



WESTERN KENTUCKY UNIVERSITY
Board of Regents ~ Special Budget Approval Meeting
June 21, 2013 ~ 12:30 p.m. (CDT)
Mass Media and Technology Hall ~ Cornelius A. Martin Regents Room

AGENDA

- Call to Order (*Mr. Frederick A. Higdon, Chair*)
 - Invocation (*Dr. Richard C. Miller, Vice Provost and Chief Diversity Officer*)
 - Special Recognition / Presentation (*President Gary A. Ransdell*)
 - Roll Call (*Dr. Melissa B. Dennison, Secretary*)
-

1. FINANCE AND BUDGET COMMITTEE (*Mr. J. David Porter*)

Action Item:

- 1.1 Approval of the 2013-14 Operating Budget including the Tuition and Fees Schedule
[pp 1-8 and separate attachment]
-

2. NOMINATING COMMITTEE (*Mr. Jim Johnson*)

Action Item:

- 2.1 Recommendation / Election of 2013-14 BOR Slate of Officers **[p 9]**
-

3. OTHER BUSINESS

2013 calendar dates:

- Retreat – **July 25 at 11:00 a.m. (WKU Glasgow Campus)**
 - Third Quarterly Meeting – **July 26 at 8:00 a.m. (MMTH - Regents Room)**
 - Opening Convocation – **August 23 at 8:00 a.m. (Van Meter Auditorium)**
 - CPE Governor's Trusteeship Conference – **September 12-13 (Louisville Downtown Marriott)**
-

4. ADJOURNMENT

**MINUTES
OF THE BOARD OF REGENTS
WESTERN KENTUCKY UNIVERSITY**

June 21, 2013

- **CALL TO ORDER**

Required statutory notice having been given, the special budget approval meeting of the Board of Regents of Western Kentucky University was held in the *Cornelius A. Martin Regents Room* of the Mass Media and Technology Hall on the Western Kentucky University campus. The meeting was called to order by Chair Frederick A. Higdon at approximately 12:45 p.m., (CDT).

- **INVOCATION**

The invocation was provided by Dr. Richard C. Miller, Vice Provost and Chief Diversity Officer.

- **SPECIAL RECOGNITION / PRESENTATION**

President Gary A. Ransdell presented Dr. Randy Capps with a personalized gift of appreciation for his service as Board Parliamentarian.

- **ROLL CALL**

The following Regents were present:

Mr. Frederick A. Higdon, Chair
Mr. J. David Porter, Vice Chair
Dr. Phillip W. Bale
Dr. Melissa B. Dennison, Secretary
Mr. Cory Dodds, Student Regent

Ms. Cynthia Harris
Mr. Jim Johnson
Dr. Patricia H. Minter, Faculty Regent
Mr. John W. Ridley

Regents not in attendance:

Mr. James Kennedy, Staff Regent
Mr. Laurence J. Zielke

Others in attendance included the following:

Dr. Gary A. Ransdell, President
Mr. Howard Bailey, Vice President for Student Affairs
Dr. Randy Capps, Parliamentarian
Ms. Kathryn R. Costello, Vice President for Development & Alumni Relations
Dr. A. Gordon Emslie, Provost and Vice President for Academic Affairs
Ms. Julia McDonald, Senior Administrative Assistant
Ms. K. Ann Mead, Senior Vice President for Finance and Administration
Dr. Richard C. Miller, Vice Provost / Chief Diversity Officer
Mr. John Osborne, Vice President for Campus Services and Facilities
Dr. Robert Owen, Vice President for Information Technology
Mr. Todd Stewart, Director of Athletics
Ms. Robbin M. Taylor, Vice President for Public Affairs
Ms. Deborah T. Wilkins, Chief of Staff / General Counsel

In keeping with the policy of the Board, the agenda for the meeting and information and materials pertinent to items thereon had been mailed in advance of the meeting to members of the Board.

