

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Brian Burton, Associate Vice President, Academic Affairs
Richard Van Den Hul, Vice President, Business and Financial Affairs
Faye Gallant, Executive Director, Budget and Financial Planning

DATE: June 11, 2021

SUBJECT: **2021-2022 Operating Budget Framework**

PURPOSE: Presentation Item

An overview will be provided for the 2021-2022 Operating Budget by:

- Brian Burton, Associate Vice President, Academic Affairs
- Richard Van Den Hul, Vice President, Business and Financial Affairs
- Faye Gallant, Executive Director, Budget and Financial Planning

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

DATE: June 11, 2021

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Richard Van Den Hul, Vice President, Business and Financial Affairs
Faye Gallant, Executive Director, Budget and Financial Planning

SUBJECT: Action Item
Approval of 2021-2022 Academic Year Tuition Rates and Mandatory Fees

Purpose of Submittal:

The Board is requested to approve 2021-2022 Academic Year Tuition Fees. Tuition fees include both the tuition operating fee and the capital building fee for each category of student. The Board is also asked to approve the mandatory student fee levels and revenue distributions for academic year 2021-2022, with one increase (0.4% total) from the 2020-2021 approved rates.

Proposed Motion:

MOVED, that the 2021-2022 annual tuition operating fee and capital building fee rates for all state-funded students, including: resident undergraduate students, non-resident undergraduate students, resident and non-resident graduate, resident and non-resident MBA, resident and non-resident Clinical Doctorate of Audiology program, resident and non-resident Clinical Mental Health and School Counseling, and the resident and non-resident Speech Pathology program be raised by 2.8%;

FURTHER MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President and various constituent review committees, approve the 2021-2022 mandatory student fee levels and distribution for the S&A Fee as proposed in the attached documents for the following fees:

- Services & Activities Fee (*1.07% or \$2.40 per quarter increase for students taking 10 credits or more, pro-rated for students taking less than 10 credits*)
- Student Recreation Fee (*No increase*)
- Student Health Services Fee (*No increase*)
- Student Technology Fee (*No increase*)
- Non-Academic Building Fee (*No increase*)
- Sustainable Action Fee (*No increase*)
- Alternative Transportation Fee (*No increase*)
- Legislative Action Fee (*No increase*)
- Multicultural Services Fee (*No increase*)

Additional Information:

The biennial 2021-2023 operating budget plan which relies on tuition operating fee revenue generated by the tuition changes proposed under this submittal, will also be presented at the June 11, 2021 Board meeting.

Supporting Information:

- Attachment A: Supporting Information on Setting 2021-2022 Academic Year Tuition
- Attachment B: Proposed 2021-2022 Tuition Rates (Operating Fee and Capital Building Fee)
- Attachment C: Washington State Higher Education Sector Tuition Comparison – FY 2022
- Attachment D: Historical Resident Undergraduate Total Cost of Attendance
- Attachment E: Summary of Current and Proposed Mandatory Student Fee Levels
- Attachment F: WWU Mandatory Student Fees 5-year Summary
- Attachment G: Services and Activities Fee Report
- Attachment H: Student Alternative Transportation Fee Report
- Attachment I: Student Recreation Fee Report
- Attachment J: Student Technology Fee Program Report
- Attachment K: Non-Academic Building Fee Report
- Attachment L: Legislative Action Fee Report
- Attachment M: Multicultural Services Fee Report

WESTERN WASHINGTON UNIVERSITY
SUPPORTING INFORMATION
SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Richard Van Den Hul, Vice President, Business and Financial Affairs
Faye Gallant, Executive Director, Budget and Financial Planning

DATE: June 11, 2021

SUBJECT: Supporting Information on Setting 2021-2022 Academic Year Tuition

In accordance with the College Affordability Act of 2015, Western Washington University has the authority to raise *resident undergraduate (RUG) tuition operating fees* by the average annual percentage growth rate in the median hourly wage for Washington for the previous 14 years as determined by the Federal Bureau of Labor Statistics. For fiscal year 2021-2022, this average rate is 2.8%.

Tuition rates for *nonresident undergraduate (NRUG)*, *resident graduate (RG)*, and *nonresident graduate (NRG)* students are set by the Board of Trustees after analyses of market constraints of supply and demand, and comparison costing with our peers.

Proposed 2021-2022 Tuition Rates for WWU

State policy makers passed an expenditure budget, including new items such as compensation, which is only partially funded by state appropriations; the remainder must come through tuition revenue increases funded by rate adjustments. Executing the budget as signed into law requires the proposed tuition rate increase. In short, Western's tuition rates are determined in large part by the legislature.

Upon the recommendation of the Vice Presidents and Deans, and after review by the University, it is recommended that Western increase the state-funded resident undergraduate tuition rate by 2.8% as authorized by the College Affordability Act of 2015. It is further recommended to increase all other rates (non-resident undergraduate, resident graduate, non-resident graduate, resident and non-resident MBA, resident and non-resident students in the Clinical Mental Health and School Counseling Masters programs, and resident and non-resident students in the Audiology and Speech Language Pathology programs) by 2.8%.

As required by law, proposed capital building fee percentage increases are equivalent to the tuition operating fee percentage increases for each student category. Please see Attachment A detailing percentage and dollar increases for all the above student categories.

The Washington Student Achievement Council (WSAC) national average data we have utilized in the past for comparative purposes is not currently available. The Washington state higher education institutional data analysis we provide here includes approved rates for WSU and assumes all other institutions apply a 2.8% increase based on initial sector-wide conversations, but some are still awaiting approvals by the institutions Board of Trustees or Board of Regents.

Resident Undergraduate Tuition: The majority of Western's students are resident undergraduates, making up approximately 84.1% of the headcount for the Spring 2021 term. A tuition increase of 2.8% as recommended for this student group equates to an annual increase of \$188.

- Tuition increased for this classification by 2.5% in 2020-2021.
- UW resident undergraduate tuition is 54.6% higher than Western.
- Please see Attachment C for historical cost of attendance for this student classification.

Non-Resident Undergraduate Tuition: Non-resident undergraduate students represented approximately 10.3% of Western's Spring 2021 term headcount. The proposed tuition increase for non-resident undergraduate students is 2.8% equating to an annual increase of \$657.

- Tuition increased for this classification by 2.5% in 2019-2020.
- UW non-resident undergraduate tuition is 61.9% higher than Western.
- Market and comparison costing analyses indicate that Western's non-resident tuition was extremely low in comparison to the other Washington public four-year institutions. As discussed at the April 2018 Board meeting, based on the quality of our programs, it has been determined that we would like to position our non-resident tuition rate between Washington State University and Eastern Washington University rates, but that it will take us several years of 5.0% increases to meet that objective. Given the impacts of the coronavirus on non-resident enrollments in particular, this approach was adapted for 2020-2021 and 2021-2022 to align with the resident increases.

Resident Graduate Tuition: Resident graduate students represented 4.6% of Western's Spring 2021 student headcount. The proposed tuition increase for resident graduate students is 2.8% equating to an annual increase of \$291.

- Tuition increased for this classification by 2.5% in 2020-2021.
- UW resident graduate tuition is 56.7% higher than Western.
- Market and comparison costing analyses indicate raising resident graduate tuition would not discourage enrollments.

Non-Resident Graduate Tuition: Non-resident graduate students represented 1.0% of Western's Spring 2021 student headcount. The proposed tuition increase for non-resident graduate students is 2.8% representing an annual increase of \$625.

- Tuition increased for this classification by 2.5% in 2020-2021.
- UW non-resident graduate tuition is 29.9% higher than Western.
- Market and comparison costing analyses indicate raising non-resident graduate tuition would not discourage out-of-state enrollments.

Differential Tuition:

Clinical Mental Health and School Counseling Graduate Programs: The Clinical Mental Health and School Counseling programs are Masters programs intended to prepare students for licensure (CMHC) and certification (SC) as a counselor in the state of Washington. Both programs have been continuously accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP) since 1992. Accreditation is seen broadly as a mark of quality in counseling programs, and results in students having a shorter period of time to being able to practice independently and greater license portability. CACREP accreditation and the associated costs are also expensive.

Our programs are distinct in that they leverage a small cohort size to create an intensive training experience unlike any other program in the state. Each program is limited to 6 students. During their first year, students receive clinical supervision from faculty in our in-house Counseling Training Clinic (CTC). During their second year, students are placed in external internships, where they work three days a week as a counselor in a school, community mental health clinic, counseling clinic, or private or group practice. Our accreditation assessments indicate that our completion rates, pass rates for the National Counseling Examination (NCE), and job placement rates are almost invariably at 100%. A great many of these graduates remain employed in Washington state as a school or a clinical mental health counselor.

For these reasons a new graduate tuition fee rate was established for the Clinical Mental Health and School Counseling programs in the 2020-2021 academic year. CMC and SC resident and non-resident students are annually assessed 10.8% and 5.0% higher than other resident and non-resident graduate students, respectively, and yet still maintain competitive with comparable programs in the region.

The proposed 2021-2022 increase for Clinical Mental Health and School Counseling programs is 2.8%, representing an annual increase of \$322 for resident students and \$656 for non-resident students.

Masters in Business Administration (MBA): The MBA tuition rate had historically been the only differentiated tuition Western charged until academic year 2017-18. This differential tuition was approved by the Board of Trustees during the 2011-2013 biennial tuition setting process as part of a long-term strategy to price the MBA program appropriately in the marketplace.

Tuition increased for this student classification by 2.5% in 2019-20 for both residents and non-residents. It is recommended that the resident MBA rate be increased by 2.8% representing an annual increase of \$336, and the non-resident MBA rate be increased by 2.8% representing an annual increase of \$840.

Speech Language Pathology: Graduate students in speech language pathology are required to earn 400 clinical clock hours (working with patients) before they complete the program and become certified. The majority of these hours are earned in Western's Speech Language and Hearing Clinic under the supervision of certified speech language pathologists (Clinical Educators). Changes in medical billing practices, due mostly to the Affordable Care Act, have made clinic revenue more unpredictable (some third party payers no longer cover speech-language services, and those that do are reimbursing at lower rates). In addition, Medicare regulations have changed over the past five to ten years, and the clinic is no longer able to serve the Medicare population, due to requirements for supervision (a certified professional must be in the room 100% of time for Medicare reimbursement); therapy caps; and the overall cost of monitoring Medicare billing. In the past, the clinic "opted out" of billing Medicare and billed patients directly, gave discounts to Medicare patients, or "waived" fees for clients who

demonstrated financial need. However, the current Medicare regulations do not allow speech pathologists and audiologists to opt out of billing Medicare if they bill other insurance providers, nor do they permit free services to some clients and not others. *In other words, if the clinic bills other clients and/or insurance, it must bill Medicare directly for Medicare eligible clients and meet all of their requirements.*

In 2017-18, the Board approved charging a differential tuition rate for this academic program to enable patients to be seen at the clinic free of charge, eliminating the need to bill insurance companies including Medicare. This then restored the lifespan approach supported by our national accreditation organization, providing students with clinical experiences from infants to older adults.

The proposed tuition increase for Speech Language Pathology students is 2.8%, representing an annual increase of \$443 for resident students and \$820 for non-resident students.

Clinical Doctorate in Audiology (Au.D.): As of 2007, the entry-level degree in audiology has been a clinical doctorate. For this reason, Western placed most of the graduate level audiology curriculum in moratorium in 2005, because we did not have legislative authority to offer doctorate level coursework. After obtaining the necessary legislative approval in the 2013-15 biennium, Western submitted a proposal to the state in the 2015-17 biennial budget for funding to establish a clinical doctorate program in audiology. Unfortunately, the decision package was not funded. As a high priority for the campus, plans were then initiated to internally fund this very important academic program. Analysis shows that to adequately fund this program for success, a differential graduate tuition rate must be established.

In 2017-18, the Board approved charging a differential tuition rate for this academic program, enabling Western to support local, state, and national demand and take advantage of space, curricula, and staff already in place. The Au.D. degree is offered by only six universities in the contiguous western United States, with no programs in Alaska and Hawaii.

