



**Board of Trustees Meeting – April 19, 2023
Appendix A**

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**MEETING OF THE WOU BOARD OF TRUSTEES
MEETING NO. 55 –
FEBRUARY 14-15, 2023**

**February 14, 2023
3:00-5:00 PM**

WERNER UNIVERSITY CENTER | COLUMBIA ROOM

DRAFT MEETING MINUTES

I. CALL-TO-MEETING / ROLL CALL

Chair Komp calls the meeting to order at 3:01 pm and asks Interim Board Secretary LouAnn Vickers to call the roll. The following trustees were present:

Trustee Susan Castillo
Trustee Gayle Evans
Trustee Angela Fasana
Trustee David Foster
Board Chair Betty Komp
Trustee Cec Koontz (Arrived at 3:07 pm)
Trustee Cristian Mendez-Garcia
Trustee Leah Mitchell
Trustee Doug Morse
Trustee Kari Nelsestuen
President Jesse Peters (ex-officio member of the Board)
Trustee Michael Reis,

The following trustees were absent:

Trustee Jerry Ambris
Trustee Danielle Campbell
Trustee Lupe Diaz

Quorum is present

II. CHAIR'S WELCOME

Chair Komp welcomes the WOU community to the February Board of Trustees meeting and wishes everyone a happy Valentine's Day. She reminds folks that the meeting is live-streamed and asks Interim Secretary Vickers to remind folks how they can provide public feedback. Interim Secretary Vickers states that sign-up sheets are in the room for public comment. One will be at the beginning of the Wednesday meeting and the second will be at the end of the Wednesday meeting. There is also an email in the public notice that people can email to give public comment virtually. Chair Komp emphasizes that it is a priority of the Board to hear from members of the WOU campus and the public. Chair Komp emphasizes that this is the second Board of Trustee

meeting where they have tried the two-day approach, and they think they have gotten it down, but if members of the WOU community have ideas to improve the agenda, please let her or President Peters know. Chair Komp also wanted to express gratitude to the VPs and staff doing onboarding presentations with the Board. It has been very informational, and it is much appreciated.

III. PRESIDENT'S WELCOME

President Peters welcomed all the Board of Trustees to campus in person or virtually. President Peters is excited about the two-day format and thinks it will improve how the Board of Trustees can engage with the students and the campus community.

IV. STAKEHOLDER UPDATES

1) SHARED GOVERNANCE

a. Faculty Senate | Dr. Steve Scheck

Dr. Scheck, President of the Faculty Senate, highlighted his submitted report, which is in the docket for review. He emphasized that the Faculty Senate is committed to partnering with the administration to ensure that the students get access to the academic programming support they need to succeed.

b. ASWOU | Hunter Hall

Hunter Hall, ASWOU Vice President, gave the Student Government update. The Associated Students of Western Oregon University (ASWOU) are committed to improving safety on campus. They are working with Public Safety and University Computing Solutions to get more lights around campus. Over the last couple of months, ASWOU, Campus Public Safety, and representatives from Housing walked around campus for an hour and identified spots where lighting that is not working needs to be fixed and other places where more lighting is needed. ASWOU appreciates that the university has been responsive and added more lights around the J lot. Rebecca Chiles sent ASWOU a step-by-step action plan of where they will add lighting.

Another initiative that ASWOU is working on is putting together student panels that visit local high schools and talk to graduating seniors about the college experience, pull back the veil a bit and answer questions and give them an idea of what it is like to go to WOU. They already had Central High School on the agenda for February 22. They are looking for more schools to visit.

c. Staff Senate | Jenna Otto

Jenna Otto, Staff Senate President, gave the update for the Staff Senate. Her full report is in the docket for review. Ms. Otto's presentation focused on staff concerns with the budget reduction conversations. Ms. Otto expressed concerns about how those

decisions will be made and communicated and how resources will be available for those impacted.

2) **UNION**

a. SEIU | Jackson Stalley

Jackson Stalley, President of WOU82, gave the update for the Staff Union. Mr. Stalley shared the report with SEIU 82 Vice President Amanda Bales, who shared her personal story about her family connections to WOU and how the staff on this campus are what make WOU so special. They called that special connection the WOU Way. Mr. Stalley expressed gratitude to President Peters and his team for the increased communication from the administration even when the news was scary. He also emphasized the staff union's commitment to doing its part to put the university on a sustainable path. Their commitment includes increasing the time they are advocating for and sharing the story of WOU at the State Capitol. Finally, Mr. Stalley asked the Board of Trustees to do their part by looking at cost efficiencies in the university's administration and to join the staff union at the Capitol advocating increased funding from the Legislature.

b. WOUFT | Dr. Melanie Landon-Hayes

WOUFT President Dr. Melanie Landon-Hayes gave the report. Dr. Landon-Hayes emphasized that WOUFT has been busy building bridges with the administration and ensuring continued outreach and advocacy with our state union leaders and our State Legislators. WOUFT is aware of the budget shortfalls WOU faces and the cuts being discussed across the campus. Bargaining was scheduled to start this month, and WOUFT knew that budget outlooks remained grim and that a more precise picture would be available after the adjournment of the Legislature this summer. Therefore, WOUFT has agreed to a delay in bargaining with a commitment to extending the current contract for one year, which WOUFT members ratified nearly unanimously. WOUFT sees this as a huge win and allows the campus community to continue building bridges. Dr. Landon-Hayes then discussed the partnership with the other regional universities' faculty unions, staff unions, and student groups to advocate in the Capitol for more financial support for the regional universities.

VI. TRUSTEE COMMENTS, OBSERVATIONS, AND QUESTIONS

Trustee Koontz attended the town hall President Peters hosted at the WOU campus about the budget situation. The questions were thoughtful, and there was clear anxiety about the process. People offered all the help about how the campus community can get through the process together. Trustee Koontz indicated that she loves the people on this campus and is continually impressed with how the staff interacts in these situations. She also wanted to thank President Peters and the empathy that he showed and the trust he is building.

VII. BOARD CONVERSATION: Accreditation Update |Dr. Sue Monahan

As the Accreditation Liaison Officer, Dr. Sue Monahan gave an overview of the upcoming comprehensive evaluation and site visit by the Northwest Commission on Colleges and Universities (NWCCU), WOU's regional accreditor. The NWCCU is coming for a campus visit on April 12th-April 15th. The presentation focuses on the recommendations from the 2016 accreditation trip and the changes the university has made to implement the recommendations. The PowerPoint can be found in the docket for review. The Board asked several questions that were discussed at length.