1. FINANCE AND BUDGET COMMITTEE – ACTION ITEM *(Mr. J. David Porter, Chair)*

1.1 Approval of the 2013-14 Operating Budget including the Tuition and Fees Schedule

REQUEST:

Approve the 2013-14 Budget including the Tuition and Fees Schedule.

FACTS:

The *WKU 2013-14 Budget* is WKU's financial plan for the fiscal year beginning July 1, 2013 and ending June 30, 2014, and it includes the Operating Budget and Capital Budget. The budget document includes the following components:

- Narratives by area that summarize Strategic Plan priorities;
- Revenue Summary;

- Expenditure Summary by Organizational Area (Unrestricted, Auxiliary Enterprises and Restricted) and Program Classification Structure (PCS);
- Expenditure Detail by unit (not included in the Summary Budget); and
- Capital Budget.

The Operating Budget includes Educational and General (E&G) and Auxiliary Enterprises revenues and expenditures. E&G revenue consists of unrestricted revenue – primarily state appropriation and tuition and fees – and restricted revenue (e.g., federal and state funds for student financial aid and for grants and contracts). Unrestricted funds are established to account for resources which may be utilized at the discretion of the governing board. Restricted funds are separately identified resources for which external donors or agencies place limitations on how the funds may be used. Auxiliary Enterprises revenue is from the self-supporting activities of WKU such as housing (reimbursed costs from the Student Life Foundation), food services, and bookstore operations.

The Capital Budget provides a listing of major capital and lease/purchase projects, funding sources, and the current status of these projects. It is noted that the General Assembly authorizes a maximum funding for each project for a biennium. However, depending on funding available, some projects may be completed at less than the authorized amount.

The 2013-14 Operating Budget and the dollar and percent increases, in comparison to the 2012-13 budget, are as follows:

	2013-14 Budget	Dollar Increase	Pct Increase
Total Budget	\$393,959,000	\$5,362,000	1.4%
Total E&G	368,361,000	3,948,000	1.1%
Unrestricted E&G	303,227,000	8,374,000	2.8%
Restricted E&G	65,134,000	(4,426,000)	(6.4%)
Total Auxiliary Enterprises	25,598,000	1,414,000	5.8%

Total Budgeted Revenue by Source

	<u>Amount</u>	<u>Pct of Budget</u>
Tuition and Fees	\$182,080,000	46.2%
State Appropriations		
Operating	69,580,600	17.7
Kentucky Academy for M&S	2,844,600	.7
Restricted Funds		
Grants and Contracts	20,075,000	5.1
Student Financial Aid	45,059,000	11.4
Self-generated Funds		
(including carry forward)	48,721,800	12.4
Auxiliary Enterprises	25,598,000	6.5
TOTAL	\$393,959,000	100.0%

At its April 18, 2013 meeting, the Council on Postsecondary Education approved a 3 percent ceiling for tuition increases for the coming academic year for resident undergraduate students. This represents the smallest average tuition increase for Kentucky public institutions in 15 years. CPE President Bob King stated, "Given the challenging economic environment that our students face, the Council felt it was appropriate that tuition increases be as minimal as possible next year, while still allowing institutions some revenue to meet growing fixed costs." The CPE approves all tuition and fees rates with its focus on setting maximum parameters for resident undergraduates.

Each institution has more flexibility in determining all nonresident, online and graduate rates. A five percent rate increase is recommended for nonresident, incentive, resident graduate, doctoral/professional programs, and online courses. WKU is implementing an undergraduate international tuition rate effective fall 2013. With WKU's commitment to diversify the student body comes a need to expand funding for both international recruitment and support services for these students. The tuition rate margin between nonresident and international will be allocated to Enrollment Management. Lastly, WKU's goal is to gradually increase the graduate nonresident domestic tuition rate and eliminate the graduate nonresident international tuition rate. The proposed increase for graduate nonresident domestic is 9.8 percent. As part of the 2013-14 budget reduction plan, there will not be an increase in the mandatory student fees.

WKU's 2013-14 Tuition and Fees Schedule has been submitted for CPE approval at its June 20, 2013 meeting.