The proposed tuition increase for Clinical Doctorate in Audiology students is 2.8%, representing an annual increase of \$473 for resident students and \$680 for non-resident students.

Attachments:

Attachment B – Proposed Western Tuition Dollar and Percentage Increases 2021-2022

Attachment C – Tuition Comparisons for Washington State

Attachment D – Historical Total Cost of Attendance for Resident Undergraduates

Western Washington University Proposed 2020-21 Tuition Rates (Operating Fee and Capital Building Fee)				
TUITION FEES				
Operating Fee	2020-21	2021-22	\$ Change	% Change
Resident Undergraduate	\$6,383	\$6,562	\$179	2.8%
Non-Resident Undergraduate	\$22,533	\$23,164	\$631	2.8%
Resident Graduate	\$10,120	\$10,403	\$283	2.8%
Non-Resident Graduate	\$21,625	\$22,231	\$606	2.8%
Resident MBA	\$11,732	\$12,060	\$328	2.8%
Non-Resident MBA	\$29,095	\$29,910	\$815	2.8%
Resident Speech Language Pathology	\$15,373	\$15,803	\$430	2.8%
Non-Resident Speech Language Pathology	\$28,408	\$29,203	\$795	2.8%
Resident Audiology - Au.D.	\$16,400	\$16,859	\$459	2.8%
Non-Resident Audiology - Au.D.	\$23,575	\$24,235	\$660	2.8%
Resident Clinical Mental Health and School Counseling	\$11,216	\$11,530	\$314	2.8%
Non-Resident Clinical Mental Health and School Counseling	\$22,723	\$23,359	\$636	2.8%
Capital Building Fee	2020-21	2021-22	\$ Change	% Change
Resident Undergraduate	\$322	\$331	\$9	2.8%
Non-Resident Undergraduate	\$930	\$956	\$26	2.8%
Resident Graduate	\$269	\$277	\$8	2.8%
Non-Resident Graduate	\$677	\$696	\$19	2.8%
Resident MBA	\$288	\$296	\$8	2.8%
Non-Resident MBA	\$897	\$922	\$25	2.8%
Resident Speech Language Pathology	\$476	\$489	\$13	2.8%
Non-Resident Speech Lanuguage Pathology	\$878	\$903	\$25	2.8%
Resident Audiology - Au.D.	\$507	\$521	\$14	2.8%
Non-Resident Audiology - Au.D.	\$729	\$749	\$20	2.8%
Resident Clinical Mental Health and School Counseling	\$298	\$306	\$8	2.8%
Non-Resident Clinical Mental Health and School Counseling	\$711	\$731	\$20	2.8%
TOTAL TUITION (Operating Fee and Capital Building Fee)	2019-20	2021-22	\$ Change	% Change
Resident Undergraduate	\$6,705	\$6,893	\$188	2.8%
Non-Resident Undergraduate	\$23,463	\$24,120	\$657	2.8%
Resident Graduate	\$10,389	\$10,680	\$291	2.8%
Non-Resident Graduate	\$22,302	\$22,927	\$625	2.8%
Resident MBA	\$12,020	\$12,356	\$336	2.8%
Non-Resident MBA	\$29,992	\$30,832	\$840	2.8%
Resident Speech Language Pathology	\$15,849	\$16,292	\$443	2.8%
Non-Resident Speech Language Pathology	\$29,286	\$30,106	\$820	2.8%
Resident Audiology - Au.D.	\$16,907	\$17,380	\$473	2.8%
Non-Resident Audiology - Au.D.	\$24,304	\$24,984	\$680	2.8%
Resident Clinical Mental Health and School Counseling	\$11,514	\$11,836	\$322	2.8%
Non-Resident Clinical Mental Health and School Counseling	\$23,434	\$24,090	\$656	2.8%

Note: Academic year tuition for full-time students (banded tuition 10-18 credit hours per quarter)

Western Washington University

Washington State Higher Education Sector Tuition Comparison - FY 2022

Resident Undergraduate		Resident Graduate		Non-Resident Undergraduate		Non Resident Graduate	
UW	\$ 10,927	UW	\$ 16,734	UW	\$ 39,062	UW	\$ 29,995
WSU	\$ 10,457	EWU	\$ 12,351	TESC	\$ 28,142	EWU	\$ 28,676
TESC	\$ 7,386	WSU	\$ 12,076	WSU	\$ 25,773	WSU	\$ 26,526
EWU	\$ 6,895	TESC	\$ 11,701	EWU	\$ 25,367	TESC	\$ 26,328
WWU	\$ 6,893	WWU	\$ 10,680	WWU	\$ 24,120	CWU	\$ 23,651
CWU	\$ 6,657	CWU	\$ 10,097	CWU	\$ 23,182	WWU	\$ 22,926

* Operating and capital building fee only

Note. Tuition rate information for FY2022 is not available for institutions except WSU. Recommended tuition increase of 2.8% from FY21 provided here for all other institutions.

CAMPUS	RESIDENCY	LEVEL	AMOUNT ANNUAL	2.8% INCREASE FOR FY22
WWU	Resident	Undergraduate	\$ 6,705.00	\$ 6,892.74
WWU	Non Resident	Undergraduate	\$ 23,463.00	\$ 24,119.96
WWU	Resident	Graduate	\$ 10,389.00	\$ 10,679.89
WWU	Non Resident	Graduate	\$ 22,302.00	\$ 22,926.46
EWU	Resident	Undergraduate	\$ 6,707.00	\$ 6,894.80
EWU	Non Resident	Undergraduate	\$ 24,676.00	\$ 25,366.93
EWU	Resident	Graduate	\$ 12,015.00	\$ 12,351.42
EWU	Non Resident	Graduate	\$ 27,895.00	\$ 28,676.06
CWU	Resident	Undergraduate	\$ 6,475.80	\$ 6,657.12
CWU	Non Resident	Undergraduate	\$ 22,551.00	\$ 23,182.43
CWU	Resident	Graduate	\$ 9,822.00	\$ 10,097.02
CWU	Non Resident	Graduate	\$ 23,007.00	\$ 23,651.20
TESC	Resident	Undergraduate	\$ 7,185.00	\$ 7,386.18
TESC	Non Resident	Undergraduate	\$ 27,375.00	\$ 28,141.50
TESC	Resident	Graduate	\$ 11,382.00	\$ 11,700.70
TESC	Non Resident	Graduate	\$ 25,611.00	\$ 26,328.11
UW	Resident	Undergraduate	\$ 10,629.00	\$ 10,926.61
UW	Non Resident	Undergraduate	\$ 37,998.00	\$ 39,061.94
UW	Resident	Graduate	\$ 16,278.00	\$ 16,733.78
UW	Non Resident	Graduate	\$ 29,178.00	\$ 29,994.98
WSU	Resident	Undergraduate	\$ 10,457.00	\$ 10,457.00
WSU	Non Resident	Undergraduate	\$ 25,773.00	\$ 25,773.00
WSU	Resident	Graduate	\$ 12,076.00	\$ 12,076.00
WSU	Non Resident	Graduate	\$ 26,526.00	\$ 26,526.00

Notes

Main campus rates, FY21

These are current Fy22 rates

Source

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<https://inside.ewu.edu/financialservices/fees-information/>

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<https://inside.ewu.edu/financialservices/fees-information/>

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<https://www.cwu.edu/registrar/tuition-and-fees>

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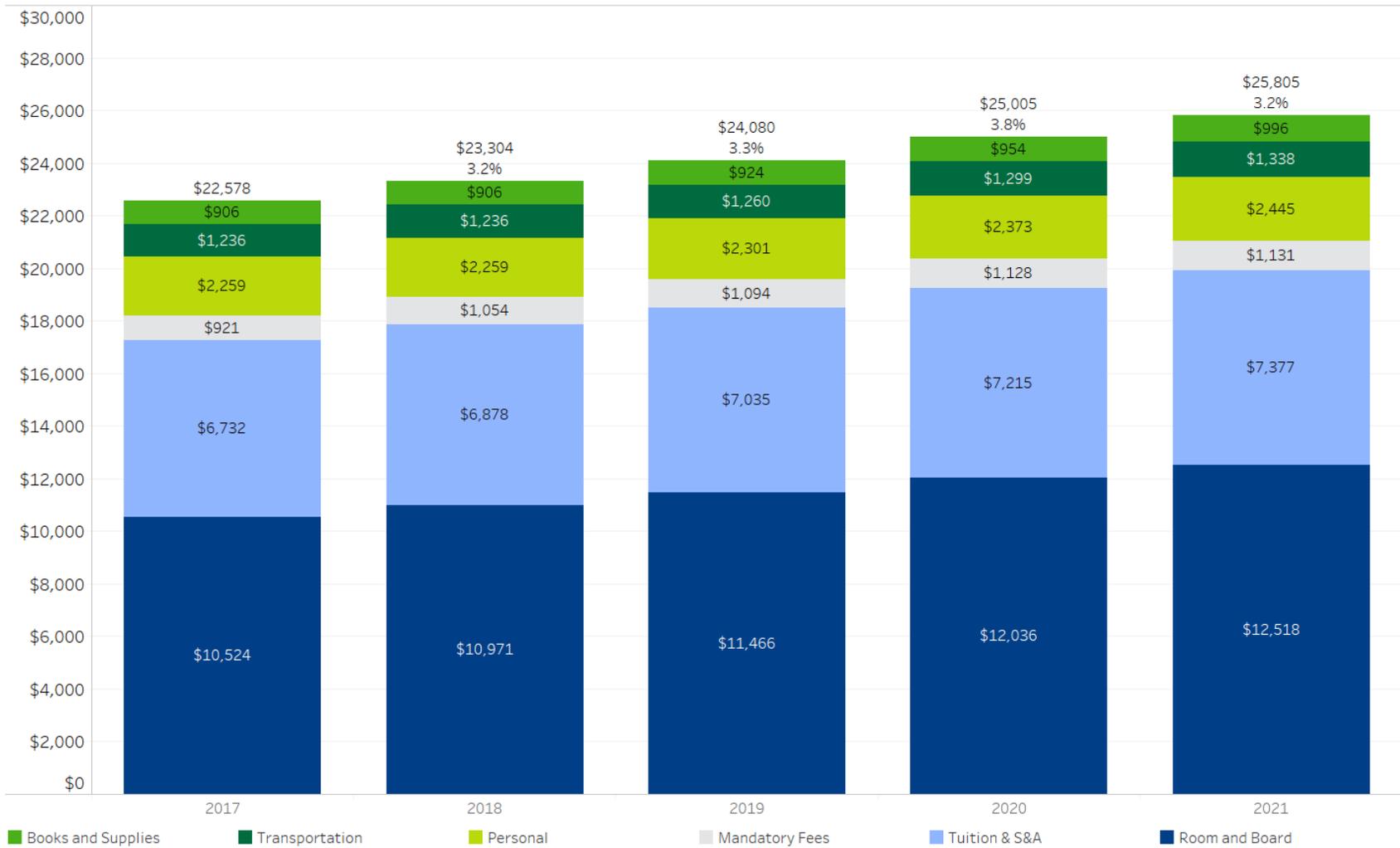
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<https://budget.wsu.edu/documents/2021/05/wsu-pullman-2021-2022-tuition-and-rates-printable.pdf/>

<https://budget.wsu.edu/documents/2021/05/wsu-pullman-2021-2022-tuition-and-rates-printable.pdf/>

Attachment D- Historical Resident Undergraduate Total Cost of Attendance



Attachment E
Summary of Current and Proposed Mandatory Student Fee Levels

Average Increase of 0.4% for existing fees

It is proposed to increase one of the nine existing mandatory student fees for 2021-2022. This proposal constitutes a net average increase of 0.4% for all existing mandatory student fees (\$2.40 per quarter.)

Proposed Fee Increases - Effective Fall Quarter for 2021-2022

Note: Per legislative action, beginning with Fiscal 2018-19 all S&A Fee increases are limited to 4% per year rather than the percentage increase of resident undergraduate tuition.