VIII. RECESS

At 5:02pm Chair Komp moved the Board into recess until Wednesday, February 15, until 10 am.

FEBURARY 15, 2023
10:00 AM – 3:00 PM
WERNER UNIVERSITY CENTER | COLUMBIA ROOM

I. CALL-TO-MEETING/ ROLL CALL

Chair Komp gaveled the meeting back into session at 10 am on Wednesday, February 15, 2023. Chair Komp asked Interim Secretary Vickers to take the roll.

The following trustees were present:

Trustee Danielle Campbell
Trustee Susan Castillo
Trustee Lupe Diaz
Trustee Gayle Evans
Trustee Angela Fasana
Trustee Dave Foster
Board Chair Betty Komp
Trustee Cec Koontz
Trustee Cristian Mendez-Garcia
Trustee Leah Mitchell
Trustee Doug Morse
Trustee Kari Nelsestuen
President Peters (ex-officio member of the Board)
Trustee Michael Reis

The following trustees were absent:

Trustee Jerry Ambris

Quorum is present

II. CHAIR'S WELCOME

Chair Komp used her time to emphasize that the Board of Trustees wants to hear from the public. Sign-up sheets are available in the room, and the meeting is live-streamed.

There is an email address where people can sign up to provide public comments virtually, but that has to be done before the start of the meeting.

III. CONSENT AGENDA

- 1) Meeting Minutes:
 - a. November 15-16, 2022
- 2) FY23 Management Report (As of December 31, 2022)
- 3) FY2022 Financial Statements Audit
- 4) Single Audit (Audit of federal funds received)
- 5) Minor: Ethnic Studies
- 6) Graduate Certificate: Healthcare Administration

Trustee Koontz moved the approval of the Consent Agenda, and Trustee Reis seconded the motion. There was no discussion on the motion. The following trustees voted in favor of the motion:

Trustee Danielle Campbell
Trustee Susan Castillo
Trustee Lupe Diaz
Trustee Gayle Evans
Trustee Angela Fasana
Trustee David Foster
Board Chair Betty Komp
Trustee Cristian Mendez-Garcia
Trustee Leah Mitchell
Trustee Doug Morse
Trustee Kari Nelsestuen
Trustee Michael Reis

The motion was approved unanimously.

IV. FIRST PUBLIC COMMENT

No one signed up for public comment.

V. STAKEHOLDERS UPDATES

1) WOU FOUNDATION REPORT | Katie Wojke, Vice President for Advancement

Ms. Katie Wojke presented highlights from her report that she submitted to the Board that can be found in the docket for review. In her presentation Ms. Wojke discussed her teams focus on engaging and building lasting and meaningful relationships with the campus, alumni community as well as other local leaders to grow the size of the foundation board. She also talked about the open positions that will really allow the department to grow and increase their reach. She gave an update about the Foundation's campaign and talked about WOU Giving Day. Trustees Koontz and Evans had a couple of challenges to the Board of Trustees to donate to giving day. One was a \$25 match for every Board of Trustee Member who donated \$50 or more. Trustee Mendez-Garcia said he would match this match. The other is to see how many new donors each Board Member can get to donate. The goal is 100% participation from the Board of Trustees to set an example for the WOU community.

2) LEGISLATIVE REPORT | Ricardo "Rico" Lujan Valerio, Director of Government Relations

Mr. Valerio highlighted his report, which is part of the docket for review. His priority is to build a system where the entire campus speaks with one voice to elected leaders at the Federal, State, and local levels. Mr. Valerio also wants to work on branding and image

with MARCOM and University Advancement to ensure that when lawmakers are thinking of higher education issues, they don't just think of the big universities but also the regional universities.

Mr. Valerio gave some context about Higher Education's challenges during the Legislative Session. Then he discussed at length the priorities for the university and the regional universities as a coalition, including the \$15 million for Regional Universities to coordinate and develop a plan for the future of regional universities. TRU Day at the Capitol will be held on May 4. WOU is working with OIT, EOU, and SOU to create an agenda and schedule and will set up individual meetings with legislators and staff. Mr. Valerio asked the Board of Trustees to participate in any way they felt comfortable.

President Peters asked Mr. Valerio to go into detail about how the Universities are coordinating and the Council of University Presidents are coordinating. Mr. Valerio stated that the Presidents of the other six universities and their government relations teams are using WOU Salem as a hub while in Salem. This allows for increased coordination and collaboration.

VI. PRESIDENT'S REPORT | President Jesse Peters

Dr. Peters highlighted the report he submitted in the docket for review. Dr. Peters introduced Brittany Kima, the new Assistant Director in Market and Communication. She is our new Public Information Officer (PIO) and social media manager. Part of her role will be dedicated to getting press releases to the media about news from campus. President Peters also wanted to introduce Carson Campbell has moved into the interim General Counsel role from the Deputy General Counsel role.

President Peters then gave various updates ranging from the progress being made in reaching out to potential students to the partnerships taking place on campus and externally. He also updated the board on the Equity assessment and how WOU is ahead of the other universities in doing this kind of assessment. He gave an update on the budget shortfall and the plan to put WOU on a more sustainable path, including feedback from a campus town hall he hosted that Trustee Koontz mentioned earlier in the meeting.

President Peters then gave an update on the process and timeline to create a new strategic plan. The board then discussed what they want to see as part of the conversation when the plan was updated.

President Peters gave an update about the effort for WOU to be recognized as a Designated Hispanic Serving Institution and, finally an update on the College Restructure Taskforce.

VII. BREAK

At 11:45 am, Chair Komp recessed the meeting for fifteen mins for a break and then gaveled back at noon.

VIII. LUNCH / SHOWCASE PRESENTATION: Abby's House – Center for Equity and Gender Justice | Kristin Perry, Director

Ms. Tina Fuchs, the Vice President of Student Affairs, kicked off the showcase by giving a brief history of the evolution of Abby's House, how the organization is funded, the structure of the organization, and how they support students. VP Fuchs then introduced the Director of Abby's House, Kristen Perry, and two students who work and have been supported by Abby's House. Ms. Perry then spoke in detail about the specific services provided at Abby's House, data about the number of students they serve, and what the organization is doing to keep the grant funding going. Ms. Perry then introduced Maggie, the office support student at Abby's House, who shared her experience working there, and Kailey shared their personal stories and why Abby's House is important to them. Ms. Perry also shared several other students' stories of how Abby's House impacted them. The Trustees appreciated the presentation and were moved by the students' personal stories. There was then a robust conversation about community partners that Abby's House works with. There was also a discussion on the WOU community can support Abby's house.

