b>	<b>21,420,884</b>	<b>9,160,019</b>	<b>15,050,184</b>	<b>13,076,449</b>	<b>1,351,065</b>	<b>1,703,537</b>
<b>Outflows</b>												
Monthly Labor Estimates	4,297,625	4,163,241	4,611,031	6,833,512	6,941,623	6,818,606	6,912,549	6,938,219	6,911,556	6,932,353	6,893,233	3,856,976
Monthly Expense Estimates	1,479,417	2,995,666	11,084,436	4,025,546	2,217,256	2,961,439	13,449,549	3,534,792	12,116,073	4,445,488	2,423,687	5,896,458
Monthly Debt Estimates	516,322						82,392					
<b>Total Operating Ledger Outflows</b>	<b>\$ 6,293,364</b>	<b>\$ 7,158,907</b>	<b>\$ 15,695,467</b>	<b>\$ 10,859,058</b>	<b>\$ 9,158,879</b>	<b>\$ 9,780,045</b>	<b>\$ 20,444,489</b>	<b>\$ 10,473,010</b>	<b>\$ 19,027,629</b>	<b>\$ 11,377,841</b>	<b>\$ 9,316,920</b>	<b>\$ 9,753,433</b>
<b>Net Flows</b>	<b>11,607,457</b>	<b>3,605,152</b>	<b>(4,538,634)</b>	<b>(3,266,889)</b>	<b>7,621,139</b>	<b>13,169,917</b>	<b>976,395</b>	<b>(1,312,991)</b>	<b>(3,977,446)</b>	<b>1,698,609</b>	<b>(7,965,855)</b>	<b>(8,049,896)</b>
<b>Ending Cash Estimate</b>	\$ 39,529,497	\$ 34,136,650	\$ 36,522,432	\$ 36,870,140	\$ 39,968,057	41,665,096	47,405,384	43,545,363	45,624,366	<b>47,322,975</b>	<b>39,357,120</b>	<b>31,307,223</b>
<i>Actual Ending Cash Balance (Banner)</i>	\$ 39,529,497	\$ 34,136,650	\$ 36,522,432	\$ 36,870,140	\$ 39,968,057	\$ 41,665,096	\$ 47,405,384	\$ 43,545,363	\$ 45,624,366			
<i>Actual Less Forecast</i>	-	-	-	-	-	0	-	(0)	-	(47,322,975)	(39,357,120)	(31,307,223)
<i>% Deviation from Original Forecast</i>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-100.00%	-100.00%	-100.00%
30 Day Cash Outflow Requirement	6,293,364	7,158,907	15,695,467	10,859,058	9,158,879	9,780,045	20,444,489	10,473,010	19,027,629	11,377,841	9,316,920	9,753,433
<b>Excess/(Shortfall) over 30 Day Outflow Requirement</b>	<b>\$ 28,994,820</b>	<b>\$ 32,370,590</b>	<b>\$ 18,441,183</b>	<b>\$ 25,663,374</b>	<b>\$ 27,711,261</b>	<b>\$ 30,188,012</b>	<b>\$ 21,220,607</b>	<b>\$ 36,932,373</b>	<b>\$ 24,517,733</b>	<b>\$ 34,246,526</b>	<b>\$ (9,316,920)</b>	<b>\$ (9,753,433)</b>
60 Day Cash Outflow	13,452,271	22,854,375	26,554,526	20,017,938	18,938,925	30,224,535	30,917,500	29,500,640	30,405,470	20,694,761	19,070,354	9,753,433
<b>Excess/(Shortfall) over 60 Day Outflow</b>	<b>\$ 21,835,912</b>	<b>\$ 16,675,122</b>	<b>\$ 7,582,125</b>	<b>\$ 16,504,494</b>	<b>\$ 17,931,215</b>	<b>\$ 9,743,523</b>	<b>\$ 10,747,597</b>	<b>\$ 17,904,744</b>	<b>\$ 13,139,893</b>	<b>\$ 24,929,606</b>	<b>\$ (19,070,354)</b>	<b>\$ (9,753,433)</b>