Proposed to the WWU Board of Trustees on June 11, 2021

Mandatory Fee	Notes	Proposed Change	Quarterly Fees				Academic Year Fees			
			Current 2020-2021	Proposed 2021-2022	\$\$ Change	% Change	Current 2020-2021	Proposed 2021-2022	\$\$ Change	% Change
Existing Fees										
Services & Activities (S&A) Fee	(1) (2)	Proposed increase of 1.07%. RCW 28B.15.069 limits the increase on S&A Fees to the portion of the fee not pledged to bonds, which effectively reduces the 4% proposed fee to 3.4%. Fee is prorated per credit with 10+ credits paying the full fee.	\$223.98	\$226.38	\$2.40	1.07%	\$671.94	\$679.14	\$7.20	1.07%
Student Recreation Fee (S&A)	(1)	No proposed increase. RCW's limit the increase of S&A Fees to 4%. Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain access/services.	\$109.46	\$109.46	\$0.00	0.0%	\$328.38	\$328.38	\$0.00	0.0%
Student Health Services Fee		No proposed increase. Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain services.	\$117.00	\$117.00	\$0.00	0.0%	\$351.00	\$351.00	\$0.00	0.0%
Student Technology Fee		No proposed increase. The full fee is charged to students taking 6+ credits. Those taking 1-5 credits are charged \$17.50. In Spring 2018, students voted 71% in favor of a 5 year renewal of this fee at the \$35 level.	\$35.00	\$35.00	\$0.00	0.0%	\$105.00	\$105.00	\$0.00	0.0%
Non-Academic Building Fee		No proposed increase. Fee is charged to students taking 6+ credits.	\$47.00	\$47.00	\$0.00	0.0%	\$141.00	\$141.00	\$0.00	0.0%
Sustainability, Equity, and Justice Fund		No proposed increase. The fee funds renewable energy certificates (RECs), student leadership positions and sustainable energy projects.	\$9.00	\$9.00	\$0.00	0.0%	\$27.00	\$27.00	\$0.00	0.0%
Student Alternative Transportation Fee		No proposed increase. In a Spring 2017 student referendum, students voted 93.6% in favor of re-authorizing the fee for 5 years beginning Fall 2017 and ending by Fall 2022, unless renewed by student vote. The re-authorization allows the Associated Students Board to recommend fee increases of a maximum 5% per year during that period; increases of more than 5% per year would need student voter approval. The Fee is charged to students taking 6+ credits. Summer quarter fee is less than academic quarters because the extra late night shuttle service is not provided.	\$28.50	\$28.50	\$0.00	0.0%	\$85.50	\$85.50	\$0.00	0.0%
Legislative Action Fee	(3)	No proposed change. To fund student representation and advocacy efforts at the campus, local, state, and federal levels.	\$1.00	\$1.00	\$0.00	0.0%	\$3.00	\$3.00	\$0.00	0.0%
Multicultural Services Fee	(4)	No proposed increase. In Spring, 2016, the AS Board put a referendum on the ballot and students voted 62.7% in favor of a new fee for expanded ESC/Multicultural Services Space at the Viking Union/Bookstore Complex. The fee began Fall 2017 at a rate of \$30 for students taking 6 or more credits. This fee has been pledged to bonds and funds a portion of the construction, maintenance, and operations of the new Multicultural Center at the Viking Union.	\$30.00	\$30.00	\$0.00	0.0%	\$90.00	\$90.00	\$0.00	0.0%
Total Mandatory Fees			\$600.94	\$603.34	\$2.40	0.4%	\$1,802.82	\$1,810.02	\$7.20	0.4%

Notes:

(1) Fee is subject to 3.5% Student Financial Aid/Loan Fee deduction and increases are limited to 4% by SSHB 1433 signed into law on 3/22/18.

(2) Bond Covenants pledge a minimum of \$32 per full-time student per quarter and \$6.40 per part-time student per quarter to the Housing & Dining System.

(3) Mandatory \$1 per quarter billed but with the ability to "opt-out."

(4) The Multicultural Center Fee began Fall 2017. It is pledged to the Housing & Dining System, but not directly to bonds. In March 2018, bond counsel informed WWU that this fee is not technically an S&A Fee so does not follow those RCW's, but the institution has been collecting 3.5% for the Student Financial Aid/Loan Fee.

**Attachment F
WWU Mandatory Student Fees - 5-Year Summary**

Average Increase of 0.4% for existing fees in 2021-2022.

It is proposed to increase one of the nine existing mandatory student fees for 2021-2022. This proposal constitutes a net average increase of 0.4% for all existing mandatory student fees (\$1.00 per quarter.)

Proposed Fee Increases - Effective Fall Quarter for 2021-22

Mandatory Fee	Notes	Proposed Change for 2021-2022	Quarterly Fees					Academic Year Fees				
			Actual				Proposed	Actual				Proposed
			2017-18	2018-19	2019-20	2020-21	2021-2022	2017-18	2018-19	2019-20	2020-21	2021-22
Existing Fees												
Services & Activities (S&A) Fee	(1) (2)	Proposed increase of \$2.40 per quarter (1.07%). RCW 28B.15.069 limits the increase on S&A Fees to the portion of the fee not pledged to bonds, which effectively reduces the 4% proposed fee to 3.4%. Fee is prorated per credit with 10+ credits paying the full fee.	\$209.50	\$216.60	\$223.98	\$223.98	\$226.38	\$628.50	\$649.80	\$671.94	\$671.94	\$679.14
Student Recreation Fee (S&A)	(1)	No proposed increase. RCW's limit the increase of S&A Fees to 4%. Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain access/services.	\$101.20	\$105.25	\$109.46	\$109.46	\$109.46	\$303.60	\$315.75	\$328.38	\$328.38	\$328.38
Student Health Services Fee		No proposed increase. Fee is charged to students taking 6+ credits. Other students may voluntarily pay the fee to obtain services.	\$106.00	\$113.00	\$117.00	\$117.00	\$117.00	\$318.00	\$339.00	\$351.00	\$351.00	\$351.00
Student Technology Fee		No proposed change. The full fee is charged to students taking 6+ credits. Those taking 1-5 credits are charged \$17.50. In Spring 2018, students voted 71% in favor of a 5 year renewal of this fee at the \$35 level.	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00
Non-Academic Building Fee		No proposed increase. Fee is charged to students taking 6+ credits.	\$45.00	\$45.00	\$47.00	\$47.00	\$47.00	\$135.00	\$135.00	\$141.00	\$141.00	\$141.00
Sustainable Action Fund Fee (renamed from "Green Energy Fee")		No proposed increase. In Spring 2018, students voted 84.6% in favor of reauthorization of this fee and recommend an increase to 90 cents per credit level with a \$9 per quarter maximum. The fee funds renewable energy certificates (RECs), student leadership positions and sustainable energy projects.	\$7.00	\$9.00	\$9.00	\$9.00	\$9.00	\$21.00	\$27.00	\$27.00	\$27.00	\$27.00
Student Alternative Transportation Fee		No proposed change. In a Spring 2017 student referendum, students voted 93.6% in favor of re-authorizing the fee for 5 years beginning Fall 2017 and ending by Fall 2022, unless renewed by student vote. The re-authorization allows the Associated Students Board to recommend fee increases of a maximum 5% per year during that period; increases of more than 5% per year would need student voter approval. The Fee is charged to students taking 6+ credits. Summer quarter fee is less than academic quarters because the extra late night shuttle service is not provided; the summer rate covers just the bus pass and will remain at \$21.	\$26.25	\$26.25	\$27.50	\$28.50	\$28.50	\$78.75	\$78.75	\$82.50	\$85.50	\$85.50
Legislative Action Fee	(3)	No proposed change. To fund student representation and advocacy efforts at the campus, local, state, and federal levels.	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
Multicultural Services Fee	(1) (4)	No proposed increase. In Spring, 2016, the AS Board put a referendum on the ballot and students voted 62.7% in favor of a new fee for expanded ESC/Multicultural Services Space at the Viking Union/Bookstore Complex. The fee began Fall 2017 at a rate of \$30 for students taking 6 or more credits. This fee has been pledged to bonds and funds a portion of the construction, maintenance, and operations of the new Multicultural Center at the Viking Union.	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00
Total Mandatory Fees			\$560.95	\$581.10	\$599.94	\$600.94	\$603.34	\$1,682.85	\$1,743.30	\$1,799.82	\$1,802.82	\$1,810.02
<i>\$ Amount Increase</i>				\$20.15	\$18.84	\$1.00	\$2.40		\$60.45	\$56.52	\$3.00	\$7.20
<i>Annual % Increase</i>				3.6%	3.2%	0.2%	0.4%		3.6%	3.2%	0.2%	0.4%
<i>Cumulative Increase</i>							7.6%					7.6%
<i>Average Annual Increase (non compounded)</i>							1.9%					1.9%

Notes:

(1) Fee is subject to 3.5% Student Financial Aid/Loan Fee deduction and increases are limited to 4% by SSHB 1433 signed into law on 3/22/18.

(2) Bond Covenants pledge a minimum of \$32 per full-time student per quarter and \$6.40 per part-time student per quarter to the Housing & Dining System.

(3) Mandatory \$1 per quarter billed but with the ability to "opt-out."

(4) The Multicultural Center Fee began Fall 2017. It is pledged to the Housing & Dining System, but not directly to bonds. In March 2018, bond counsel informed WWU that this fee is not technically an S&A Fee so does not follow those RCW's, but the institution has been collecting 3.5% for the Student Financial Aid/Loan Fee.



MEMO

Services & Activities Fee Committee

www.wvu.edu/vpress/fees.shtml

To: Melynda Huskey, Vice President for Enrollment and Student Services

From: Evan Shuster, Chair – S & A Fee Committee

Date: 6/1/2021

Subject: S & A Fee Committee Recommendations for 2021-2022

This is to inform you that the S&A Fee Committee recommends a 1.25% increase to the non-bonded portion of the S&A fee for 2021-22, an effective rate of 1.07% on the entire fee. The 2020-21 fee would increase to \$679.14 (from \$671.94), or \$226.38 (from \$223.98) per quarter.

This recommendation is the result of debate and discussions centered on concerns over costs to students during this year's pandemic. The increase was approved in order to allow the constituents' budgets to meet the expected need for anticipated cost of living increases for staff and minimum wage increases for student employees. It follows thoughtful discussion of the various constituents' needs and their accompanying budgets. Each constituent made their budget presentations with the goal of returning to a normal academic year and kept in mind their needs following more than a year of virtual operation. No constituent's initial budget request was met, and the anticipated decrease in fall enrollment will have significant effect on each of these areas, for this year and in future years.

The committee's efforts commenced in early February 2021 and, after orientation, the committee worked remotely to hear constituent budget requests and presentations. Early in discussions, several student voting representatives indicated their interest in not increasing student fees. Spring quarter meetings centered on challenges to constituents' budgets, a dim enrollment forecast for fall 2021, and the pressure that anticipated cost of living increases for staff would generate for each area. After discussion, the Committee voted 4-1 (with one voting representative absent) for the increase, and to account for the anticipated cost of living increase in staff salary. There was general recognition that this mandatory cost needed to be addressed in the deliberation and final decision.

The recommendations below cover the following areas for consideration and approval by the Board of Trustees at their June meeting: The 2021-22 Fee level, the 2021-22 distribution of estimated S&A fee revenue, allocation of expected Summer 2021 S&A revenues, and the S&A fee level for Summer 2022 (which is just a % of the AY fee).

2021-22 Mandatory Student Fees **Services & Activities Fee**

Proposed Distributions and 1.25% Increase in Fee

Proposed Fee and Distribution: The Services and Activities (S&A) Fee Committee recommends a 1.25% increase to the Services & Activities Fee for the 2021-22 academic year, maintaining the Summer 2021 rate at 65.15% of the academic year rate, and recommends approval of the distribution of fees for the 2021-22 academic year as outlined.