After the Showcase presentation, Chair Komp recessed the meeting for ten minutes and gaveled the meeting back in at 12:55.

IX. ACADEMIC & STUDENT AFFAIRS COMMITTEE (ASAC)

1) Committee Chair Report | Trustee Leah Mitchell & Betty Komp

Chair Komp gave a brief update on the actions that the Academic & Student Affairs Committee took at their last meeting, including the recommendation of the Minor in Ethnic Studies and a Graduate Certificate in Healthcare Administration, both of which were on the consent agenda earlier in the meeting. The committee also recommended to the Board the Bachelor of Arts in Ethnic Studies the Board of Trustees will consider next. They also heard an update on the accreditation process from Dr. Monahan and received an enrollment management update, which VP of Student Affairs Tina Fuchs went into more detail about.

2) Committee Recommendations for Board Discussion/Action

a. New Degree Approval: Bachelor of Arts in Ethnic Studies | Dr. Mary Pettenger, Dr. Ricardo Pelegrin Taboada

A report on the degree plan, which goes into great detail, is in the docket for review. The presentation of the New Degree Approval of the Bachelor of Arts in Ethnic Studies was started by Dr. Robert Winningham, who is the Provost of Academic Affairs. He gave some background information and invited Dr. Mary Pettenger and Dr. Ricard Pelegrin

Taboada to speak. Dr. Pettenger and Dr. Pelegrin Taboada went into detail about the need for the Degree path, including why its marketable, consistent with the mission and values of the university, relevant to students, and has a capstone that will give students real-world experience. There was also a conversation about the budget for the program.

Trustee Morse moved to approve the New Degree proposal of a Bachelor of Arts in Ethnic Studies. Trustee Mendez-Garcia seconded the motion. There was no discussion after the motion. The following trustees voted in favor of the motion:

Trustee Danielle Campbell
Trustee Susan Castillo
Trustee Lupe Diaz
Trustee Gayle Evans
Trustee Angela Fasana
Trustee David Foster
Board Chair Betty Komp
Trustee Cristian Mendez-Garcia
Trustee Leah Mitchell
Trustee Doug Morse
Trustee Kari Nelsestuen
Trustee Michael Reis

The motion was approved unanimously.

X. DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY COMMITTEE (DEIAC)

1) Committee Chair Report | Trustee Susan Castillo

Trustee Castillo delivered a summary of the committee's action from their meeting on January 24. The report that the VP for Diversity, Equity, and Inclusion, Dominique Vargas, was included in the docket. Trustee Castillo talked a bit about the Equity Assessment, which is in Phase 1 currently. Trustee Castillo also spoke about the Freedom Center and the work being done to find a sustainable way to fund the center, as well as look at the goals and mission of the center. Next meeting, the committee will look at the DEIAC Charter.

- ### 2) Committee Recommendations for Board Discussion/Action
- a. No action items.

XI. EXECUTIVE, GOVERNANCE & TRUSTEESHIP COMMITTEE (EGTC)

1) Committee Chair Report | Chair Betty Komp

Chair Komp gave the update on behalf of the committee. They have met three times since the last Board of Trustees meeting last November. The update included the two action items listed next in the agenda and why they were important to review and update.

2) Committee Recommendations for Board Discussion/Action

a. Revision of Board Statement on the Delegation of Authority, section 1.6

The revision of the board statement on delegation of authority was discussed at some length about the need to update the delegation of authority. More information is in the report in the docket for review.

Trustee Koontz moved that the Board of Trustees accepts the Revision of Board State on the Delegation of Authority, section 1.6 as proposed in the docket and Trustee Reis seconded the motion. After a brief discussion, the following trustees approve the motion:

Trustee Danielle Campbell
Trustee Susan Castillo
Trustee Lupe Diaz
Trustee Gayle Evans
Trustee Angela Fasana
Trustee David Foster
Board Chair Betty Komp
Trustee Cristian Mendez-Garcia
Trustee Leah Mitchell
Trustee Doug Morse
Trustee Kari Nelsestuen
Trustee Michael Reis

The motion was approved unanimously.

b. Revision of EGTC Charter

Chair Komp described the process taken to update the EGTC Charter, Chair Komp encouraged the other committees to use a similar approach. They then reviewed the proposed charter revision to discuss the changes and see if other trustees had any questions.

Trustee Morse moved to accept the revision of the EGTC Charter, and Trustee Nelsestuen seconded the motion. There was no discussion. The following trustees approved the motion:

Trustee Danielle Campbell
Trustee Susan Castillo
Trustee Lupe Diaz
Trustee Gayle Evans
Trustee Angela Fasana
Trustee David Foster
Board Chair Betty Komp
Trustee Cristian Mendez-Garcia

Trustee Leah Mitchell
Trustee Doug Morse
Trustee Kari Nelsestuen
Trustee Michael Reis

The motion was approved unanimously.

XII. FINANCE & ADMINISTRATION COMMITTEE (FAC)

1) Committee Chair Report | Trustee Gayle Evans
Trustee Evans gave an update about the last FAC meeting. She mentioned that the FAC committee had an update about some very clean audits. That is something to celebrate. Trustee Evans commended the team that worked to prepare for the Audit. There was a detailed and robust discussion at the FAC about the budget and what is being done to address it. They also heard and discussed a report which focused on upgrading the lighting and other safety enhancements on campus. They also presented a dashboard with some key indicators of the budget. This information is in the docket for review and is also on the budget website. There was a robust discussion about the data presented.

- 2) Committee Recommendations for Board Discussion/Actions
a. No action items.

XIII. SECOND PUBLIC COMMENT

No one signed up for the second public comment.

XIV. ANNOUNCEMENTS/COMMENTS

Chair Komp asked if there was any feedback about the meeting. Please email Chair Komp or LouAnn.

XV. ADJOURNMENT

Chair Komp adjourns the meeting at 2:43pm.

Finance & Administration Committee (FAC), April 7, 2023, FY2023 Management Report

Period 8 Actual to Actual Variance:

Education & General Fund Report:

This report provides eight months of actual revenue and expense activity (as of February 28, 2023) as compared to the same period in prior fiscal year.