**Footnote:**

**Steam Pipe Line Project Cash Impact Included Above**  
**(Restricted Dollars for project)**

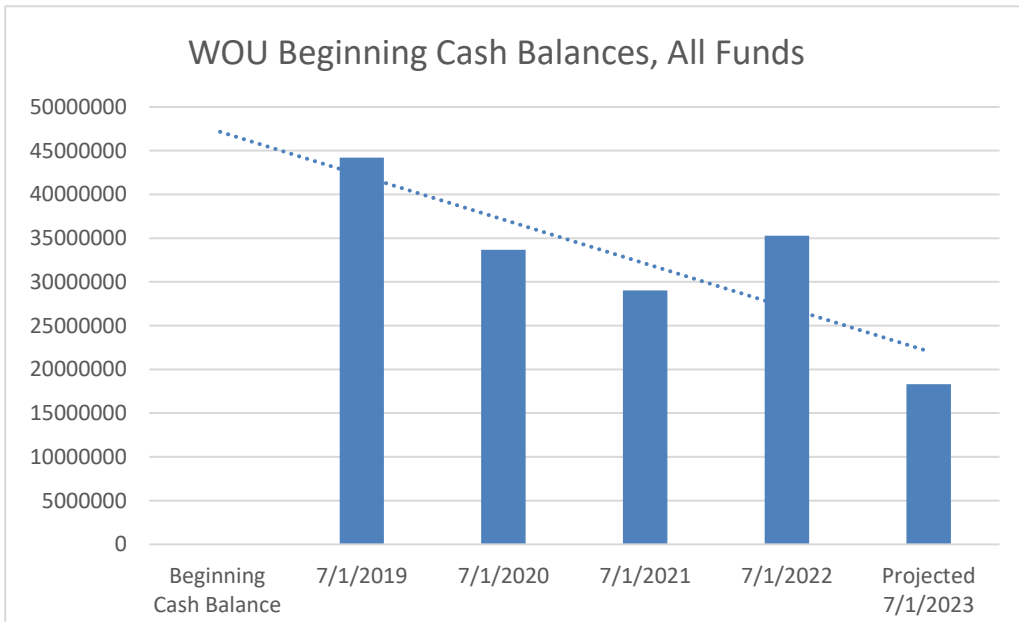
												Total for Year
<b>Steam Pipe Line Revenues Included</b>			4,125,000	4,125,000		4,125,000				4,125,000		<b>16,500,000</b>
<b>Steam pipe Line Expenses Included</b>			2,500,000							250,000	750,000	<b>3,500,000</b>
												<b>Net 2022-2023 Impact on Cashflows</b>
												<b>13,000,000</b>



Data is based upon the accounting system information

Actual cash and investments on deposit at 05/01/23 was \$45,624,366.49

Projected Ending Data excludes Restricted Cash for the Steam Line Project



Note: The positive amount in 2021-2022 is primarily related to the Federal stimulus funding received

Beginning Cash Balance

7/1/2019	\$44,213,514
7/1/2020	\$33,673,724
7/1/2021	\$29,015,402
7/1/2022	\$35,288,183
Projected 7/1/2023	18,307,223

## FY2023 Q3 Investment Report

### BACKGROUND

The Western Oregon University (university) investment report for the third quarter (Q3) of FY2023 is presented in the following sections:

- **FY2023 Q3 Western Oregon University Investment Report** – This section includes a report on the investments of the operating and endowment assets of the university. This report reflects the university’s operating assets that are invested in the Public University Fund and the university’s quasi-endowment investments managed by the Oregon State Treasury.
- **FY2023 Q3 Market Commentary** – This section provides a general discussion of the investment markets and related performance data for the third quarter of FY2023 (i.e., January 1 – March 31, 2023).

### FY2023 Q3 WESTERN OREGON UNIVERSITY INVESTMENT REPORT

The schedule of Western Oregon University’s investments is shown in the investment summary below.

#### Public University Fund

*(Prepared by the Public University Fund Administrator)*

Western Oregon University’s operating assets are invested in the Public University Fund (PUF). As of March 31, 2023, WOU had \$44.3 million invested in the PUF. The PUF increased 1.9% for the quarter and increased 1.4% fiscal year-to-date. The PUF’s three-year and five-year average returns were 0.4% and 1.9%, respectively.

The Oregon Short-Term Fund returned 0.9% for the quarter, underperforming its benchmark by 20 basis points. The Core Bond Fund increased 2.7% for the quarter, outperforming its benchmark by 40 basis points. The PUF investment yield was 1.0% for the quarter and 2.4% fiscal year-to-date.

The Oregon State Treasury investment officers maintain a conservative positioning in the Core Bond Fund given the investment team’s view of a looming recession in the U.S. The portfolio’s allocation to corporate credit remains underweight compared to its benchmark (27.7% versus 30.5%). The investment team continues to seek opportunities to extend duration (average portfolio maturity) ahead of any significant risk-off events.

#### Western Oregon University Quasi-Endowment Fund

The WOU Quasi-Endowment Fund (Fund) increased 5.3% for the quarter and 5.9% fiscal year-to-date, outperforming its benchmark by 20 basis points for the quarter and 40 basis points fiscal year year-to-date. The Fund ended the quarter with a balance of \$2.8 million.

The Fund’s assets are allocated to a global equity index strategy (BlackRock All-Country World Index – 56.6%) and an “actively” managed fixed income fund (Western Asset Core Plus Bond – 38.6%). The remaining assets are invested in the Oregon Short Term Fund (4.8%).