Per RCW 28B.15.069 S&A fee increases are capped at 4% on the non-funded portion of the fee. The committee proposes a 1.25% increase to the S&A Fee for the 2021-22 year, increasing the fee to \$679.14 per academic year or \$226.38 per quarter. This fee is prorated per credit (\$22.64 per credit per quarter) with students enrolling in ten or more credits paying the full, maximum fee.

The following constituents receive funds from the Services & Activities Fee:

- Housing & Dining (per bond covenants)
- Associated Students (AS)
- Athletics
- Campus Recreation
- Department Related Activities Committee (DRAC)

Background

The Services and Activities (S&A) Fee Committee operates under the authority of [RCW 28B.15.045](#) and makes recommendations on the distribution of S&A Fees for the following constituent groups: Housing & Dining, Associated Students, Athletics, Campus Recreation, and Department-Related Activities Committee (DRAC). Per the RCW, students have a strong voice in recommending budgets for services and activities fees. The Committee is comprised of both voting and non-voting members. The voting members include a faculty member and six students representing Associated Students (2), Athletics (1), Campus Recreation (1), and DRAC (2). The non-voting members include staff advisors from Associated Students, Athletics, Campus Recreation, and Department Related Activities Committee (DRAC), and a designee of the Vice President for Enrollment and Student Services. A staff member from the Vice President's office also attends to record minutes. A student was selected from among the voting members to serve as this year's chairperson.

The S&A Fee Committee follows an established annual process to prepare its recommendations on the fee level and distribution of S&A Fees. This process includes review of budget requests for each constituent group and an open hearing process to provide an opportunity for input from members of the campus community. Open hearings were held on April 9, 2021 (Campus Recreation), April 16, 2021 (Athletics & Associated Students), and April 23, 2021 (DRAC) in regards to budget requests and the committee's recommendations. Notice of these hearings was posted on the S&A Fee Committee website.

The vote on S&A fee scenarios for the 2021-22 academic year was 4-1 (with one member absent) in favor of the fee increase, and 5-0 (with one member absent) for allocation recommendations.

CONSTITUENT BUDGET REQUESTS

In presenting, discussing, and reviewing expenditures for next fiscal year, the constituent groups took these responsibilities seriously and worked diligently to ensure that fees charged to students were used responsibly. Committee meeting minutes and documents can be found at <https://vpess.wvu.edu/services-and-activities-fee>. Detailed budgets were presented on April 9 (Campus Recreation), April 16 (Athletics & Associated Students) and April 23 (DRAC), with further discussion taking place at the meetings that followed.

The main theme of the discussions this year centered around the Covid19 pandemic's impact on enrollment and operations. Each constituent was asked to develop a budget that would best meet their anticipated needs for fall 2021 and the rest of the year. Significant time was spent examining last year's budget requests, and the actual budget allocations (slightly over 10% lower than the approved budget) in order to think through budget requests following an unprecedented pandemic event. Details below include this year's initial requests, last year's approved budget and the 2021 actual budget to best reflect the difficult decisions in this recommendation.

CONSTITUENT BUDGET REQUESTS FOR ACADEMIC YEAR 2021-22

Associated Students

The Associated Students presented an overall operating budget slightly higher than the last budget request, noting that they voluntarily reduced their portion of the S & A fee last year due to concerns about students' financial situations during the COVID pandemic. Reductions to the overall budget included cuts to summer staffing hours and program offerings. The Associated Students' S&A fee request of \$3,055,504 is an increase from their 2020 approved budget of \$2,984,050 (with an actual 2021 budget of \$2,495,340). The increase reflects the voluntary reduction in the current year, as well as staff wage increases, a minimum wage increase and funding for the Student Senate.

Athletics

Athletics presented an initial budget request of \$2,201,320, an increase from their 2020 approved budget of \$2,163,302 but an increase from their actual budget of \$2,046,047. This reflected the cost of two graduate positions Athletics has been attempting to fund for years.

Campus Recreation

Campus Recreation requested \$431,410, a decrease from their approved 2020 budget of \$467,941 (with a 2021 actual budget of \$446,157). They expect to use carry forward funds to supplement many expenses typically paid for by student club/intramural members in an effort to return to a more normal year.

DRAC

DRAC (Departmentally Related Activities Committee) is composed of six separate constituencies, with one new for this year. DRAC's initial budget request was for an increase to \$1,162,077 from last year's approved \$1,117,672 (with a 2021 actual budget of \$1,058,156).

This initial request reflected the inclusion a one new constituency (WWU Racing), wage increases and computer purchases.

2021-22 Academic Year
Proposed Fee Distribution

- 3.5% to Student Financial Aid Fund as required by law.
- Music Copyright Fee to be allocated in the amount of \$23,200.
- Housing & Dining to receive minimums as required by bond covenants for debt service. This amounts to \$32 per quarter per full-time student and \$6.40 per quarter per part-time student.
- The distribution recommendation for 2021-22 is based solely on a percentage share of S&A Fee revenue.

	2020-21 Actual		2021-22 Projection	
Housing & Dining	\$ 1,155,452		\$ 1,127,721	
To Loan Fund	\$ 262,023		\$ 271,386	
Music Copyright	\$ 23,200		\$ 23,200	
Distribution to Constituents	\$ Amount	%	\$ Amount	%
Associated Students	\$ 2,495,340	41.3%	\$ 2,804,891	44.3%
Athletics	\$ 2,046,047	33.8%	\$ 2,045,101	32.3%
Campus Recreation	\$ 446,157	7.4%	\$ 436,879	6.9%
Departmentally Related Activities	\$ 1,058,156	17.5%	\$ 1,044,711	16.5%
Constituent Subtotal	\$ 6,045,700	100.0%	\$ 6,331,582	100.0%
Total S&A Distributions	\$ 7,486,374		\$ 7,753,889	

In a typical year the committee hears each constituent's budget needs, and this year's committee did that initially. However, due to the uncertainty and the lower enrollment projections for the fall, the committee decided that its work could not be done in the traditional manner. The final recommendation is for the percentage distribution and that is based on how last year's committee approached their work. The committee voted for the following percentages: Associated Students 44.3%; Athletics 32.3%; Campus Recreation 6.9%; and DRAC 16.5%. These percentages changed from last year's allocations in an attempt to address anticipated cost of living increases for constituent budgets in a targeted fashion.

S&A Summer 2021

CONSTITUENT BUDGET REQUESTS for Summer 2021 (FY2022)

The 2020 S&A Fee Committee addressed the Summer 2021 fee in May 2020 when it recommended and the Board of Trustees approve the 2020-21 academic year budget with no fee increase. That decision leaves the Summer 2021 rate at \$14.59 per credit. This year's committee reviewed budget requests to make decisions about the allocation of summer fees. Budgeting decisions were based on historical trends and an assumption of having \$345,000 to allocate (with \$51,000 to Housing and \$12,075 to the loan fund).

Associated Students

Associated Students requested \$150,000 in total for Summer 2021.

Campus Recreation

Campus Recreation requested \$15,000 in total for Summer 2021.

DRAC

DRAC requested \$68,055 for Summer 2021.

Summer enrollment remains uncertain and constituent budgets are strained. After accounting for housing and the loan fund, the operating assumption was that \$281,925 was the target amount for the three constituents. After considerable discussion, representatives voted 5-0 (with one member absent) to allocate funding received up to the Associated Students at 64.36%, Campus Recreation at 6.44%, and DRAC at 29.2% up to \$233,055. For any funds received above \$233,000, the representatives voted unanimously 5-0 (with one member absent) to allocate funding received to the Associated Student at 80%, Campus Recreation at 5%, and DRAC at 15%.

S&A Summer 2022 (FY2023)

Proposed Fee Level

As approved by the Board of Trustees in June 2002, the summer S&A rate is set at 65.15% of the academic year S&A rate. With no increase to the rate for the 2021-22 academic year S&A fee, the rate for Summer 2022 would increase at \$14.75 per credit. The distribution of the proposed Summer 2022 fee revenues will be addressed by the 2021-22 S&A Fee Committee.

2021-2022 Mandatory Student Fees
Student Alternative Transportation Fee
No increase in fee

For the 2021-2022 school year, the Alternative Transportation Fee (ATF) will remain at \$28.50 for fall, winter, and spring quarters and at \$23.00 for summer quarter.

Due to the campus closure beginning in March 2020 and the suspension of fares at the Whatcom Transit Authority (WTA), the ATF was not charged spring, summer or fall quarters of 2020. The fee was set at \$3.00 for winter, spring, and summer quarters of 2021. The fee revenue was used to cover ongoing program costs and staffing. WTA will begin charging a fare again on July 1, 2021. Students who are enrolled in summer classes and were assessed the ATF will have an active bus pass. Due to low student enrollment in the summer and classes continuing to be offered mostly online, Transportation Services does not anticipate that many students will be riding WTA buses this summer.

The Student Late Night Shuttle service was suspended for the entire 2020-2021 academic year and the shuttle does not run in the summer. Transportation Services is in the process of changing the late night transportation services that are offered to students from a fixed route to an on demand service. The goal is to have the new service in place when students return to campus fall quarter 2021.

Transportation Services has formed a new partnership with Skagit Transit. Beginning fall quarter 2021, we will begin a two year pilot program in which WWU students and employees will be able to ride all the buses in Skagit County using their Western ID card without paying an additional fare.

Program expense overview:

- 100% - Salaries and other ongoing program expenses

Contract updates:

- The WTA contract that suspended services expires June 30, 2021. A new contract that will begin on July 1, 2021 is almost finalized. Under the new contract WWU will pay WTA per ride rather than per student FTE.
- An MOU with Skagit Transit is almost finalized.
- There currently is no contract for student late night transportation services.

Program updates:

- Beginning July 1, 2020, Sustainable Transportation merged with Parking Services to form a new unit called Transportation Services. With this move Sustainable Transportation moved from Academic Affairs to Business and Financial Affairs. Transportation Services resides in the Student Business Office.
- The position vacated by Kay McMurren's retirement spring 2020 remains unfilled.
- Spring quarter 2022 students will vote on whether they want to continue to pay the Alternative Transportation Fee and support the student transportation program for five more years.

Attachment I
2021-22 Mandatory Student Fees

Student Recreation Fee

No Increase to Fee

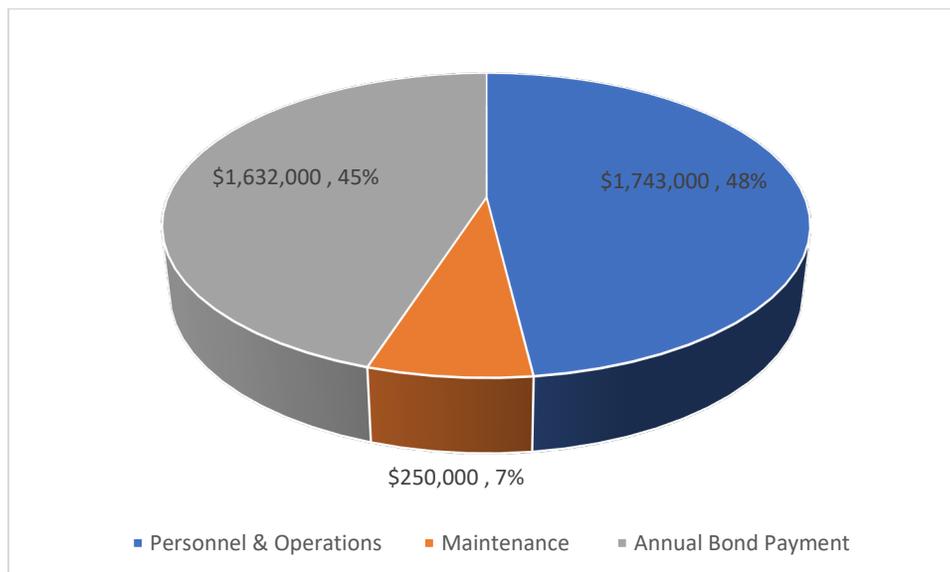
2020-21 Program Report

The Western Washington University Wade King Student Recreation Center (the Recreation Center) is a self-supporting, auxiliary enterprise of Western Washington University (WWU). The Recreation Center is an open recreation fitness and wellness facility for the benefit of eligible students and associated members of WWU. The facility includes a lap/leisure pool, a whirlpool, a three-court gym with elevated running track, a multi-activity court, a rock climbing wall, weight and cardio areas, two group exercise/aerobic rooms, locker rooms, an injury rehabilitation room, a retail food service and lounge area, a conference room, and administrative offices for the Department of Campus Recreation. The Recreation Center is located on the WWU campus and is supported by a service and activity fee assessed to students quarterly. In addition, memberships are available for purchase by faculty/staff, alumni, and others closely associated with WWU.