Revenues:

Tuition revenues are \$1.238M less than the prior year despite having a modest tuition increase (3.19% for resident undergrad) due to an approximate 7.0% enrollment decrease in Fall 2022 and 5.2% enrollment decrease in Winter 2023 (both decreases respective to the same term prior year; 4.9% attrition between Fall 2022 and Winter 2023). Online course fees have decreased by \$325K because of decreased enrollment. Other fees are \$62K more than the prior year. Fee remissions have increased \$226K from the prior year. Altogether, this results in net tuition and fees for Period 8 being \$1.727M less than the prior year.

Government resources & allocations have increased by \$1.242M from prior year based on the HECC's Public University Support Fund (PUSF) allocation formula. This includes the fifth-seventh quarterly distributions for the 2021-23 biennium. 49% of PUSF is distributed in year 1 (FY22) and the remaining 51% distributed in year 2 (FY23).

Gift grants and contracts revenue has increased by \$690K from prior year, primarily reflecting increased grant indirect revenue. Other revenues have increased by \$370K from the prior year.

Overall, total revenues are \$51.804M, \$575K more than the prior year.

Expenses:

Personnel expenses are \$35K more than the prior period and reflect variations in faculty/staff from the prior year. T/TT faculty received step increases and a 1.5% COLA effective September 2022, NTT faculty received a 2.75% COLA effective September 2022, unclassified staff received a 4.5% COLA effective July 1, 2022, and classified staff received step increases and a 2.5% COLA effective July 1, 2022.

Services and supplies expenses are \$335K less than the prior year.

Overall, total expenses are \$40.697M, \$295K less than the prior year.

Net Revenues less Expenses:

Net revenues less expenses have increased by \$870K compared to prior year.

Auxiliary Enterprises:

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

Revenues:

Enrollment Fees have decreased by \$446K, primarily because of decreased enrollment and the change to the incidental fee structure (in FY22, fee of \$355 was charged to all students at credit 1; in FY23, the fee is \$372, but a reduced fee of \$200 is charged to students not enrolled on the Monmouth campus). Sales and Services are down \$253K from the prior year, primarily in housing/dining (\$275K down, other areas are up to compensate for this). Other Revenue increased by \$497K, primarily due to increased conference activity. Altogether, auxiliary revenue totals \$11.971M and has decreased \$202K from the prior year.

Expenses:

Personnel expenses are \$635K more than the prior year, primarily in housing/dining (\$281K) and athletics (\$156K). Service & Supplies are \$1.696M more than the prior year, primarily in housing/dining (\$628K), incidental fee funded areas (\$260K), and athletics (\$578K). Altogether, auxiliary expense total \$14.645M, an increase of \$2.331M from the prior year.

Net Revenues less Expenses:

Net revenues less expenses total -\$2.674M and have decreased by \$2.533M compared to prior year.

Designated Operations, Service Departments, Clearing Funds:

Designated Operations, Service Departments, and Clearing Funds is comprised primarily of Telecommunications and Oregon Council of Presidents. The Clearing Fund is cleared on a quarterly basis. As of February 28th, the clearing fund reflects temporary revenue and expense balances, these balances can cause misleading comparisons as a result.

Revenues and expenses are comparable to prior year, with revenues up \$535K (although \$353K is related to the clearing fund) and expenses up \$27K, for a net difference from prior year of \$508K.

FY23 Projected Year-End:

This report provides year-end projections. The projected year-end methodology is a combination of actual revenues and expenses for the first eight months of operations and projections for the remaining four months of FY23. Projections for periods nine through twelve are based on the actual FY22 realization/burn rates for period eight, which are applied to FY23 revenues and expenses.

Education & General Fund:

Revenues:

Total revenues are projected to be \$68.507M, \$2.638M more than the FY23 adjusted budget. Altogether, net student fees & tuition are projected to be \$527K more than the adjusted budget, which encompasses a projection of \$5M for fee remissions, \$500K less than what was budgeted. Government Resources & Allocations are projected to be \$32.373M based on the latest schedule provided from HECC. Gifts, grants, and contracts are projected at \$2.464M, \$1.284M higher than the FY23 adjusted budget, primarily because of increased grant indirect activity. Other revenues are projected to be \$3.02M, \$420K more than the FY23 adjusted budgeted amount.

Expenses:

Total expenses are projected to be \$67.063M, \$3.524M less than the FY23 adjusted budget. Personnel is projected to be \$56.418M, \$3.075M less than the budget due to salvage savings from vacant positions; \$550K of salvage savings were incorporated into the FY23 adjusted budget as a one-time activity. Service and supplies are projected to be \$10.384M, \$521K less than the FY23 adjusted budget, which includes \$1.141M of one-time expense.

Transfer Schedule:

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

One-Time Activities:

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

Net Revenues less Expenses and Transfers:

Net revenues less expenses and transfers are projected to be a loss of \$3.106M versus the FY23 adjusted budget of a loss of \$7.896M. This difference is primarily due to

savings in budgeted fee remissions, an increase in grant indirect revenue, and anticipated personnel salvage savings. Projected year-end fund balance is \$11.984M, or 17.49% of projected revenues.

Auxiliary Enterprises:

Revenues:

Total revenues are projected to be \$18.53M, \$44K less than the FY23 adjusted budget. Enrollment fees are projected to be \$5.039M, \$569K less than the budget, primarily due to decreased enrollment. Sales and services are projected to be \$10.428M, \$536K less than budgeted. Other revenues are projected to be \$3.063M, \$1.062M more than the FY23 adjusted budget, primarily due to increased conference activity.

Expenses:

Total expenses are projected to be \$24.575M, \$3.505M more than the budget. Personnel is projected to be \$10.632M, \$40K more than the adjusted budget. Service and supplies are projected to be \$13.943M, \$3.465M more than the adjusted FY23 budget.

Net Revenues less Expenses and Transfers:

Net revenues less expenses and transfers are projected to be a loss of \$3.872M compared to the FY23 adjusted budget of a loss of \$1.036M. This results in a projected year end fund balance of \$1.317M.

Designated Operations, Service Departments, Clearing Funds:

Revenues:

Total revenues are projected to be \$2.359M, \$105K more than budget.

Expenses:

Total expenses are projected to be \$2.344M, \$63K over the budget.

Net Revenues less Expenses and Transfers:

Net revenues less expenses and transfers are projected to be \$14K compared to the FY23 budget of a loss of \$28K.

STAFF RECOMMENDATION:

It is recommended that the Western Oregon University Finance and Administration Committee accept the FY23 Projected Year-End Report and the overall Management Report as of February 28, 2023.