For the three months ended March 31, 2023, the Blackrock All-Country World Index increased by 7.0%, outperforming its benchmark by 10 basis points. The Western Asset Core Plus Bond Fund's return was returned 3.4% for the period, outperforming the Bloomberg Barclays U.S. Aggregate Bond Index by 40 basis points.

**Western Oregon University**  
**Investment Summary**  
**as of March 31, 2023**  
 (Net of Fees)

	<b>Quarter Ended 3/31/2023</b>	<b>Current Fiscal YTD</b>	<b>Prior Fiscal YTD</b>	<b>3 Yr Avg</b>	<b>5 Yr Avg</b>	<b>10 Yr Avg</b>	<b>Market Value</b>	<b>Actual Asset Allocation</b>	<b>Policy Allocation Target</b>
<b>WOU Operating Assets Invested in Public University Fund</b>									
Oregon Short - Term Fund	0.9%	1.9%	0.5%	1.2%	1.7%	1.3%	\$ 15,869,858	35.8%	1
Benchmark - 91 day T-Bill	1.1%	2.4%	0.1%	0.9%	1.4%	0.9%			
PUF Core Bond Fund	2.7%	1.3%	-4.5%	-0.4%	1.9%	N/A	28,467,202	64.2%	1
Benchmark - Bloomberg Barclays Intermediate U.S. Gov't./Credit Index <sup>2</sup>	2.3%	0.7%	-5.0%	-1.5%	1.4%	1.4%			
<b>Public University Fund Total Return</b>	1.9%	1.4%	-1.7%	0.4%	1.9%	N/A	<u>\$ 44,337,060</u>	<u>100.0%</u>	
Public University Fund Investment Yield <sup>3</sup>	1.0%	2.4%	0.9%	2.2%	2.4%	N/A			
<b>WOU Endowment Assets</b>									
BlackRock ACWI IMI B	7.0%	9.9%	-0.7%	15.9%	N/A	N/A	\$ 1,600,167	56.6%	55.0%
Benchmark - MSCI ACWI IMI Net	6.9%	9.7%	-0.8%	15.6%	6.6%	7.9%			
Western Asset Core Plus Bond Fund	3.4%	-0.1%	-9.0%	-2.8%	N/A	N/A	1,090,980	38.6%	40.0%
Benchmark - Bloomberg Barclays Aggregate Index	3.0%	-0.1%	-5.9%	-2.8%	0.9%	1.4%			
Cash	0.9%	1.9%	0.5%	1.2%	N/A	N/A	135,058	4.8%	5.0%
Benchmark - 91 day T-Bill	1.1%	2.4%	0.1%	0.9%	1.4%	0.9%			
<b>Total Endowment Assets</b>	5.3%	5.9%	-4.3%	7.4%	N/A	N/A	<u>\$ 2,826,205</u>	<u>100.0%</u>	
Policy Benchmark <sup>4</sup>	5.1%	5.5%	-2.7%	7.5%	N/A	N/A			

<sup>1</sup> The Public University Fund (PUF) policy guidelines define investment allocation targets based upon total participant dollars committed. Core balances in excess of liquidity requirements for the participants are available for investment in the Core Bond Fund. Maximum core investment allocations are determined based upon anticipated average cash balances for all participants during the fiscal year.

<sup>2</sup> 100% Bloomberg Barclays Intermediate U.S. Gov't./Credit Index as of February 1, 2021. From April 1, 2017 to January 31, 2021, the benchmark was 75% Bloomberg Barclay's Aggregate 3-5 Years Index, 25% Bloomberg Barclay's Aggregate 5-7 Years Index.

<sup>3</sup> The reported investment yield for the quarter and fiscal year-to-date represent earned yields for the period and are not annualized rates.

<sup>4</sup> Policy Benchmark Composition: 55% Morgan Stanley Capital Indices All-Country World Investable Market Index Net, 40% Bloomberg Barclays Aggregate Bond Index, 5% 91 day T-Bill.

Note: Outlined returns underperformed their benchmark.