The Operating Budget includes projected revenue based on the 2013-14 tuition and fees rates included at the end of the Executive Summary and actual enrollment from fall 2011. The budget includes tuition and fees totaling \$182,080,000, an increase of \$9.3 million or 5.4 percent. Tuition and fees account for 46.2 percent of the total budget and 60.0 percent of the unrestricted E&G budget.

The budgeted state appropriation reflects the actions taken by the most recent Kentucky General Assembly. State appropriation will account for 18.4 percent of total budget and 23.9 percent of the unrestricted E&G budget of WKU.

The 2013-14 Operating Budget includes an increase of \$2,914,000 resulting from projected growth in sales and services and other revenue sources. Changes in self-generated revenue of departments across campus are allocated back to the departments associated with the respective programs and activities. A majority of these programs are called "Revenue Dependent" which identifies them as programs responsible for funding all of their direct programmatic needs. Revenue Dependent programs' budgets are listed separately in the Expenditure Summary as the last listing within the Educational and General Budgeted Expenditures, Unrestricted Funds by Organizational Area.

More significant changes in unrestricted revenue include:

- The estimate for facilities and administrative recovery revenue resulting from grants and contracts is being reduced by \$271,000 due to fewer federal grants and contracts;
- Athletics is projecting an increase of \$225,000 in football ticket sales;
- The Division of Research is anticipating a reduction of \$303,000 in Center for Research and Development leasing revenue and an increase of \$376,000 in professional services fees from Advantage Kentucky Alliance Manufacturing Extension Partnership (AKA-MEP);
- The Center for Gifted Studies continues to grow as evidenced by a projected revenue increase of \$119,000;
- WKU Conferencing Services is estimating \$230,000 in revenue to be generated by its programming at the Augenstein Alumni Center;
- The Office of Lifelong Learning is growing its programming and will be budgeting \$290,000 for FY 2014; and
- Endowment income is transferred from the WKU Foundation to WKU for institutional expenses primarily for endowed professorships; an additional \$765,000 is being budgeted.

Restricted Funds from grants and contracts and federal and state student financial assistance programs comprise 16.5 percent of the total budget. Grants and contracts revenue is projected to decline by \$1,275,000 or 6.0 percent primarily due to the loss of federal grants and contracts.

Budgeted student financial assistance is projected to decline by \$3,151,000 or 6.5 percent. This loss of funds reflects a reduction in both federal (Pell Grant and SEOG) and state (KEES and College Access Program) funding. The most significant reason for this anticipated decrease is due to eligibility changes in the federal Pell Grant program. Such eligibility changes combined with limited funding will impact funds received for the state CAP Grant program. Due to the sequestration of federal funds, the SEOG program was also reduced.

The Auxiliary Enterprises revenue estimates are being increased by \$1,414,000 for FY 2014. Estimates reflect current year sales and an increase in book and apparel sales especially when the WKU Store opens in its new space in the renovated Downing Center. Additionally, the WKU Store is opening a Technology Department to service departments as well as faculty, staff and students. The Technology Department will sell both computers and software, and revenue is projected at \$1,500,000.

Expenditures Highlights

Recurring WKU Reduction Implementation

We are achieving a total budget reduction of \$2,139,000 that will allow us to cover the projected increase in fixed costs, fund over a million dollars of commitments that have been paid with unbudgeted funds, and make permanent the 2% salary increase that was implemented July 2012. The plan was achieved without a reduction in anyone’s base salary and without lay-offs. Most campus departments will not be affected, and we have avoided across-the-board cuts. Budget balancing was achieved as summarized on page 5 & 6 of the Executive Summary.