Western Oregon University
P8 YTD Actual to Actual Variance

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

As of February 28, 2023
For the Fiscal Year Ended June 30, 2023

	P8 FY22 Actuals	P8 FY22 Realization/ Burn Rate %	P8 FY23 Actuals	P8 FY23 % of Budget	Variance		Note
					Actuals	%	
Education & General Fund							
Revenues							
Tuition	23,028		21,790		(1,238)		Decreased enrollment.
Online Course Fees	2,576		2,250		(325)		
Other Fees	871		933		62		
Less: Fee Remissions	(3,192)		(3,417)		(226)		
Net Student Fees & Tuition	23,283	70.56%	21,556	71.56%	(1,727)	1.00%	
Government Resources & Allocations	25,935	82.97%	27,177	85.02%	1,242	2.04%	
Gift Grants and Contracts	624	53.35%	1,314	111.39%	690	58.04%	
Other Revenue	1,387	49.91%	1,757	67.58%	370	17.67%	
Total Revenues	51,229	75.11%	51,804	78.65%	575	3.54%	
Expenses							
Personnel	34,607	62.07%	34,642	58.23%	(35)	-3.84%	
Service & Supplies	6,336	63.95%	6,001	55.03%	335	-8.92%	
Capital Expense	49	20.77%	54	28.63%	(5)	7.85%	
Total Expenses	40,992	62.20%	40,697	57.65%	295	-4.54%	
Net Revenues less Expenses	10,237		11,107		870		

Western Oregon University
P8 YTD Actual to Actual Variance

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

As of February 28, 2023
For the Fiscal Year Ended June 30, 2023

	P8 FY22 Actuals	P8 FY22 Realization/ Burn Rate %	P8 FY23 Actuals	P8 FY23 % of Budget	Variance		Note
					Actuals	%	
Auxiliary Enterprises Funds							
Revenues							
Enrollment Fees	3,938	69.30%	3,492	62.27%	(446)	-7.03%	
Sales and Services	6,711	61.93%	6,458	58.90%	(253)	-3.03%	
Other Revenue	1,523	65.97%	2,020	100.98%	497	35.00%	
Total Revenues	12,172	64.65%	11,971	64.45%	(202)	-0.20%	
Expenses							
Personnel	6,267	64.92%	6,902	65.16%	(635)	0.25%	
Service & Supplies	6,046	55.53%	7,743	73.89%	(1,696)	18.36%	
Capital Expense	-	100.00%	-	100.00%	-	0.00%	
Total Expenses	12,313	59.94%	14,645	69.50%	(2,331)	9.56%	
Net Revenues less Expenses	(141)		(2,674)		(2,533)		
Designated Operations, Service Departments, Clearing Funds							
Revenues							
Enrollment Fees	(7)	-21.71%	366	759.74%	373	781.45%	
Sales and Services	90	64.09%	92	72.40%	2	8.32%	
Other Revenue	1,256	63.90%	1,416	68.12%	160	4.22%	
Total Revenues	1,338	62.57%	1,873	83.14%	535	20.57%	
Expenses							
Personnel	592	75.80%	529	51.96%	62	-23.84%	
Service & Supplies	744	51.97%	855	67.77%	(111)	15.81%	
Capital Expense	21	21498.59%	-	100.00%	21	-21398.59%	
Total Expenses	1,358	61.33%	1,384	60.71%	(27)	-0.63%	
Net Revenues less Expenses	(19)		489		508		

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

As of February 28, 2023
 For the Fiscal Year Ended June 30, 2023

	FY22 Year-End Actuals	FY23 Projected Year-End	FY23 Adjusted Budget	Variance FY23 Projected Year-End to Budget	Note
Education & General Fund					
Recurring Operating Activities					
Student Fees & Tuition (net of remissions)	33,000	30,650	30,123	527	
Government Resources & Allocations	31,257	32,373	31,966	407	Projection is based on schedule from HECC.
Gift Grants and Contracts	1,171	2,464	1,180	1,284	
Other Revenue	2,779	3,020	2,600	420	
Total Revenues	68,206	68,507	65,869	2,638	
Personnel	55,759	56,418	59,493	3,075	Salvage savings (\$550K budgeted)
Service & Supplies	9,907	10,384	10,905	521	Budget includes \$1.141M one-time expense
Capital Expense	238	261	190	(72)	
Total Expenses	65,904	67,063	70,587	3,524	
Net Transfers	4,168	4,849	3,477	(1,372)	Projection is based on transfer schedule.
Total Expenses and Transfers	70,072	71,913	74,064	2,151	
Operating Net Revenues less Expenses	(1,866)	(3,406)	(8,195)	4,790	
One-Time Activities					
HEERF Reimbursement	5,168	299	299	-	
Total One-Time Activities	5,168	299	299	-	
Total Net Revenues less Expenses	3,301	(3,106)	(7,896)	4,790	
Fund Balance at the Beginning of the Year	10,870	15,090	15,090		
Additions/Deductions to Fund Balance	918	-	-		
Fund Balance at the End of the Year	15,090	11,984	7,194		
Fund Balance as a Percentage of Revenues	20.57%	17.49%	11.38%		

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

As of February 28, 2023
For the Fiscal Year Ended June 30, 2023

	FY22 Year-End Actuals	FY23 Projected Year-End	FY23 Adjusted Budget	Variance FY23 Projected Year-End to Budget	Note
Auxiliary Enterprises Funds					
Enrollment Fees	5,683	5,039	5,608	(569)	
Sales and Services	10,836	10,428	10,964	(536)	
Other Revenue	2,309	3,063	2,001	1,062	
Total Revenues	18,828	18,530	18,573	(44)	
Personnel	9,654	10,632	10,592	(40)	
Service & Supplies	10,888	13,943	10,478	(3,465)	
Capital Expense	-	-	-	-	
Total Expenses	20,542	24,575	21,070	(3,505)	
Net Transfers	(2,827)	(2,173)	(1,461)	712	Projection is based on transfer schedule.
Total Expenses and Transfers	17,716	22,402	19,609	(2,793)	
Net Revenues less Expenses	1,112	(3,872)	(1,036)	(2,837)	
HEERF Funds	1,487	-	-	-	
Additions/Deductions to Fund Balance	(1,921)	(1,828)			
Fund Balance at the Beginning of the Year	6,339	7,017			
Fund Balance at the End of the Year	7,017	1,317			
Fund Balance as a Percentage of Revenues	37.27%	7.11%			
Designated Operations, Service Departments, Clearing Funds					
Enrollment Fees	34	-	48	(48)	
Sales and Services	140	143	127	16	
Other Revenue	1,965	2,215	2,078	137	
Total Revenues	2,139	2,359	2,253	105	
Personnel	781	698	1,019	321	
Service & Supplies	1,433	1,645	1,262	(384)	
Capital Expense	0	-	-	-	
Total Expenses	2,213	2,344	2,281	(63)	
Net Transfers	(46)	1	1	-	Projection is based on transfer schedule.
Total Expenses and Transfers	2,168	2,345	2,281	(63)	
Net Revenues less Expenses	(29)	14	(28)	(1)	
Additions/Deductions to Fund Balance	(277)	(241)			
Fund Balance at the Beginning of the Year	3,047	2,741			
Fund Balance at the End of the Year	2,741	2,515			
Fund Balance as a Percentage of Revenues	128.17%	106.63%			