# Oregon Short Term Fund

March 31, 2023

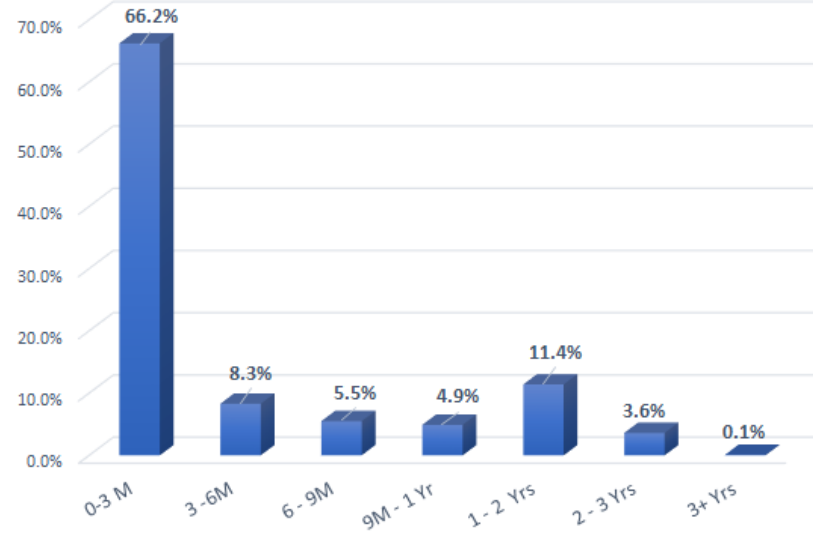
## Portfolio Characteristics

Market Value 03/31/2023	\$ 216,004,702
Weighted Average Credit Quality	AA
Book Yield (%)	3.98%
Weighted Average Maturity (years)	146 Days
Duration (years)	0.41
Spread Duration (rate)	0.64

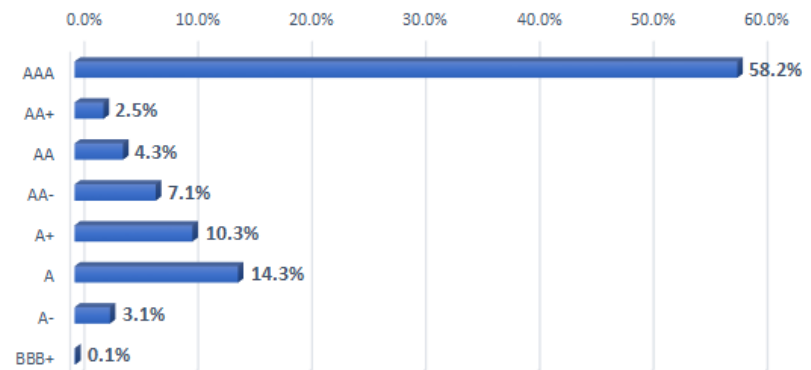
## Top 10 Issuers

United States Treasury	31.9%
Federal Home Loan Banks	3.4%
JPMorgan Chase & Company	2.9%
Royal Bank of Canada	2.5%
CPPIB Capital Incorporated	2.3%
Bank of America Corporation	2.2%
Toyota Motor Credit Corporation	1.7%
Morgan Stanley	1.7%
Export Development Canada	1.4%
Federal Farm Credit Banks Funding Corporation	1.4%
<b>Total</b>	<b>51.4%</b>

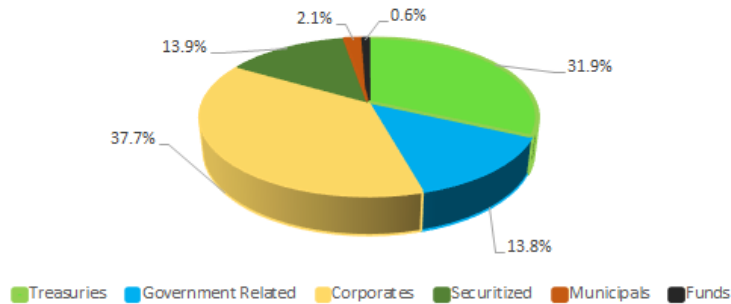
## Maturity Breakdown



## Credit Quality Distribution



## Sector Allocations



Source: Oregon State Treasury

# Core Bond Fund

March 31, 2023

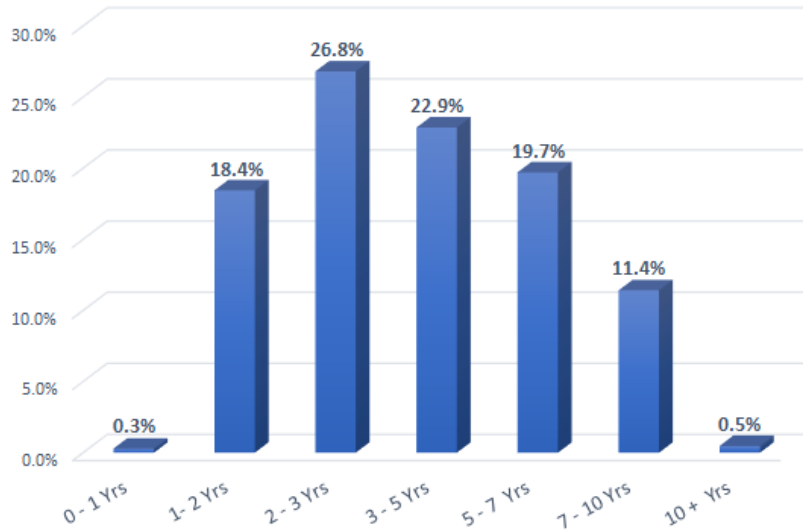
## Portfolio Characteristics

Market Value 03/31/2023	\$ 387,467,216
Weighted Average Credit Quality	AA
Book Yield (%)	4.14%
Weighted Average Maturity (years)	4.45
Duration (years)	3.92
Spread Duration (rate)	1.65