2013-14 Fixed Costs and Commitments

Fixed cost projections were calculated as part of the 2012-14 biennial budget request process. Throughout legislative sessions, these projections have been revised to support the need for continuing state funding and the need for a modest tuition rate increase. The most significant funding concerns are how the Commonwealth of Kentucky will address the unfunded liability in the State employee retirement systems and the lack of state funding for any fixed cost or compensation increases. The following unavoidable cost and recurring commitment allocations are included in the 2013-14 Operating Budget:

Fixed Cost Increases

Unfunded 2% FY 2013 Salary Increase	\$2,140,000
Academics (library books/subscriptions, faculty promotions, minority faculty hiring plan)	500,000
Retirement System Rate Increase	873,000
Student Financial Assistance: Scholarships/Waivers/Grants in Aid	1,948,000
Contractual Obligations (maintenance including IT software contracts)	90,000
Maintenance and Operations	118,000
Other Compensation (salary structure, degrees/certifications)	39,000
Other Operating Expenses	245,000
Total	\$5,953,000

Other Recurring Commitments

Equipment and Classroom Improvement Funds	242,000
Implementation of WKU Marketing Program	75,000
Development Positions	120,000
Counseling Center - Operating Support Pre-Doctoral Internship Program	60,000
Student Leadership Programs	73,000
Regional Campus Marketing Support	225,000
Equipment Replacement Budget, Preston Center	125,000
Performing Artist Series	100,000
Total	\$1,020,000

Program Allocations

Nursing Growth including DNP	909,000
Physical Therapy Doctoral Program	631,000
DELO Programs	442,000
Summer School	500,000
Enrollment Management, International Recruitment and Retention Services	255,000
Cohort Programs from DELO to departments	392,000
Honors/International Programs Building, Debt Service	1,149,000
Total	\$4,278,000

PROJECTED TUITION AND FEES REVENUE INCREASE

Fall/spring tuition (including EdD)	\$5,885,000
Navitas Program graduates, nonresident tuition	1,149,000
International tuition surcharge (undergraduate students)	255,000
DELO distribution to Central Budget	350,000
DNP/DPT	822,000
Summer	500,000
DELO registration fees	442,000
TOTAL	\$9,403,000

Expenditure Reductions Necessary to Balance Budget \$1,848,000

Capital Budget Summary

The Capital Budget includes legislatively-authorized capital projects that will be under way next year or are currently under way including the source of funding, estimated cost, and the status of each respective project. Projects with a scope less than \$600,000 do not require General Assembly approval and are not included in the Capital Budget. Many projects with a scope of less than \$600,000 will address deferred maintenance needs and classroom improvements.

The 2012-14 Biennial Budget does not include any state-funded projects for postsecondary education.

Most of the capital projects reflect legislative authorization; projects started at an amount less than the authorized amount are displayed at the intended scope. Projects authorized but not funded to date or scheduled for FY 2014 are identified separately.

The Capital Budget totals \$112,811,500 from all sources of funds.

**TUITION AND MANDATORY STUDENT FEES SCHEDULE
PER SEMESTER**

<u>Student Level/Enrollment</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>Summer 2014/ Rate per Credit Hour</u>
Undergraduate			
Resident	\$4,236	\$4,361	\$363
Nonresident	10,500	11,124	927
International		11,448	954
Incentive	5,508	5,784	482
Graduate (Per Credit Hour)			
Resident	467	490	490
Nonresident, International	962	962	962
Nonresident, Domestic	583	640	640
Doctorate, Nurse Practitioner			
Resident	562	590	590
Nonresident	843	737	737
Doctorate, Physical Therapy			
Resident	562	590	590
Nonresident	843	737	737
Professional MBA (Per 6 Credit Hours)*			
Continuing Students	4,566	4,794	799
New Students	4,794	5,034	839
Distance Learning (Per Credit Hour)*			
Undergraduate	424	445	445
Graduate	560	588	588
Active Military (Per Credit Hour)*	250	250	250
Dual Credit (Per Credit Hour)*		70	70
Independent Learning (Per Credit Hour)*			
Undergraduate	353	363	363
Graduate	467	490	490

Mandatory Student Fees:

Student Athletics Fee	\$216
Student Centers Fee	\$61
Student Centers Fee, DUC	.
Renovation Bonds	\$70

**Mandatory student fees are not assessed to these students.*

RECOMMENDATION:

President Gary A. Ransdell recommends that the Board of Regents approve the 2013-14 Operating Budget including the Tuition and Fees Schedule.