Western Oregon University
Transfers Schedule - Projected FY23

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

	E&G		Auxiliary		Des Ops - Serv Dept.	Plant fund		Other			Total
Transfers In E&G								(a)	(b)	(b)	
Actual								-	299,487	-	299,487
Upcoming								8,893	-	150,000	158,893
Transfers Out E&G			(c)	(d)		(e)	(f)	(a)			
Actual			-	-		-	660,000	-			660,000
Upcoming			150,000	4,000,000		175,000	-	23,131			4,348,131
Transfers In AUX	(c)	(d)				(g)					
Actual	-	-				127,047					127,047
Upcoming	150,000	4,000,000				-					4,150,000
Transfers Out AUX						(g)		(h)			
Actual						-		-			-
Upcoming						128,372		1,975,371			2,103,743
Transfers In DO, SD											
Actual											-
Upcoming											-
Transfers Out DO, SD								(i)			
Actual								-			-
Upcoming								750			750

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

Academic and Student Affairs Committee (ASAC), Proposal for a new undergraduate certificate in Healthcare Administration

The proposed undergraduate certificate in Healthcare Administration is a 25 to 27-credit program that will provide students with skills and knowledge necessary to succeed in a variety of positions in the healthcare sector. Students will develop an understanding of the theoretical and practical applications of issues such as organizational policy, management, leadership, communications, finance, and public health.

This certificate was developed by an interdisciplinary team of faculty from both the College of Education and Liberal Arts and Sciences and across 5 disciplines. In the development of the proposed certificate, focus groups including healthcare administrators were conducted. Focus group members indicated there is a regional need for this certificate program. They suggested that both the current workforce and students currently enrolled at WOU both would benefit for having access to this certificate. The focus groups suggested that an interdisciplinary healthcare administration specific program was a critical component for success as a healthcare administrator.

The Healthcare Administration certificate is an interdisciplinary program. Coursework for the undergraduate certificate in Healthcare Administration will be offered face-to-face at the Monmouth campus as well as leverage WOU's enhanced ability to offer courses online in both synchronous and asynchronous modalities that meet the needs of students. This new program provides additional direction for students interested in the field of healthcare administration regardless of their major.

The proposed undergraduate certificate in Healthcare Administration received Faculty Senate Approval on February 14, 2023 and the proposal is supported by the dean and provost. The Academic and Student Affairs Committee approved the proposal on March 22, 2023. Upon approval by the WOU Board of Trustees, the NWCCU will be notified of this change.

COMMITTEE RECOMMENDATION:

It is recommended that the Western Oregon University Board of Trustees approve the introduction of a new undergraduate certificate in Healthcare Administration as included in the docket material.



Proposal for a New Academic Program

Institution: Western Oregon University

College/School: Liberal Arts and Sciences

Department/Program Name: Division of Social Science / Politics, Policy & Administration

Degree and Program Title: Undergraduate Certificate in Healthcare Administration

1. Program Description

- Proposed Classification of Instructional Programs (CIP) number
 - a. 51.07
- Brief overview (1-2 paragraphs) of the proposed program, including its disciplinary foundations and connections; program objectives; programmatic focus; degree, certificate, minor, and concentrations offered.

The undergraduate certificate in Healthcare Administration, which is an interdisciplinary program founded in public and business administration, public health, organizational leadership, and gerontology. The program was carefully designed to provide undergraduate students with skills and knowledge necessary to succeed in a variety of positions in the healthcare sector. Students will develop an understanding of the theoretical and practical applications of issues such as organizational policy, management, leadership, communications, finance, and public health.

Learning Outcomes

Demonstrate knowledge of the healthcare system and the environment in which healthcare managers and providers function including policy, laws, regulations, standards and ethics and the impacts of social determinants of health and aging to support organizational communication, public outreach and advocacy.

Analyze issues in organizational administration and policy, including leadership, management, and financial principles and applying these to real world cases.

Analyze real-world cases in healthcare organizations to identify strengths, weaknesses, and strategies for improvement.

Course of study – proposed curriculum, including course numbers, titles, and credit hours.

Core Classes (19 cr)

GERO 450 Introduction to Healthcare Administration (4 cr)

BA 315 Financial Management (3 cr)

HE 334 Health Disparities (4 cr)

PS 433 Health Care Politics and Policy (4 cr)

GERO 320 Intro to Aging (4 cr)

Choose One (3-4 credits)

PSY 446 Psychology of Leadership (4cr)

BA 361 Organization Behavior (3cr)

Electives: 1-2 courses

ANTH 395 Medical Anthropology (4)

COM 351 Foundations in Health Communication (4cr)

EC 201 Intro to Microeconomics (4cr)

EC 202 Intro to Macroeconomics (4cr)

GERO 460 Housing and Long Term Care for Older Adults (4cr)

HE 227 Community and Public Health (4cr)

HE 457 Migrant Health (4cr)

HST 484 Health, Medicine and Gender in Historical Perspective

PHL 252 Medical Ethics (4 cr)

PS 430 The Aging Society (4cr)

PS 432 Global Health Policy (4cr)

SPAN 321 Spanish for Health Care Professionals (4cr)

Internship/Practicum Experience PS 406 or 410 or GERO 410 or 411 or BA 406 or 409 or HE 419 or COM 409 or PSY 409

Total Credits: 25-27

- Manner in which the program will be delivered, including program location (if offered outside of the main campus), course scheduling, and the use of technology (for both on-campus and off-campus delivery).

The courses will be offered via in-person, online and hybrid modalities primarily through the Monmouth Campus. Depending on future growth and student needs, the courses may eventually be offered fully online or through the Salem campus.

- Adequacy and quality of faculty delivering the program.