Western Washington University's Wade King Student Recreation Center is a state-of-the-art open recreation fitness and wellness facility that has been created and shaped by the vision and support of Western Washington University students. The Recreation Center was one of the nation's first recreation centers designed to meet Leadership in Energy and Environmental Design (LEED).

Wade King Student Recreation Center FY21:

- The Student Recreation Fee generated approximately \$3.625 million in 2020-21. This is a reduction from \$4.1 million in 2019-20 and \$4.45 million in 2018-19. These reductions in revenue are due to decreased fee collection (31.1 % in Spring 2020, 100% in Summer 2020 and 31.1% in Fall 2020), as well as lower enrollment. Fees were reduced during these quarters due to the inability for the Recreation Center to maintain normal operations under COVID-19 restrictions.
- The fee funds annual bond payments, operations and maintenance of the Wade King Student Recreation Center. Note: Additional revenues in a "typical" year (e.g. voluntary memberships, rentals, course fees) of approximately \$500,000 assist in funding operations (not shown below).



FY22 Fee: No Student Recreation Fee was collected for Summer 2020-21 since all courses were converted to online format and the institution adhered to the normal billing policies for Outreach and Extended Programs.

There is no fee increase proposed for FY22, and may see reductions in revenue depending on enrollment, and will have limited budget capacity given its fixed costs including bond payment obligations and associated reserve and coverage requirements.

The Recreation Center will follow appropriate health agency and state guidance with regard to its operations during FY22.

Student Tech Fee's Tech Initiatives Awards Announced

The Student Technology Fee (STF) has awarded approximately \$180,000 in Tech Initiatives projects for 2021. The specific awards, listed below, include two projects based on proposals submitted by students.

- | | |
|---|----------|
| • Theater Dept Virtual Accessibility Upgrades
(Student proposal, partial funding) | \$15,003 |
| • WWU Music Recording Studio Radio
(Student proposal, full funding) | \$3,912 |
| • Advanced Digital Printing: Dye-Sublimation and Tech Enhancement
(CFPA priority 1, full funding) | \$7,026 |
| • Music Keyboard Lab Overhaul
(CFPA priority 2, full funding) | \$22,888 |
| • 3D Scanner to Improve Accessibility; Update [Anthropology] Curriculum
(CHSS priority 1, full funding) | \$26,614 |
| • Collaborative Robot for Assisting Humans in Manufacturing
(CSE priority 1, full funding) | \$32,671 |
| • Enhanced Epifluorescent Microscopy for Use in Teaching Labs
(CSE priority 2, full funding) | \$5,651 |
| • Enhancing Capabilities of WWU's Spanel Planetarium
(CSE priority 3, full funding) | \$27,168 |
| • Mobile Hotspots for Student Checkout
(ATUS, priority 1, partial funding) | \$8,826 |
| • Digital Audio Loan-Pool Improvements
(ATUS, priority 2, full funding) | \$5,615 |
| • Virtual Reality for Teaching Marine Biology
(Marine Coastal Sciences Program, partial funding) | \$4,730 |
| • Enhanced SEM Imaging by Colorization and 3D Visualization
(Scientific Technical Services, partial funding) | \$17,470 |

Every spring, the STF Committee—comprising students, faculty, and the Vice Provost for Information Technology (VPIT)—reviews proposals from students and employees for technology purchases that will enrich the students' academic experience. The committee's project recommendations are subject to approval by the University President.

"The Tech Initiatives awards represent a significant effort," said VPIT Chuck Lanham. "Not just by the committee, but by the students, faculty and staff who use their valuable time to submit proposals. We're always impressed by their ideas, and we're happy to fund projects that can really make a difference for students."

Tech Initiatives are just one allocation of the STF, which generates approximately \$1.5 million annually (based on pre-pandemic enrollment). Other allocations include upgrades to computer labs and the campus wireless network; and support for the Student Tech Center and the Digital Media Center.

To learn more about the Student Technology Fee, please view the STF website [here](#).

2021-22 Mandatory Student Fees
Non-Academic Building Fee
 No increase to Non-Academic Building Fee
2020-21 Program Report

Current Fee Level: \$47 per quarter for students taking 6 or more credits

Program Overview

Viking Union Facilities is an auxiliary function of Western Washington University that provides student activity focused facilities and services to campus. These facilities include the Viking Union, Lakewood Water Sports Facility, and Viqueen Lodge on Sinclair Island. Viking Union Facilities also provides support services to Associated Student programs housed in these facilities as well as campus wide support for Event Services and activities. As part of the University's Housing and Dining System, funding for Viking Union Facilities comes from a blend of sources including the Non-Academic Building Fee, Multicultural Services Fee, a fixed portion the Service and Activity (S&A) Fee, and Service fees.

The Non-Academic Building Fee funds bond payments for the 2000 renovation of the Viking Union as well as ongoing maintenance, repair, renewal and some facility operations. This fee is managed by the Viking Union and is part of the University's Housing and Dining Financial System. For fiscal year 2022, we are not requesting an increase to this fee.

Budget & Program Report

Program Report

The Viking Union was able to reopen for students, faculty, and staff in November with increased staffing to help monitor COVID prevention measures such as mask wearing, physical distancing, and increased sanitization practices. Our goals were to provide a safe place where students could study, access university Wi-Fi, print documents, and have an accessible route from Garden St. to High St. through the elevators in the Viking Union. We borrowed study carrels from the library and a high-capacity printer from ATUS in order to transform the Multipurpose room into a large quiet study space. Between January 1st and June 1st, approximately 6,000 students, staff, and faculty have entered the Viking Union and about 1,400 of those users were students studying on campus.

FY 20 Revenues and Expenses

Revenue

- In FY21 we are projecting the Non-Academic Building Fee to collect \$1,870,000. This is approximately a 7 % reduction from FY20.
- For FY21 much of the Viking Union revenue generating facilities and services were closed because of the pandemic. In FY21 we collected \$30K in service fees as compared to \$149K in FY20. We are looking forward to reopening the Lakewood Watersports Facility and our Event services this summer in preparation for a full return in Fall.
- Overall, Viking Union revenue sources are projected to decrease by approximately \$404K as compared to FY20.

- In a typical year Mandatory Student Fees make up 93% of the revenue collected for the Viking Union with 7% coming from user fees and an institutional commitment to funding a portion of the space for the Multicultural Center.

Expenditures

- As part of the Housing and Dining System Bond Refinancing the Viking Union did not have a bond payment for FY21. Bond payments will resume at an increased rate in FY22. Additional revenue collected this year will be used to help offset the increased payments starting in FY23.
- Viking Union Operations Expenditures decreased by approximately \$360K, with most of the decrease coming as a result of reduced operating hours compared to pre-pandemic, and prioritizing and focusing expenditures toward supporting COVID related operations.

Capital Reserve and Non-Operating Projects

- As a result of financial impacts of COVID the Viking Union has put a pause on our non-operating and capital development plan for FY 21.
- For FY 22 the VU is committing approximately \$150K to improvements in the facility that will support an interim space for the Black Student Coalition and related space assignments and approximately \$250k for an engineering study to replace the fire detection and annunciation system

2020 – 2021 Mandatory Student Fees

Legislative Action Fee

No increase in fee

The Legislative Action Fee is a mandatory fee of \$1 per quarter charged to all registered students on any WWU campus. It was approved by the Board of Trustees in June 2014.

This fee funds student representation and advocacy efforts at the campus, local, state, and federal levels. Fee revenue collected in FY'21 totaled \$32,585 as of May 30, 2021. Fees were used to support the following:

- Annual dues for AS membership in the Washington Student Association (WSA)
- Due to the Pandemic all Lobby Days were held virtually and there were no out of pocket costs:
 - Western Lobby Day, which took place on January 18, 2021 and was attended by 40 students who participated in meetings with approximately 70 state legislators.
 - Western Intersectional Lobby Day, which took place on Feb. 15, 2021, attended by 16 students who met with dozens of state legislators.
 - Local Lobby Day took place on May 7, 2021 attended by 10 students who met with several local officials.
- Costs for Black History Month speaker event. Erin Jones visited WWU to discuss Black advocacy and civic engagement. 32 people attended the event on February 14, 2020. (final payment was processed in FY'21)
- Student Grievance Board. A new program developed this year to better support student elections and the grievance process through an ethics board. Students were randomly selected (similar to Jury pool) and paid a stipend for their involvement.
- Purchase of gift card incentives to be distributed through random drawings made available to all students who participated in surveys to help form two lobbying agendas, the Local Lobby Day agenda and the Western Lobby Day agenda (state level).

2021-22 Mandatory Student Fees
Multicultural Services Fee
No Increase
2020-21 Program Report

Current Fee Level: \$30 per quarter for students taking 6 or more credits.

Program Overview

The Multicultural Services Fee was approved by the Board of Trustees in June 2016 following a referendum by the AS Board that spring which 62.7% of students voted in favor. The fee is pledged to bonds, and funds portions of the construction, maintenance, and facility operations.

The Multicultural Services Fee is managed by the Viking Union and is part of the University's Housing and Dining Financial System. We are not proposing a fee increase for FY22

Program Report and Budget

For FY 21, the Multicultural Service Fee revenues totaled approximately \$1.15 million, approximately 5.4% less than the previous fiscal year. This decrease in revenue is a result of a reduction in enrollments during this fiscal year. As part of the Housing and Dining Financial System refinancing, there will be no bond payment for the Multicultural Center for until FY23. The fees collected this year and next year will be used to fund: 1) the required reserve balance of 5% of outstanding debt for the MCC construction bonds and 2) the remaining revenue will be collected in a fund and used to offset the increased bond payments that go into effect starting in FY23 and running through FY33.

WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES

DATE: June 11, 2021

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Richard Van Den Hul, Vice President, Business and Financial Affairs
Faye Gallant, Executive Director, Budget and Financial Planning

**SUBJECT: REDUCTION TO SUMMER QUARTER 2021 ALTERNATIVE
TRANSPORTATION FEE**

PURPOSE: Action Item

Purpose of Submittal:

The Board of Trustees previously approved rates for mandatory student fees for Summer 2021. At that time, the Alternative Transportation Fee included a minimal reduction based on best assumptions about operational levels. Given current information, Board approval is now requested to continue the more substantial reduction of \$25.50 from Spring Quarter, setting the Summer rate at \$3.00 due to COVID-related impacts to service levels.

Proposed Motion:

***MOVED*, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the reduction of Summer 2021 Student Alternative Transportation Fee by \$25.50 (89.5%) for Summer Quarter for a rate of \$3.00.**

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of
Brent Carbajal, Provost and Vice President for Academic Affairs and
Robert Squires, Vice Provost for Outreach and Continuing Education

DATE: June 11, 2021

SUBJECT: 2021 – 22 Self-Sustaining Academic Year Tuition

PURPOSE: Action Item

Purpose of Submittal:

The Board of Trustees of Western Washington University, on recommendation of the President, approves the 2020 – 21 Self-Sustaining Academic Year Tuition Rates for each classification.