MOTION:

Motion to approve the 2013-14 Operating Budget including the Tuition and Fees Schedule was made by Regent Johnson and seconded by Regent Harris.

DISCUSSION:

Regent Minter:

Based on the projected shortfall number, you are to be commended on being able to do this without laying anyone off. There have been some things that have been shut down that have been very painful on campus but you are all to be commended for doing that. When I brought up the HEPI issue at the called meeting of the Board on April 1, I was very pleasantly surprised and I want to thank President Ransdell, Vice President Mead, and Athletics Director Stewart for taking the HEPI out of the equation – that absolutely helps out the students' bottom line. But when I look at how delicate it is to make budget, at the next meeting, we are going to be voting on the agency bond issue and this is why I'm concerned. There are philosophical concerns but there is a major fiscal concern. When we are looking at that kind of shortfall, looking at the fiscal health of the Commonwealth, possibilities for tuition next year – Vice President Mead mentioned the days of eight percent tuition increases and those are gone for a very long time, if not forever I would imagine – and I am very concerned about how we make that bond payment going forward based on a very aggressive growth projection for international students. I think it is very dangerous and what happens if we don't make that? If we don't make that next year or the year after that then we have to come in and cut the budget somehow because we have to pay that bond debt and that cut has to be made, so I want to raise that as a concern.

President Ransdell:

No, that's not correct. If the Navitas numbers which we think are very conservative don't happen, the same international students are going to be coming whether we are with Navitas or not.

Regent Minter:

But you are depending on students and tuition revenue to pay for that debt service. You can cut a lot of things, but you can't cut your debt service – that's a bill you have to pay and if you can't pay that bill then you have to cut somewhere else.

President Ransdell:

No, that's not true. Unless we drop below 150 international students –we are at 900 students now and plan to grow in the future—and yes, that is our plan. The only way that debt service hits anything else in the budget is if our international enrollment drops below 150 students and we are currently at 900 students and climbing. If Navitas is not part of the equation, you simply take the same number of international students in our enrollment profile for the same purpose, it does not matter if they are Navitas-driven or not. Navitas is just a convenient way to track it. If it is not the 150 students in

Navitas, it will be the same 150 students in the international enrollment pool. We will probably begin seeking other dimensions of funding-based budget needs out of segmenting some of our tuition revenue to do other things in the future.

Regent Minter:

Debt service on buildings does not enrich the intellectual life and student life on this campus.

President Ransdell:

Then we disagree because an Honors College Building and an International Center are at the top of our priority list and they will enhance the intellectual life on this campus in dramatic ways.

Regent Minter:

I think we can debate that point about whether or not that is what enhances the life of this campus. Yes, this Honors College provides opportunities and resources but you can do that out of any space on campus without a new building.

Regent Johnson:

Question for Ann. What is our percentage of debt service? Isn't it one of the lowest in the nation?

Vice President Mead:

I have not tracked it nationally, but yes, it is very low. It is 4.5 percent and that does include the estimated first-year debt payment on the new building.

Regent Johnson:

So statistically speaking, we are in great shape with our overall percentage of debt service.

Regent Ridley:

You can either focus on the absolute return or the theoretical return and in this case, we are focusing on \$2.2 million and not that it is ½ of 1 percent of the total overall budget. Yes it is a deficit, but it is not monstrous.

President Ransdell:

Our institutional debt is less than 5% of our total budget which is less than any other university of which I am aware.