With the exception of Gero 450 which has been targeted to be taught by a healthcare administrator currently working in the field, all courses in the certificate can be taught

among faculty at WOU with expertise in the course content. As demand increases, more faculty time may be required to ensure that these courses have seats for additional students.

- Adequacy of faculty resources – full-time, part-time, adjunct.
 - a. *We will need to hire one adjunct faculty from the professional community to teach GERO 450. If the program sees growth, this course may need to be offered twice a year. Additionally, an additional stipend or course release may be needed for the administration of the program, including advising, marketing, and program review/assessment.*

- Other staff. - *none needed at this time*

- Adequacy of facilities, library, and other resources.

We do not require additional library resources or facilities for this certificate at this time since it is almost entirely through our current curriculum delivery.

- Anticipated start date.

Fall 2023

2. Relationship to Mission and Goals

The proposed certificate aligns with WOU’s mission of creating lasting opportunities for student success through transformative education and personalized support by providing a lasting skill set that students can use in multiple healthcare administration careers once they graduate. This certificate was conceived to address student and market demand, as many students pursue careers in healthcare administration post-graduation. The certificate also meets elements of the WOU vision and values. The focus on developing a broad set of skills for careers in healthcare organizations means students will move into careers which support the public good (Sustainability and Stewardship), and will help them develop the knowledge, skills, pathways, technologies, and resources needed to utilize opportunities for career development (Empowerment). The certificate also fits into the intuitional priorities for academic excellence as it incorporates high-impact practices within the curriculum such as internships, and team-based activities, among others, and promotes critical thinking related to organizational problem-solving.

- a. Manner in which the proposed program supports the institution’s mission, signature areas of focus, and strategic priorities.
- b. Manner in which the proposed program contributes to institutional and statewide goals for student access and diversity, quality learning, research, knowledge creation and innovation, and economic and cultural support of Oregon and its communities.

- c. Manner in which the program meets regional or statewide needs and enhances the state's capacity to:
 - i. improve educational attainment in the region and state;
 - ii. respond effectively to social, economic, and environmental challenges and opportunities; and
 - iii. address civic and cultural demands of citizenship.

3. Accreditation

- a. Accrediting body or professional society that has established standards in the area in which the program lies, if applicable.

Not applicable.

- b. Ability of the program to meet professional accreditation standards. If the program does not or cannot meet those standards, the proposal should identify the area(s) in which it is deficient and indicate steps needed to qualify the program for accreditation and date by which it would be expected to be fully accredited.

Not applicable.

- c. If the proposed program is a graduate program in which the institution offers an undergraduate program, proposal should identify whether or not the undergraduate program is accredited and, if not, what would be required to qualify it for accreditation.

Not applicable.

- d. If accreditation is a goal, the proposal should identify the steps being taken to achieve accreditation. If the program is not seeking accreditation, the proposal should indicate why it is not.

Not applicable.

4. Need

- a. Anticipated fall term headcount and FTE enrollment over each of the next five years.

a. 1-5 in the first year; anticipation of continuous growth as students, community members, and cross-university personnel become aware of the program

- b. Expected degrees/certificates produced over the next five years.

a. 5-25 certificates produced over the next five years

- c. Characteristics of students to be served (resident/nonresident/international; traditional/nontraditional; full-time/part-time, etc.).

a. Current and future WOU students - including first year, transfer, non-traditional and professionals looking to advance their careers

- d. Evidence of market demand.

- a. *We conducted focus groups with healthcare administrators who indicated a need for graduating students to have these essential skills upon graduation. They suggested that an interdisciplinary healthcare administration specific program was a critical component for success as a healthcare administrator. Results of the focus group indicated that the future workforce have a broad overview of policy, social determinants of health, leadership, management, and financial principles.*
- b. *The Bureau of Labor Statistics projects a 28% growth in the field of Medical and Health Services Managers over the next 10 years, which is “much faster than average” when compared to other fields (<https://www.bls.gov/ooh/management/medical-and-health-services-managers.htm>).*
- c. *In Oregon, there is a need for more diversity among healthcare management and front-line employees to support “equitable programs and policies.” As a designated emerging Hispanic serving institution, WOU can contribute to these workforce needs through enrollment of students in the certificate program.*
<https://www.oregon.gov/oha/HPA/HP-HCW/Documents/2021-Health-Care-Workforce-Needs-Assessment.pdf>
- e. If the program’s location is shared with another similar Oregon public university program, the proposal should provide externally validated evidence of need (e.g., surveys, focus groups, documented requests, occupational/employment statistics and forecasts).
 - a. *Focus group members indicated there is a regional need for this certificate program. They suggested that both the current workforce and students currently enrolled at WOU both would benefit for having access to this certificate.*
- f. Estimate the prospects for success of program graduates (employment or graduate school) and consideration of licensure, if appropriate. What are the expected career paths for students in this program?
 - a. *There is a strong need for healthcare professionals and people working in healthcare administration. Healthcare administration is a growing field, and so there is tremendous opportunity across different health organization settings for graduates. The field of healthcare administration is broad, so there are many pathways post-graduation that students could pursue including in management, finance, administrative support, and others.*
 - b. *Students in WOU’s pre-nursing program may have some additional competencies to offer when applying to undergraduate nursing programs. Additionally, undergraduates interested in healthcare graduate programs may have advantages in their understanding of healthcare organizations, policies, law, regulations, standards, and ethics. Finally, students majoring in public health and gerontology will enhance their employability in administrative roles post graduation in long term care settings, non-profits, and public health agencies.*

5. Outcomes and Quality Assessment

- a. Expected learning outcomes of the program.

Demonstrate knowledge of the healthcare system and the environment in which healthcare managers and providers function including policy, laws, regulations, standards and ethics and the impacts of social determinants of health and aging to support organizational communication, public outreach and advocacy.

Analyze issues in organizational administration and policy, including leadership, management, and financial principles and applying these to real world cases.

Analyze real-world cases in healthcare organizations to identify strengths, weaknesses, and strategies for improvement.

- b. Methods by which the learning outcomes will be assessed and used to improve curriculum and instruction.

a. Embedded assessments in each of the core courses will provide assessment data for each of the 3 learning outcomes.

- c. Nature and level of research and/or scholarly work expected of program faculty; indicators of success in those areas.

Not applicable.

6. Program Integration and Collaboration

- a. Closely related programs in this or other Oregon colleges and universities.

WOU Programs: Major in Public Policy and Administration w/ Health Policy and Administration; Major in Gerontology; Major in Business Administration; Major in Public Health.