Proposed Motion:

MOVED, that the **2021 – 22 Self-Sustaining Academic Year Tuition Rates** be raised to or maintained at the following rates: Undergraduate Course/Workshop \$280 per credit, Graduate Course/Workshop \$356 per credit, Self-Paced Courses \$165 per credit, Credit Option variable fee between \$50 and \$100 per credit, Undergraduate Degree Program Courses \$324 per credit, Graduate Degree Program Courses \$386 per credit, and Weekend MBA \$757 per credit, and

FURTHER MOVED, that the Global Pathway Undergraduate Program tuition rate be approved at a flat rate of \$5,000 per quarter (no change from prior year 2020 – 2021)

Supporting Information:

Undergraduate Course/Workshop and Graduate Course/Workshop:

The proposed increase to undergraduate course/workshop and graduate course/workshop 2.8% for each. Students elect to enroll in these courses for a variety of reasons including faculty-led travel opportunities, schedule flexibility, reduced time to degree, etc. This proposed change will offset expenses including support staff and faculty wages outlined in the Collective Bargaining Agreement.

Title	2020 - 2021 Per Credit	2021 - 2022 <i>Proposed</i> Per Credit	2021 - 2022 Percentage Increase
Undergraduate Course/Workshop	272	280	2.8%
Graduate Course/Workshop	346	356	2.8%

WesternOnline Self-Paced Courses (Formerly Independent Learning):

The proposed increase to Self-Paced Courses is 2.8%. This proposed change will offset expenses including support staff and faculty wages outlined in the Collective Bargaining Agreement.

Title	2020 - 2021 Per Credit	2021 - 2022 <i>Proposed</i> Per Credit	2021 - 2022 Percentage Increase
Self-Paced: Undergraduate	160	165	2.8%

Credit Option Courses:

No proposed increase to the Credit Option fee for 2021 – 2022.

Title	2020 - 2021 Per Credit	2021 - 2022 <i>Proposed</i> Per Credit	2021 - 2022 Percentage Increase
Credit Option: Variable Fee	50 to 100	50 to 100	--

Undergraduate Degree Program Courses:

The proposed increase to undergraduate degree program courses is 2.8%. These courses are part of self-sustaining degree programs in Bellingham, and our satellite locations in Burien, Everett, Mount Vernon, Poulsbo, Bremerton, Port Angeles, and Seattle. This proposed change will offset expenses including support staff and faculty wages outlined in the Collective Bargaining Agreement.

Title	2020 - 2021 Per Credit	2021 - 2022 <i>Proposed</i> Per Credit	2021 - 2022 Percentage Increase
Undergraduate Degree Program Courses	315	324	2.8%

Graduate Degree Program Courses:

The proposed increase to graduate degree program courses is 2.8%. These courses are part of self-sustaining degree programs at our satellite locations including Burien Everett, Bremerton, Seattle, and Tacoma. This proposed change will offset expenses including support staff and faculty wages outlined in the Collective Bargaining Agreement.

Title	2020 - 2021 Per Credit	2021 - 2022 <i>Proposed</i> Per Credit	2021 - 2022 Percentage Increase
Graduate Degree Program Courses	375	386	2.8%

Weekend MBA:

No proposed increase to the Weekend MBA program 2021 – 2022.

Title	2020 - 2021 Per Credit	2021 - 2022 <i>Proposed</i> Per Credit	2021 - 2022 Percentage Increase
Weekend MBA	757	757	--

Human Services Distance Learning:

The Human Services online degree program primary serves students on the Kitsap and Olympic Peninsulas. In February 2021, the Board of Trustees approved the tuition rate update for the Human Services Distance Learning Program from \$327/credit to \$272/credit (effective Winter Quarter 2021 and forward). The proposed increase for 2021 – 2022 is 2.8%.

Title	2020 - 2021 Per Credit	2021 - 2022 <i>Proposed</i> Per Credit	2021 - 2022 Percentage Increase
Human Services Distance Learning	272	280	2.8%

Global Pathway Program:

The Global Pathway Program prepares students for full matriculation at the Undergraduate level. No proposed increase for 2021 – 2022.

Title	2020 - 21 Per Quarter	2021-2022 <i>Proposed</i> Per Quarter	2021 - 2022 Percentage Increase
Global Pathway Undergraduate	5,000	5,000	--

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Richard Van Den Hul, Vice President, Business and Financial Affairs
Faye Gallant, Executive Director, Budget and Financial Planning

DATE: June 11, 2021

SUBJECT: **Approval of 2021-2022 Annual State Operating Budget**

PURPOSE: Action Item

Purpose of Submittal:

Based on the conference committee budget passed by the Legislature in the session ending April 25, 2021 and signed by the Governor on May 18, 2021, and Western's internal budget development process, the Board is now asked to approve the 2021-2022 annual state operating budget for Western Washington University.

In addition, the Board will be asked to approve 2021-2022 tuition rate increases at its June 11, 2021 meeting, providing revenue necessary to support the 2021-2022 annual state operating budget.

Proposed Motion:

MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2021-2022 annual state operating budget of \$200,532,219.

FURTHER MOVED, that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the 2021-2022 intercollegiate athletics operating budget of \$6,042,118 consisting of tuition and fees in the amount of \$3,517,608 and waiver allocations, self-sustaining and other revenues of \$2,359,906, and with the intention to fund the operating deficit for intercollegiate athletics, as defined by Substitute Senate Bill 6493, by continued use of tuition and fee revenues as it has in the past.

Supporting Information:

Attachment A: *Memo of Supporting Information on the FY 2021-22 Annual Operating Budget*

WESTERN WASHINGTON UNIVERSITY
SUPPORTING INFORMATION
SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by:
Richard Van Den Hul, Vice President, Business and Financial Affairs
Faye Gallant, Executive Director, Budget and Financial Planning

DATE: June 11, 2021

SUBJECT: **Supporting Information for Board Approval of the
2021-2022 Annual State Operating Budget**

Introduction

In order to fund the basic instructional and academic support missions of the institution, we are proposing, for Board approval, a 2021-2022 budget for state funded operations which reflects revenue and expenditure estimates available for university operations from state appropriations, net tuition operating fees, the administrative services assessment and one-time funds.

Given the relative uncertainty of recurring revenues over the biennium, this year's recommendation development included a discussion of risk: both the financial risk of overcommitting resources, and the strategic and operational risks of not moving forward with critical investments in Western's capacity to advance the strategic plan and support core functions. Ultimately the items included in this recommendation are those where the risk of inaction is greater than the risk of potential budget adjustments in FY23.

Our presentation of recommendations is designed to reflect the remaining uncertainty on revenues for FY21-23, while providing a path forward for expenditure plans. That uncertainty is primarily reduced through the use of one-time stimulus funding while we monitor and assess the gap between recurring revenues and recurring expenditures, with particular attention to enrollment growth. Depending on enrollments, the FY23 budget process may need to identify new revenues or reductions to continue key investments; if necessary, that process will be informed by the work conducted by the Budget Strategy Analysis Group this spring, with further input through the University Planning and Resources Council. Alternatively, enrollments in the best case scenario may allow for additional investments in the future.

We show a number of the internally funded items as one-time commitments in FY22 and a planned move to recurring funding in FY23, based on the current most likely estimate on enrollments. The process of finalizing the FY23 budget for approval by the Board of Trustees in June 2022 will provide an opportunity to make adjustments based on higher or lower enrollment outcomes.

On the following pages, we first present the detailed recommendation as incremental adjustments in the FY21-23 biennium, with descriptions of each item. Following those descriptions, we include the five-year outlook on revenues, expenditures, and reserve balances under each of three enrollment scenarios. The first scenario (C) is the most likely estimate shown in the biennial recommendation, followed by Scenario A (worst case) and Scenario B (best case). In all cases, both state funding and the expenditure budget are shown as flat in

June 11, 2021

FY24 and FY25; this is because when Western receives increases in state funding it is generally tied to a new expenditure or scheduled expenditure increase, so the net impact is cancelled out; in other words, any new funding from the state in the next biennium is unlikely to apply towards a gap in our recurring revenues and expenditures. If new funding from the state were secured for such a purpose, it would be considered towards the “budget reductions or new revenues needed” line.

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Western Washington University, State-Funded Operating Budget Biennial Budget Recommendation, 2021-23		
	FY22	FY23
Estimated Beginning Institutional Reserves Balance	\$21,176,887	\$21,176,887
Starting Gap in Recurring Revenues and Expenditures	(\$10,612,001)	(\$13,441,834)
Recurring Revenues (Incremental)	\$3,501,081	\$5,575,212
Tuition Revenues from Enrollment Changes	(\$2,480,738)	\$548,332
Tuition Revenues from Rate Increases	\$2,462,494	\$2,546,222
State Appropriations	\$2,755,000	\$1,529,000
Administrative Services Assessment	\$764,325	\$951,659
New Recurring Expenditures (Incremental)	\$3,745,725	\$1,267,579
<i>New Recurring Investments, WWU Initiatives:</i>		
CBE Equity, Inclusion and Diversity Initiative	\$0	\$69,203
ITS Software and Maintenance Funding	\$167,160	\$169,891
ITS Staffing Alignment	\$0	\$250,000
Honors Program/College Stabilization	\$250,000	\$0
Comprehensive Internationalization- Institute for Global Engagement	\$0	\$70,000
Fair and Competitive Graduate TA Stipends	\$141,469	\$101,643
Expansion of Academic First-Year Programs	\$0	\$14,298
WCE Program Staff for Diversity, Recruitment and Retention	\$0	\$59,292
Aligning Western Libraries Resource Access Budget with Subscription Inflation	\$0	\$131,291
Office of Equity	\$249,096	\$0
BFA Risk and Compliance Analyst	\$0	\$78,000
Centralized Marketing and WebTech	\$0	\$196,961
Recruitment & Marketing	\$0	\$250,000
Items Recommended and Decided Prior to May 2021	\$335,000	\$0
<i>New State-Funded Investments:</i>		
Ethnic Studies Program	\$562,000	(\$108,000)
Graduate Assistant Stipends	\$150,000	\$0
Support Services for Underrepresented Students	\$494,000	\$54,000
Maintenance and Operations of Interdisciplinary Sciences Building	\$421,000	\$84,000
Outdoor School Study	\$0	\$90,000
Bilingual Educator Programs	\$530,000	\$0
Diversity in Higher Education (SB 5227)	\$353,000	(\$200,000)
Funding tied to Legislation (Menstrual Products and Law Enforcement Data)	\$45,000	(\$43,000)
Veterans' Mental Health Counselor	\$48,000	\$0
New Revenues and/or Budget Reductions to Balance Recurring Budget by FY25	\$0	(\$1,336,888)
Ending Gap in Recurring Revenues and Expenditures	(\$10,856,646)	(\$7,797,313)
New Non-Recurring Items		
Federal & State Stimulus Revenues to Support Institutional Operating Budget (Placeholder)	\$14,610,557	\$7,297,555
New One-time Expenditures	\$1,503,912	\$0
Honors Program/College Stabilization	\$8,000	
Community Anti-Racist Transformation & Wellness Program	\$135,444	
CBE Equity, Inclusion and Diversity Initiative	\$67,836	
ITS Staffing Alignment	\$250,000	
Comprehensive Internationalization- Institute for Global Engagement	\$70,000	
Expansion of Academic First-Year Programs	\$14,298	
WCE Program Staff for Diversity, Recruitment and Retention	\$57,920	
BFA Risk and Compliance Analyst	\$78,000	
Centralized Marketing and WebTech	\$196,961	
Office of Equity	(\$124,548)	
Addressing Deficit in Outreach and Continuing Education	\$750,000	
Continuation of Non-Recurring Expenses Previously Planned		
COVID Response	\$1,000,000	\$1,000,000
Academic Affairs Bridge Funding	\$1,000,000	\$1,000,000
Recruitment and Marketing Funds*	\$250,000	
Annual Net Income/(Deficit)	(\$0)	(\$2,499,758)
Ending Institutional Reserves Balance	\$21,176,887	\$18,677,128
Outstanding Institutional Commitments	(\$1,613,823)	(\$1,613,823)
Ending Uncommitted Institutional Reserves Balance	\$19,563,064	\$17,063,305
Ending Uncommitted Institutional Reserves Balance as % of Recurring Revenue	10.5%	8.9%

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Sources (Revenues)

Tuition Revenues

Tuition revenues are a result of enrollments and of the tuition rate. The impact of the coronavirus on enrollments is an ongoing challenge that will likely take years to fully surmount; in FY21, this impact was approximately \$9 million in tuition revenue and 5.9% in enrollments. While there are several positive indicators on enrollment at this time, the current best case scenario maintains student headcount at the FY21 level in FY22, where reduced numbers of returning students are partially offset by growth in first year students. The pandemic has also disrupted the ability to project enrollments in the spring, leaving a range of uncertainty for the coming fiscal year.