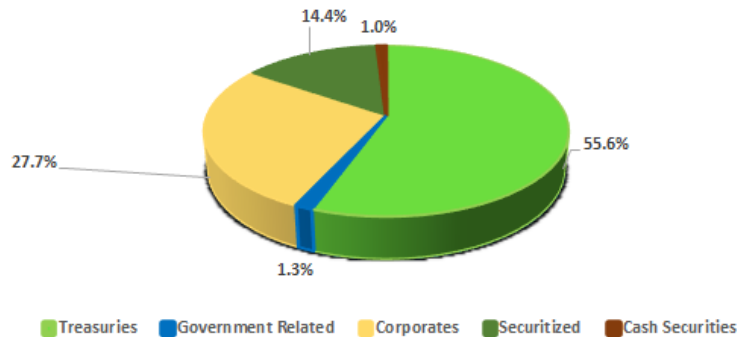
## Top 10 Issuers

United States Treasury	56.3%
Deutsche Telekom AG	2.9%
F&G Global Funding	2.7%
Oregon State Treasury	2.1%
Agree Realty Corporation	1.9%
Ford Credit Trust 22-C	1.8%
Oscar US Funding Trust	1.6%
Targa Resources Corporation	1.4%
TRP LLC	1.3%
OCI N.V.	1.3%
<b>Total</b>	<b>73.3%</b>

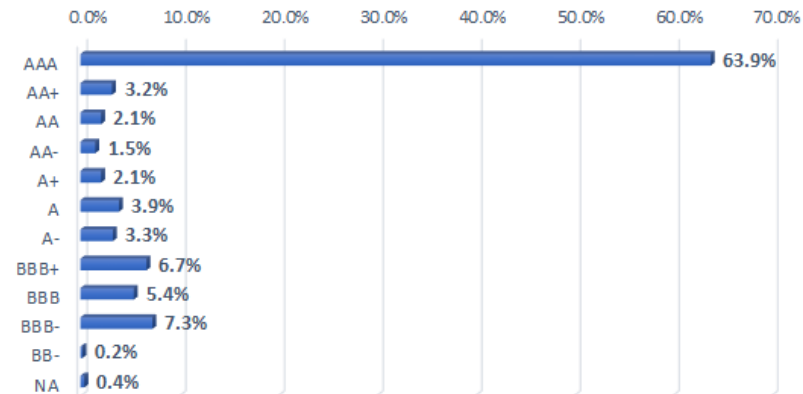
## Maturity Breakdown



## Sector Allocations



## Credit Quality Distribution



Source: Oregon State Treasury





**FY2023 Q3 MARKET COMMENTARY**

*(Prepared by Meketa Investment Group, consultants to the Oregon Investment Council)*

**Report on Investments – as of March 31, 2023**

**Economic and Market Update**

It was a volatile quarter for most asset classes driven by evolving monetary policy expectations and high-profile bank failures. Ultimately, investors remained focused on slowing inflation and potentially peaking rate hikes leading to positive results across most asset classes for the quarter.

- The Federal Reserve’s, and others, quick responses to pressures in the banking sector brought confidence back to the markets in March with the crisis driving the terminal policy rate expectations lower.
- U.S. equity markets (Russell 3000) rallied in March (+2.7%) finishing the first calendar quarter in strongly positive territory (+7.2%). Growth significantly outperformed value for the quarter, driven by the technology sector.
- Non-U.S. developed equity markets ((Morgan Stanley Capital International (MSCI) Europe, Australasia, and Far East (EAFE) +2.5%) also posted positive returns in March. They returned 8.5% for the calendar quarter, finishing ahead of U.S. equities.
- Emerging market equities had positive returns for the month (+3.0%) supported by Chinese equities (+4.5%) and a weaker U.S. dollar. They trailed developed market equities for the calendar quarter partly due to higher U.S.-China tensions.
- On expectations for lower inflation and concerns over the banking sector, bonds rallied in March, with the broad U.S. bond market (Bloomberg Aggregate) rising 2.5%. For the calendar quarter, the broad U.S. bond market was up 3.0%.

Despite volatility during the quarter, public markets, except commodities, finished the first calendar quarter of 2023 in positive territory adding to the strong gains from the fourth calendar quarter of last year.