Regent Minter:

In closing, I found something from our Founder, President Henry Hardin Cherry that I would like to share with you. This is from the 1932-33 Annual Report of the Western Kentucky State Teachers College:

“Western believes that during the economic crisis it is now experiencing its success in carrying on depends largely upon the faculty it will be able to maintain. It believes that this is true not only during a period of depression but at all times. It realizes that school systems, organizations, courses of study, buildings, grounds and equipment are dead and useless things unless they are vitalized by a faculty that has vision, character, leadership and the spirit of service. Believing this, it recommends that the maintaining of a strong faculty and a fundamental course of study be the central themes and its first objective in the work of organizing a retrenchment

program. In order to achieve this objective and to have money for the operation of the plan it recommends the following:

That all kinds of building programs be discontinued. That all permanent improvement on the grounds be postponed. That a reduction in electricity, fuel, water and insurance expenditures be decreased if possible. That no further maintenance expenditure be made except such as may be necessary to safeguard life and avoid permanent injury to a building. That the purchase of equipment of all kinds be discontinued except in the case of small items of an imperative need...
That all expenses for the extra curricula and athletic activities be reduced, if possible.
That inter-collegiate athletic activities be limited.”

This statement by Dr. Cherry is a very stripped down version of the mission but certainly the one that has brought us wonderful students like the ones that we see in this room today and do the best work like we focused on this morning in our presentations. Thanks.

Regent Ridley:

In 1934 Happy Chandler beat Ruby Laffoon in the election and Western was stripped of all their Masters programs. So the future is not always determined on the past. Cherry’s caution was that you should always have a fiduciary responsibility; it was not to miss the vision because he thought it was going to happen tomorrow. We cannot predict the future and we do not need to look on the dark side.

Regent Minter:

No, we cannot predict the future but we can be good fiscal stewards.

VOTE / ACTION TAKEN:

Approved with majority of votes (8-2) Not Approved Other _____

Regent Dodds and Regent Minter voted nay.

2. NOMINATING COMMITTEE (*Mr. Jim Johnson, Chair*)

2.1 Recommendation / Election of 2013-14 Board Officers

REQUEST:

Election of the 2013-14 Board Officers, and appointment of Treasurer.

FACTS:

The following Regents served on the Nominating Committee for the 2013-14 Board Slate of Officers recommendation:

Mr. Frederick A. Higdon
Mr. Jim Johnson
Mrs. Cynthia Harris

RECOMMENDATION:

The Nominating Committee and President Gary A. Ransdell recommend the following Slate of Officers for 2013-14:

- Mr. J. David Porter - Chair
- Mr. Frederick A. Higdon - Vice Chair
- Dr. Melissa B. Dennison - Secretary
- Ms. K. Ann Mead - Treasurer

MOTION:

Motion to approve the 2013-14 Board Officers was made by Regent Minter, seconded by Regent Bale, and unanimously approved.

VOTE / ACTION TAKEN:

Approved unanimously Not Approved Other _____

3. OTHER BUSINESS (*Mr. Freddie Higdon, Chair*)

Upcoming dates:

- Retreat – July 25 at 11:00 a.m. (*WKU Glasgow Campus*)
 - Third Quarterly Meeting – July 26 at 8:00 a.m. (*MMTH - Regents Room*)
 - Opening Convocation – August 23 at 8:00 a.m. (*Van Meter Auditorium*)
 - CPE Governor’s Trusteeship Conference – September 12-13 (*Louisville Downtown Marriott*)
-

4. ADJOURNMENT (*Mr. Freddie Higdon, Chair*)

With no further business, motion to adjourn was made by Regent Bale, seconded by Regent Dodds, and carried unanimously. The meeting adjourned at approximately 2:00 p.m., (CDT).

CERTIFICATION OF SECRETARY

I hereby certify that the minutes herein above set forth an accurate record of votes and actions taken by the Board of Regents of Western Kentucky University in the special budget approval meeting held June 21, 2013 in the Cornelius A. Martin Regents Room in the Mass Media and Technology Hall on the Western campus, and further certify that the meeting was held in compliance with KRS 61.810, 61.815, 61.820, and 61.825 (enacted as Sections 2, 3, 4 and 5 of House Bill 100, 1974 Regular Session, General Assembly).



Mr. J. David Porter, Chair
WKU Board of Regents

Approved on 10-25-13



Dr. Melissa B. Dennison, Secretary
WKU Board of Regents

Approved on 10-25-13