Our budget recommendation includes a 2.8% tuition rate increase for all student types (resident and nonresident, undergraduate and graduate) based on the allowable increase for in-state undergraduate students set by the state. Because the state passes budgets for public institutions of higher education with an expectation of split funding between state appropriations and tuition revenues, these rate increases are an important piece of the budget picture.

State Appropriations

Despite economic forecasts over the last year projecting decreases in state revenues, federal stimulus funding, coupled with better than projected state revenue collections resulted in a robust state 2021-23 operating budget that included important investments across state government, including in the state's higher education system. Those investments are detailed in the uses section under State and Contractually Determined Items, below.

Western's base budget was maintained without requiring faculty and staff to take mandated furlough days. The state's operating budget also carries forward state funding originally intended for salary increases in fiscal year 2021 for WWU faculty and staff that supports the state portion of salary increases.

Administrative Services Assessment (ASA)

In FY21, ASA revenues declined sharply as a result of revenue losses in auxiliary and self-supporting areas due to COVID-19. The FY21-23 biennial budget includes increases in ASA revenues each year as Western returns to a primarily in-person experience and those operations recover.

Federal Stimulus Funding (HEERF and GEER)

Since the start of the pandemic, Western has received stimulus funding for institutional support through the Higher Education Emergency Relief Fund (HEERF) program and the Governors' Emergency Education Relief (GEER) fund originally authorized by the CARES Act. After FY20 and FY21 use, we expect approximately \$24.5 million available for support in the FY21-23 biennium. These funds may be used to support both the state operating budget and self-sustaining/auxiliary areas. This budget recommendation uses a stimulus placeholder to temporarily bridge COVID-related enrollment impacts on revenues; actual amounts will be determined once final enrollment numbers and operations are known.

Additionally, Western received and distributed direct student aid under the HEERF program, distinct from the institutional support funds. As those funds are provided directly to students, they do not appear in our operating budget.

New Revenues and/or Budget Reductions

Depending on enrollments, the FY23 budget process may need to identify new revenues or reductions to continue key investments; if necessary, that process will be informed by the work

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conducted by the Budget Strategy Analysis Group this spring, with further input through the University Planning and Resources Council. Alternatively, enrollments in the best case scenario may allow for additional investments in the future.

Uses (Expenditures)

COVID-19 Response Activities

The FY21-23 budget recommendation includes a placeholder amount for COVID-19 response activities, based on tracking and projections through Western's Incident Management. Actual expenses will vary depending on operational models, state and federal guidance, and continued evolution of the response based on new information. Examples of these activities include increased cleaning, adjustments to classroom spaces, and preventative testing.

State and Contractually Determined Items

Compensation

At the time of writing, FY22 compensation increases for faculty and pro-staff are not yet determined and faculty bargaining is in progress. Funding was provided in the state appropriation to support increases for employees who did not receive a general wage increase in FY21. This budget includes a placeholder amount for general increases for pro-staff and faculty, as well as the years-in-position and compression/inversion increases for pro-staff, built into the starting point. Actual increases will be the result of collective bargaining and pro-staff guidelines.

Adjustments are also included to keep pace with minimum wage increases where applicable, to respond to changes to overtime eligibility in some exempt staff positions, and to incorporate changes to state benefit rate calculations.

Advancing Inclusive Success

As a result of Western's Advancing Inclusive Success decision package proposal to the state, we received partial funding from the state for the three core areas of the proposal:

- Ethnic Studies Curriculum (\$562,000 in FY22/\$1,016,000 total for the biennium in recurring funding),
- Student Support Services (\$494,000 in FY22/\$1,042,000 total for the biennium in recurring funding), and
- Graduate Assistant Stipends (\$150,000 per year recurring funding/\$300,000 total for the biennium).

Bilingual Educator Programs

The state operating budget includes funding for Western to deliver bilingual educator programs in South King County (\$530,000 per year recurring funding/\$1,060,000 total for the biennium).

Diversity in Higher Education (SB 5227)

The biennial budget includes \$506,000 total (\$353,000 in FY22) for implementation of SB 5227 – requiring Diversity, Equity and Inclusion training for faculty, students and staff and conducting a campus climate survey and listening sessions.

Veterans' Mental Health Counselor

The state budget provides \$48,000 per year beginning in FY22 to fund a Veteran's Mental Health Counselor.

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Outdoor School Study

One-time funding of \$90,000 is included in FY23 for Western's Center for Economic and Business Research to assess the feasibility and benefits of expanding outdoor school programs to equitably serve all fifth and sixth grade students statewide.

New Investments- WWU Policy Decisions

CBE Equity, Inclusion and Diversity Initiative

This investment funds a staff position, student advocates, and startup costs to open a Student Success Center that would benefit all CBE students but particularly underrepresented and first-generation students. One-time funding (\$67,836) is included in the FY22 budget, with planned recurring funding (\$69,203) beginning in FY23.

ITS Software and Maintenance Funding

The university has contractual maintenance cost increases for the next two years in costs for important software packages licensed by the University, including Microsoft Office, Canvas, Banner, and Qualtrics. The FY22 recommendation includes \$167,160 in recurring funding, with a planned incremental increase of \$169,891 in FY23.

ITS Staffing Alignment

This item partially funds an internal request and supports project manager positions currently on project funds from Banner9 implementation, ensuring this necessary capacity is retained. One-time funding of \$250,000 in FY22 is planned to become recurring beginning in FY23.

Honors Program/College Stabilization

This proposal, which is recommended for partial funding, would stabilize the recurring funding source so the Honors program can continue at its current size (nearly double its funded size), with \$250,000 per year beginning in FY22.

Comprehensive Internationalization- Institute for Global Engagement

This proposal, which is recommended for partial funding, would provide funding for a critical staff position in the Institute for Global Engagement that has not had recurring funding previously. One-time funding of \$70,000 in FY22 is planned to convert to recurring funding beginning in FY23.

TA Stipends Funding

The University recognizes the need to increase stipend rates for graduate student Teaching Assistants to reduce structural barriers to accessing graduate education. This increase in recurring funding (\$141,469 in FY22 and an incremental increase of \$101,643 in FY23) is part of a multi-year incremental approach to bringing the stipend rate in strategic alignment with our goals, in combination with state funding of \$150,000 per year beginning in FY22. Together, the state and internal funding total \$291,469 in FY22.

Expansion of Academic First Year Programs

This item funds \$14,298 per year (one-time in FY22, recurring beginning in FY23) for an increase in the number of first-year seminars Western offers to help improve retention.

WCE Program Staff for Diversity, Recruitment, and Retention

One-time funding of \$57,920 in FY22 and a planned recurring investment of \$59,292 beginning in FY23 is included for a staff position to support recruitment and retention efforts in Woodring College of Education in support of students of color.

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Aligning Western Libraries Resource Access Budget with Subscription Inflation

Recurring funding of \$131,291 beginning in FY23 to manage the resource access budget with no net reductions in subscriptions to journals and other materials through the biennium, following the long-term plan articulated in the proposal.

Office of Equity

Recurring funding (\$124,548 in FY22, increasing to \$249,096 in FY23) is included to fund a Chief Diversity Officer position as a member of the President's cabinet and support coordination of Diversity, Equity, and Inclusion efforts across Western.

BFA Risk and Compliance Analyst

One-time funding in FY22 and planned recurring funding beginning in FY23 is included to fund the remaining portion of the Risk and Compliance Analyst and operational expenses (\$78,000 per year).

Centralized Marketing and Web Tech

One-time funding in FY22 and planned recurring funding beginning in FY23 is included to fund positions in University Relations and Marketing in support of university recruitment efforts (\$196,961 per year), moving existing positions on to base funding.

Recruitment and Marketing

Investments in recruitment and marketing spend have previously been made on a non-recurring basis. This budget recommendation maintains that funding level (\$250,000 per year) as a recurring investment beginning in the FY23 plan.

Community Anti-Racist Transformation & Wellness Program

This recommendation continues funding for the second year of a two-year program including anti-racism and anti-Black racism workshops for faculty, and wellness programming for employees who identify as Black, Indigenous, and People of Color (\$135,444 in FY22 one-time funding).

Internally funded items recommended and decided prior to May 2021

- Academic Affairs Bridge Funding
Our FY21-23 budget includes \$1,000,000 of institutional funding each year in FY22 and FY23 to bridge the preexisting deficit in Academic Affairs as a non-recurring investment, providing more time to gradually bring the budget and operational expenses into alignment.
- Outreach and Continuing Education Gap Funding
In order to address budget gaps in Outreach and Continuing Education resulting from historical state and institution level funding approaches, this recommendation includes \$750,000 in one-time funding to address past shortfalls on state support programs in Everett and maintenance and operational expenses at the Sea Discovery Center, and \$250,000 per year in recurring funding to address a recurring gap in Everett due to the lack of state increases on the contract portion of the program beginning in FY22.
- Federal Work Study Match
This funding (\$85,000 per year beginning in FY22) addresses a gap in matching funds related to the Federal Work Study program that if unmet would jeopardize the federal funding and reduce resources for students.

Western Washington University, Projection of State-Funded Operating Budget

Biennial Budget Recommendation, 2021-23

Scenario:

C

	FY21	FY22	FY23	FY24	FY25
Beginning Institutional Reserves Balance	\$21,176,887	\$21,176,887	\$21,176,887	\$18,677,128	\$15,661,628
Revenues	\$190,880,888	\$200,532,219	\$198,794,429	\$194,503,518	\$197,609,909
Tuition	\$87,946,230	\$87,927,986	\$91,022,539	\$93,890,825	\$96,854,505
State Appropriations	\$91,477,000	\$94,232,000	\$95,761,000	\$95,761,000	\$95,761,000
Administrative Services Assessment	\$2,997,351	\$3,761,676	\$4,713,334	\$4,851,693	\$4,994,404
Stimulus (placeholder only)	\$8,460,307	\$14,610,557	\$7,297,555	\$0	\$0
Expenditures	\$190,880,888	\$200,532,219	\$201,294,187	\$197,519,019	\$197,469,316
Recurring Base Budget (Including Recurring Additions/Reductions)	\$190,984,009	\$196,778,308	\$200,631,075	\$200,631,075	\$200,631,075
Budget Reductions or New Revenues (TBD) to Balance Recurring Budget	(\$5,278,121)	\$0	(\$1,336,888)	(\$3,112,056)	(\$3,161,759)
One-time Investments	\$2,175,000	\$2,753,912	\$1,000,000	\$0	\$0
COVID Response	\$3,000,000	\$1,000,000	\$1,000,000	\$0	\$0
Annual Net Income/(Deficit)	\$0	\$0	(\$2,499,758)	(\$3,015,500)	\$140,592
Minus: One-time Reductions	(\$5,278,121)	\$0	\$0	\$0	\$0
Minus: One-time Revenues (Stimulus)	(\$8,460,307)	(\$14,610,557)	(\$7,297,555)	\$0	\$0
Plus: One-time Investments and COVID Response Expenditures	\$5,175,000	\$3,753,912	\$2,000,000	\$0	\$0
Recurring Budget Gap	(\$8,563,428)	(\$10,856,646)	(\$7,797,313)	(\$3,015,500)	\$140,592
Reserves					
Ending Divisional Reserves Balance	\$1,098,227	\$1,098,227	\$1,098,227	\$1,098,228	\$1,098,229
Ending Institutional Reserves Balance	\$21,176,887	\$21,176,887	\$18,677,128	\$15,661,628	\$15,802,220
Outstanding Institutional Commitments	(\$1,613,823)	(\$1,613,823)	(\$1,613,823)	(\$1,613,822)	(\$1,613,821)
Ending Uncommitted Institutional Reserves Balance	\$19,563,064	\$19,563,064	\$17,063,305	\$14,047,806	\$14,188,399
Ending Uncommitted Institutional Reserves Balance as % of Budgeted Revenue	10.7%	10.5%	8.9%	7.2%	7.2%
Estimated Enrollment, Headcount Fall Qtr:					
	FY21	FY22	FY23	FY24	FY25
Resident Undergraduate	12,830	12,381	12,500	12,875	13,261
Nonresident Undergraduate	1,580	1,589	1,600	1,664	1,730
Resident Graduate	622	660	670	670	670
Nonresident Graduate	165	180	185	185	185
Total	15,197	14,810	14,954	15,393	15,846