**Market Returns<sup>1</sup>**  
**March 31, 2023**

	Month	Quarter	YTD	1-Year	3-Year	5-Year	7-Year	10-Year
S&P 500	3.7%	7.5%	7.5%	-7.7%	18.6%	11.2%	12.4%	12.2%
MSCI EAFE-ND	2.5%	8.5%	8.5%	-1.4%	13.0%	3.5%	6.2%	5.0%
MSCI EM-ND	3.0%	4.0%	4.0%	-10.7%	7.8%	-0.9%	4.9%	2.0%
MSCI China-ND	4.5%	4.7%	4.7%	-4.7%	-2.6%	-4.0%	4.4%	3.4%
Bloomberg US Aggregate	2.5%	3.0%	3.0%	-4.8%	-2.8%	0.9%	0.9%	1.4%
Bloomberg US TIPS	2.9%	3.3%	3.3%	-6.1%	1.8%	2.9%	2.4%	1.5%
Bloomberg US Corporate High Yield	1.1%	3.6%	3.6%	-3.3%	5.9%	3.2%	5.1%	4.1%
ICE BofAML US 3-Month Treasury Bill	0.4%	1.1%	1.1%	2.5%	0.9%	1.4%	1.2%	0.9%
ICE BofAML 1-3 Year US Treasury	1.6%	1.6%	1.6%	0.2%	-0.8%	1.1%	0.8%	0.8%
ICE BofAML 10+ Year US Treasury	4.8%	6.0%	6.0%	-15.2%	-11.1%	-0.2%	-0.4%	1.5%

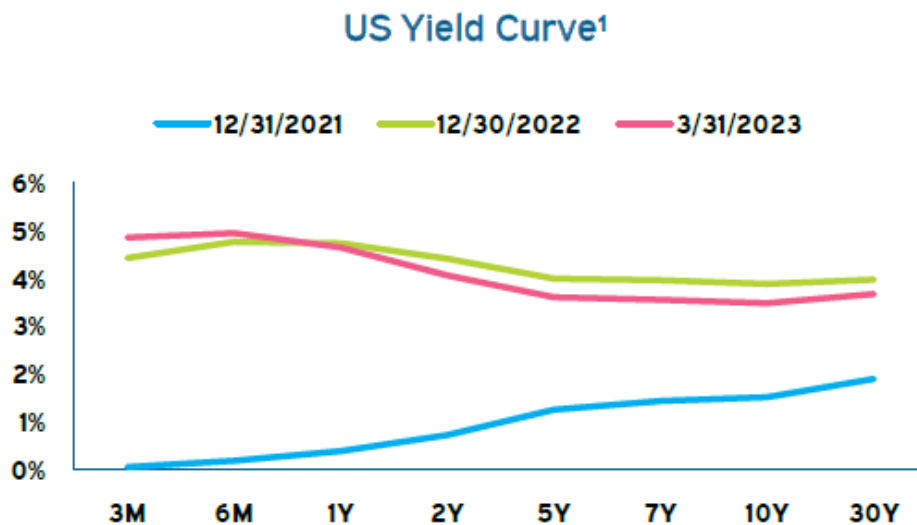
<sup>1</sup>Source: Oregon State Treasury

This year, the path of inflation and monetary policy, slowing global growth, and the war in Ukraine, as well as recent pressures in small and medium-sized regional banks in the U.S., will all be key.

**U.S. Equities:** The Russell 3000 Index rose 2.7% in March and 7.2% in Q1 calendar year 2023. U.S. stocks rose in aggregate for the month and quarter as investors were optimistic that the Federal Reserve may end its policy tightening earlier than expected. However, turmoil in the regional banking industry weighed on segments of the market. The small cap and value indices were more exposed to the banking turmoil and underperformed their broad market indices by significant margins. Large cap stocks were driven higher by the continued strength of the technology and communication services sectors. This same dynamic contributed to the continued outperformance of growth stocks against their value counterparts across the capitalization spectrum.

**International Equities:** Developed international equities (MSCI EAFE) rose 2.5% in March and 8.5% for the quarter. Emerging market equities (MSCI Emerging Markets (EM) rose 3.0% for the month and 4.0% in the first calendar quarter. Non-U.S. equities also recovered in March with developed markets (MSCI EAFE) outpacing U.S. equities (8.5% versus 7.2%) for the calendar quarter and emerging markets (MSCI EM) trailing (4.0% versus 7.2%). Developed market equities also benefited from expectations that monetary policy may be peaking on declining inflation. The continued weakness in the U.S. dollar also added to the quarterly results (+1%) for U.S. investors. Emerging market equities started the calendar year with optimism over the reopening of China’s economy, but the escalation of U.S.-China tensions and the broader banking crisis led to weaker relative results compared to developed markets.

**Fixed Income:** The Bloomberg U.S. Aggregate Index rose 2.5% in March and 3.0% for the quarter. The broad Treasury Inflation-Protected Securities (TIPS) index outperformed the broad U.S. bond market (Bloomberg Aggregate) in March and for the quarter. High yield bonds had the weakest results in March driven by banking sector weakness but outperformed the broad U.S. bond market for the quarter.



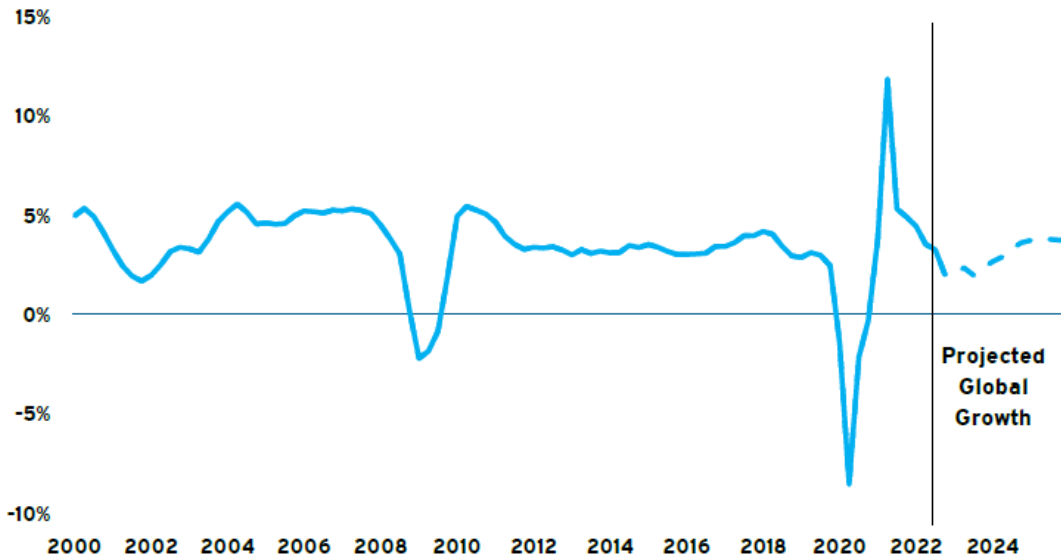
<sup>1</sup> Source: Bloomberg. Data is as of March 31, 2023.



### Global Economic Outlook

Global economies are expected to slow in calendar year 2023 compared to calendar year 2022, with risks of recession increasing given persistently high inflation and related tighter monetary policy. The delicate balancing act of central banks trying to reduce inflation without dramatically impacting growth will remain key.

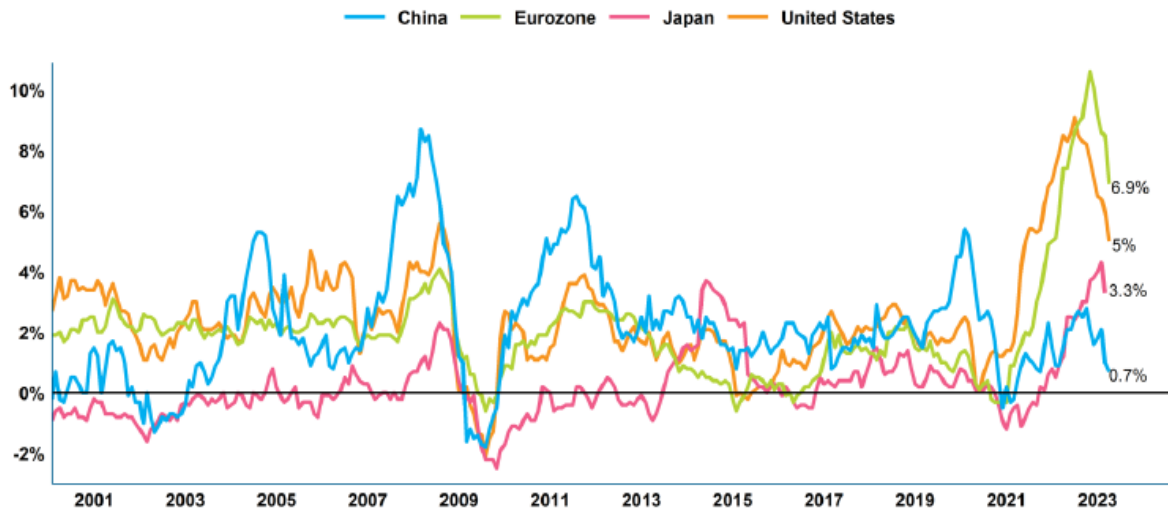
Global Real Gross Domestic Product (GDP) Growth<sup>1</sup>



<sup>1</sup> Source: Oxford Economics (World GDP, US\$ prices & PPP exchange rate, real, % change YoY. Updated March 2023.