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Western Washington University, Projection of State-Funded Operating Budget					
Biennial Budget Recommendation, 2021-23		Scenario:		A	
	FY21	FY22	FY23	FY24	FY25
Beginning Institutional Reserves Balance	\$21,176,887	\$21,176,887	\$21,176,887	\$17,113,143	\$14,977,611
Revenues	\$190,880,888	\$202,324,219	\$191,882,891	\$191,598,015	\$194,622,546
Tuition	\$87,946,230	\$86,188,893	\$88,900,983	\$91,710,251	\$94,613,269
State Appropriations	\$91,477,000	\$94,232,000	\$95,761,000	\$95,761,000	\$95,761,000
Administrative Services Assessment	\$2,997,351	\$3,207,166	\$4,008,957	\$4,126,764	\$4,248,277
Stimulus (placeholder only)	\$8,460,307	\$18,696,161	\$3,211,951	\$0	\$0
Expenditures	\$190,880,888	\$202,324,219	\$195,946,635	\$193,733,546	\$194,403,153
Recurring Base Budget (Including Recurring Additions/Reductions)	\$190,984,009	\$196,778,308	\$200,631,075	\$200,631,075	\$200,631,075
Budget Reductions or New Revenues (TBD) to Balance Recurring Budget	(\$5,278,121)	\$0	(\$6,684,440)	(\$6,897,529)	(\$6,227,921)
One-time Investments	\$2,175,000	\$3,545,912	\$1,000,000	\$0	\$0
COVID Response	\$3,000,000	\$2,000,000	\$1,000,000	\$0	\$0
Annual Net Income/(Deficit)	\$0	\$0	(\$4,063,743)	(\$2,135,532)	\$219,392
Minus: One-time Reductions	(\$5,278,121)	\$0	\$0	\$0	\$0
Minus: One-time Revenues (Stimulus)	(\$8,460,307)	(\$18,696,161)	(\$3,211,951)	\$0	\$0
Plus: One-time Investments and COVID Response Expenditures	\$5,175,000	\$5,545,912	\$2,000,000	\$0	\$0
Recurring Budget Gap	(\$8,563,428)	(\$13,150,249)	(\$5,275,695)	(\$2,135,532)	\$219,392
Reserves					
Ending Divisional Reserves Balance	\$1,098,227	\$1,098,227	\$1,098,227	\$1,098,228	\$1,098,229
Ending Institutional Reserves Balance	\$21,176,887	\$21,176,887	\$17,113,143	\$14,977,611	\$15,197,004
Outstanding Institutional Commitments	(\$1,613,823)	(\$1,613,823)	(\$1,613,823)	(\$1,613,822)	(\$1,613,821)
Ending Uncommitted Institutional Reserves Balance	\$19,563,064	\$19,563,064	\$15,499,320	\$13,363,789	\$13,583,183
Ending Uncommitted Institutional Reserves Balance as % of Budgeted Revenue	10.7%	10.7%	8.2%	7.0%	7.0%
Estimated Enrollment, Headcount Fall Qtr:					
	FY21	FY22	FY23	FY24	FY25
Resident Undergraduate	12,830	12,167	12,100	12,463	12,837
Nonresident Undergraduate	1,580	1,520	1,550	1,612	1,677
Resident Graduate	622	642	642	642	642
Nonresident Graduate	165	171	171	171	171
Total	15,197	14,500	14,464	14,889	15,327

June 11, 2021

Western Washington University, Projection of State-Funded Operating Budget					
Biennial Budget Recommendation, 2021-23		Scenario:		B	
	FY21	FY22	FY23	FY24	FY25
Beginning Institutional Reserves Balance	\$21,176,887	\$21,176,887	\$21,176,887	\$21,176,887	\$19,142,524
Revenues	\$190,880,888	\$200,532,219	\$202,631,075	\$198,596,712	\$201,836,254
Tuition	\$87,946,230	\$90,265,113	\$94,987,024	\$97,984,019	\$101,080,846
State Appropriations	\$91,477,000	\$94,232,000	\$95,761,000	\$95,761,000	\$95,761,000
Administrative Services Assessment	\$2,997,351	\$3,761,676	\$4,713,334	\$4,851,692	\$4,994,408
Stimulus (placeholder only)	\$8,460,307	\$12,273,430	\$7,169,717	\$0	\$0
Expenditures	\$190,880,888	\$200,532,219	\$202,631,075	\$200,631,075	\$200,631,075
Recurring Base Budget (Including Recurring Additions/Reductions)	\$190,984,009	\$196,778,308	\$200,631,075	\$200,631,075	\$200,631,075
Budget Reductions or New Revenues (TBD) to Balance Recurring Budget	(\$5,278,121)	\$0	\$0	\$0	\$0
One-time Investments	\$2,175,000	\$2,753,912	\$1,000,000	\$0	\$0
COVID Response	\$3,000,000	\$1,000,000	\$1,000,000	\$0	\$0
Annual Net Income/(Deficit)	\$0	\$0	\$0	(\$2,034,363)	\$1,205,179
Minus: One-time Reductions	(\$5,278,121)	\$0	\$0	\$0	\$0
Minus: One-time Revenues (Stimulus)	(\$8,460,307)	(\$12,273,430)	(\$7,169,717)	\$0	\$0
Plus: One-time Investments and COVID Response Expenditures	\$5,175,000	\$3,753,912	\$2,000,000	\$0	\$0
Recurring Budget Gap	(\$8,563,428)	(\$8,519,519)	(\$5,169,717)	(\$2,034,363)	\$1,205,179
Reserves					
Ending Divisional Reserves Balance	\$1,098,227	\$1,098,227	\$1,098,227	\$1,098,228	\$1,098,229
Ending Institutional Reserves Balance	\$21,176,887	\$21,176,887	\$21,176,887	\$19,142,524	\$20,347,703
Outstanding Institutional Commitments	(\$1,613,823)	(\$1,613,823)	(\$1,613,823)	(\$1,613,822)	(\$1,613,821)
Ending Uncommitted Institutional Reserves Balance	\$19,563,064	\$19,563,064	\$19,563,064	\$17,528,702	\$18,733,882
Ending Uncommitted Institutional Reserves Balance as % of Budgeted Revenue	10.7%	10.4%	10.0%	8.8%	9.3%
Estimated Enrollment, Headcount Fall Qtr:					
	FY21	FY22	FY23	FY24	FY25
Resident Undergraduate	12,830	12,700	12,900	13,287	13,686
Nonresident Undergraduate	1,580	1,620	1,700	1,767	1,838
Resident Graduate	622	690	700	700	700
Nonresident Graduate	165	190	200	200	200
Total	15,197	15,199	15,500	15,955	16,424

WESTERN WASHINGTON UNIVERSITY ITEM SUBMITTED TO THE BOARD OF TRUSTEES

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa by Vice President Van Den Hul

DATE: June 11, 2021

SUBJECT: **Approval of 2021-2023 Capital Budget**

PURPOSE: Action Item

Purpose of Submittal:

Accept the 2021-2023 Capital Budget, Substitute House Bill 1080, and approve total project budgets for Electrical Engineering and Computer Science, Student Development and Success Center – predesign, and Coast Salish Longhouse.

Proposed Motion:

MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, accept the 2021-2023 Capital Budget totaling \$70,104,000 in appropriations, and approve the distribution by major categories in accordance with Link A below.

Further, MOVED that the Board of Trustees of Western Washington University, upon the recommendation of the President, approve the total project budgets for: **Electrical Engineering and Computer Science** (\$72.01 million), consisting of State Capital appropriations (\$53 million) and non-state funding (\$19.01 million); **Student Development and Success Center – predesign** (\$300,000), consisting of State Capital appropriations (\$225,000) and non-state funding (\$75,000); and the **Coast Salish Longhouse** (\$4.95 million), consisting of State Capital appropriations (\$4.5 million) and non-state funding (\$450,000).

Supporting Information:

In September 2020, Western Washington University (Western) submitted a state capital budget request of \$102,289,000 of new appropriations. In May 2021, under Substitute House Bill 1080 (SHB 1080), Western received \$70,104,000 in new appropriations, of which the State Building Construction Account (general obligation bonds) provides \$58,000,000 and Local Funds provide \$11,654,000. Local funds are generated from the Normal School Fund (timber sales) and the portion of tuition and fees dedicated to construction. Link A listed below compares Western's 2021-2023 capital budget request, Governor Inslee's proposed budget, the House and Senate proposed Budgets, and the final budget. Link A also provides the breakdown between bonds, local funds, and grant funding in each budget. The following is a summary of the projects included, and the associated funding, in the 2021-2023 Capital Budget:

- **Electrical Engineering and Computer Science** - \$51 million
- **Minor Works – Preservation** - \$4.8 million
- **2021-2023 Classroom and Lab Upgrades** - \$2.5 million
- **Student Development and Success Center (predesign)** - \$225,000
- **Coast Salish Longhouse** - \$4.5 million
- **Minor Works – Program** - \$1 million
- **Access Control** - \$2.015 million
- **Heating System Conversion Feasibility Study** - \$450,000 in grant funding
- **Preventive Facility Maintenance and Building System Repairs** - \$3.614 million

Collectively, the projects included in SHB 1080 will address Western’s most urgent capital needs by 1) meeting current and future demand in the programs of computer science and electrical engineering; 2) improving Western’s existing assets to extend useful life and improve functionality; and 3) promoting inclusivity, student support, and educational outreach. Additionally, most of these projects will increase resilience and adaptability at Western by providing the technology and flexible space needed to pivot quickly as new challenges, such as the COVID-pandemic, arise. All of these projects will help stimulate the regional economy by employing multiple contractors, suppliers, and consultants.

In addition to the funding received in the 2021-2023 Capital Budget, the Electrical Engineering and Computer Science (EE/CS) and Coast Salish Longhouse (Longhouse) projects require non-state funding in the form of private donations to complete the projects. The Student Development and Success Center (SDSC) project requires institutional funding in order to complete the predesign.

This item is seeking Board of Trustees approval of the total project budgets for EE/CS, Longhouse, and the SDSC based on the funding plan identified in the following table:

PROJECT	Capital Budget Appropriations		Non-State Funding		TOTAL
	2019-2021	2021-2023	Private	Institutional	
EE/CS	\$2,000,000	\$51,000,000	\$19,010,000		\$72,010,000
Longhouse		\$4,500,000	\$450,000		\$4,950,000
SDSC		\$225,000		\$75,000	\$300,000

Links:

- A. Budget Comparison worksheet that compares Western’s capital request to the Governor’s Budget and the various Legislative budgets (also includes breakdown between bonds, local funds, and grant funding in each budget):
<https://cpd.wvu.edu/files/2021-04/20212023%20Capital%20Budget%20Comparison%20%28April%202021%29.pdf>
- B. Project Proposals and 2021-2031 (ten-year) Capital Plan that were submitted to the State: <https://cpd.wvu.edu/2021-23-capital-budget-request>.