In calendar 2022, many central banks aggressively reduced pandemic-era policy support in the face of high inflation with the U.S. taking the most aggressive approach. Slowing inflation and recent signs of instability in the banking sector have led to expectations for the slowing of policy tightening going forward. In March, the Fed, FDIC, and Treasury provided deposit guarantees after high profile bank failures revealed bank capital losses on U.S. Treasuries related to higher interest rates and lax risk management. China’s central bank is one notable exception. They are expected to maintain an accommodative monetary stance to support the economy. They cut bank reserves requirements to improve bank liquidity and banks have also securitized over \$390 billion in non-performing loans to improve loan quality ratios. Looking ahead the risk remains for a policy error as central banks attempt to balance bringing down inflation, maintaining financial stability, and growth.

## Inflation (CPI Trailing Twelve Months)<sup>1</sup>



<sup>1</sup> Source: Bloomberg. Data is as of March 31, 2023. The most recent data for Japan and China is as of February 2023.

Inflation increased dramatically from the lows of the pandemic, particularly in the U.S. and Eurozone where it reached levels not seen in many decades. Inflation pressures are slowly declining in the U.S. as supply issues ease, but they remain elevated, while in Europe they have also started to fall as energy prices have eased. Lingering supply issues related to the pandemic, record monetary and fiscal stimulus, strict COVID-19 restrictions in China, and higher commodity prices driven by the war in Ukraine have been key global drivers of inflation.

Labor markets have significantly improved from the pandemic as economies have largely reopened. Despite slowing growth and high inflation, the U.S. labor market remains a particular bright spot. Unemployment in the U.S., which experienced the steepest rise, recently has returned to pre-pandemic levels. Broader measures of unemployment (U-6) remain higher at 6.7% but have also declined dramatically from their peak. The strong labor market and higher wages, although beneficial for workers, motivates the Fed's efforts to fight inflation, likely leading to higher unemployment.

The dollar finished calendar 2022 much higher than it started, due to the increased pace of policy tightening, stronger relative growth, and safe-haven flows. Late last calendar year and into early this calendar year, the dollar experienced some weakness though as investors anticipated the end of Fed tightening. Overall, the U.S. dollar depreciated in March and finished the quarter slightly lower than where it started as weaker economic data and bank turmoil drove interest rates lower in the U.S. This year, the track of inflation across economies and the corresponding monetary policies will likely be key drivers of currency moves.

### Summary - Key Trends:

- The impacts of record high inflation will remain key, with market volatility likely to stay high.
- Recent issues related to the banking sector have created a delicate balance for central banks to continue to fight inflation but also try to maintain financial stability. Growth will



continue to slow globally during calendar year 2023, with many economies likely falling into recessions. Inflation, monetary policy, and the war will all be key.

- Global monetary policies could diverge in the calendar year 2023 with the Fed pausing and others continuing to tighten. The risk of policy errors remains elevated given persistent inflation pressures and a strong U.S. labor market.
- Growth is expected to slow globally this year, with many economies forecast to tip into recession. Inflation, monetary policy, and the war will all be key.
- In the U.S., the end of many fiscal programs is expected to put the burden of continued growth on consumers. Costs for shelter, medical care, and education could continue to rise, keeping 'sticky price' inflation at elevated levels.
- The key for U.S. equities going forward will be whether earnings can remain resilient if growth continues to slow.
- Outside the U.S., equity valuations remain lower in both emerging and developed markets, but risks remain, including potential continued strength in the U.S. dollar, higher inflation particularly weighing on Europe, and China's rushed exit from COVID-19 restrictions and on-going weakness in the real estate sector.



**Oregon State  
University**

**PUF Administrator**  
Oregon State University  
Corvallis, Oregon 97331

## **Public University Fund (PUF)**

### **Investment Statement January 1, 2023 - March 31, 2023 Q3 FY23**

Western Oregon University  
Ana Karaman, Vice President for Finance & Administration  
Darin Silbernagel, Treasurer  
345 Monmouth Ave N.  
Monmouth, OR 97361

**Quarter-to-Date  
as of 03/31/2023**

<b>Beginning Market Value</b>	<b>\$39,189,237</b>
+ Contributions	7,960,971
- Withdrawals	(3,209,677)
+/- Change in Market Value	396,529
<b>Ending Market Value</b>	<b>\$44,337,060</b>

Units Owned	458,774.905
Price per Unit	\$96.64230

	<u>Quarter-to-Date</u>	<u>Year-to-Date</u>
Gross Investment Earnings	\$430,763	\$943,181
Participant Fees	(6,825)	(25,025)
Participant Fee Credit	-	796
Net Investment Earnings	<u>\$423,938</u>	<u>\$918,952</u>
Realized Gain/(Loss) on Sale of Investments	(140,102)	(261,970)
Unrealized Gain/(Loss) on Investments		(1,361,800)

Questions? Please contact Mary Hatfield, 541.737.0843

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