- b. Ways in which the program complements other similar programs in other Oregon institutions and other related programs at this institution. Proposal should identify the potential for collaboration.

This certificate has been developed with an interdisciplinary team of faculty from both the College of Education and Liberal Arts and Sciences and across 5 disciplines (in addition to a robust list of electives). Collaboration has been the keystone of this endeavor.

While there are some similar programs across the state of Oregon, the group of professionals who provided feedback during two focus group meetings indicated that this is still a need.

- c. If applicable, the proposal should state why this program may not be collaborating with existing similar programs.

Not applicable.

- d. Potential impacts on other programs.

As certificate classes can be applied to the certificate and major, this should not adversely pull students from other programs. This new program does provide

additional direction for students interested in the field of healthcare administration regardless of their major and could lead to more students in the courses that are part of the curriculum. We expect that this certificate will also draw interest of new students, potentially bringing more students into WOU. If the program grows quickly, this could put additional strains on those courses which are part of the curriculum, and may lead to additional faculty support.

7. External Review

If the proposed program is a graduate level program, follow the guidelines provided in *External Review of New Graduate Level Academic Programs* in addition to completing all of the above information.

Not applicable.

Revised May 2016

Instructions on Budget Outline form

1. Whose viewpoint?

The Budget Outline is intended to show the budgetary impact resulting from offering the new program. This table should be completed from the viewpoint of the budgetary unit that will be responsible for the program. Determine what the budgetary unit will be doing (in terms of new or additional activities) that it is not now doing and show what these activities will cost — whether financed and staffed by shifting of assignments within the budgetary unit; reallocation of resources within the institution; special appropriation of the legislature; or gift, grant, or other funds.

2. No additional resources needed?

If the program is simply a rearrangement of courses already being offered, relying on access to library resources available for other programs, with no requirements for new or additional specialized facilities, equipment, or technology, and with no increase or decrease in students served by the budgetary unit responsible for the program, the budgetary impact would be near zero and should be so reported in the table.

3. Additional resources needed?

If FTE faculty or support staff assigned to the budgetary unit must be increased to handle an increased workload as a result of the new program (or to provide added competencies), indicate the total resources required to handle the new activities and workload (e.g., additional sections of existing courses) by specifying: (1) how much of this total figure is from reassignment within the budgetary unit (Column A), and (2) how much is from resources new to the budgetary unit (Columns B-E). Please provide line item totals in Column F.

Budget Outline Form: Year 1

Estimated Costs and Sources of Funds for Proposed Program

Total new resources required to handle the increased workload, if any. If no new resources are required, the budgetary impact should be reported as zero

Institution: Western Oregon University

Academic Year: 2023-2024

Program: Undergraduate Certificate in Healthcare Administration

	Column A	Column B	Column C	Column D	Column E	Column F
	From Current Budgetary Unit	Institutional Reallocation from Other Budgetary Unit	From Special State Appropriation Request	From Federal Funds and Other Grants	From Fees, Sales and Other Income	LINE ITEM TOTAL
Personnel						
Faculty (Include FTE)	\$4500					\$4500.00
Graduate Assistants (Include FTE)						
Support Staff (Include FTE)						
Fellowships/Scholarships						
OPE	\$750					\$750.00
Nonrecurring						
Personnel Subtotal	\$5250					\$5250.00
Other Resources						
Library/Printed						
Library/Electronic						
Supplies and Services						
Equipment						
Other Expenses						
Other Resources Subtotal	0					0
Physical Facilities						
Construction						
Major Renovation						
Other Expenses						
Physical Facilities Subtotal						
GRAND TOTAL	\$5250					\$5250.00

Budget Outline Form: Year 2

Estimated Costs and Sources of Funds for Proposed Program

Total new resources required to handle the increased workload, if any. If no new resources are required, the budgetary impact should be reported as zero

	Column A	Column B	Column C	Column D	Column E	Column F
	From Current Budgetary Unit	Institutional Reallocation from Other Budgetary Unit	From Special State Appropriation Request	From Federal Funds and Other Grants	From Fees, Sales and Other Income	LINE ITEM TOTAL
Personnel						
Faculty (Include FTE)	\$4500					\$4500.00
Graduate Assistants (Include FTE)						
Support Staff (Include FTE)						
Fellowships/Scholarships						
OPE	\$750					\$750.00
Nonrecurring						
Personnel Subtotal	\$5250					\$5452.00
Other Resources						
Library/Printed						
Library/Electronic						
Supplies and Services						
Equipment						
Other Expenses						
Other Resources Subtotal	0					0
Physical Facilities						
Construction						
Major Renovation						
Other Expenses						
Physical Facilities Subtotal						
GRAND TOTAL	\$5250					\$5250.00

Budget Outline Form: Year 3

Estimated Costs and Sources of Funds for Proposed Program

Total new resources required to handle the increased workload, if any. If no new resources are required, the budgetary impact should be reported as zero

	Column A	Column B	Column C	Column D	Column E	Column F
	From Current Budgetary Unit	Institutional Reallocation from Other Budgetary Unit	From Special State Appropriation Request	From Federal Funds and Other Grants	From Fees, Sales and Other Income	LINE ITEM TOTAL
Personnel						
Faculty (Include FTE)	\$4500					\$4500.00
Graduate Assistants (Include FTE)						
Support Staff (Include FTE)						
Fellowships/Scholarships						
OPE	\$750					\$750.00
Nonrecurring						
Personnel Subtotal	\$5250					\$5250.00
Other Resources						
Library/Printed						
Library/Electronic						
Supplies and Services						
Equipment						
Other Expenses						
Other Resources Subtotal	0					0
Physical Facilities						
Construction						
Major Renovation						
Other Expenses						
Physical Facilities Subtotal						
GRAND TOTAL	\$5250					\$5250.00

Budget Outline Form: Year 4

Estimated Costs and Sources of Funds for Proposed Program

Total new resources required to handle the increased workload, if any. If no new resources are required, the budgetary impact should be reported as zero

	Column A	Column B	Column C	Column D	Column E	Column F
	From Current Budgetary Unit	Institutional Reallocation from Other Budgetary Unit	From Special State Appropriation Request	From Federal Funds and Other Grants	From Fees, Sales and Other Income	LINE ITEM TOTAL
Personnel						
Faculty (Include FTE)	\$4500					\$4500.00
Graduate Assistants (Include FTE)						
Support Staff (Include FTE)						
Fellowships/Scholarships						
OPE	\$750					\$750.00
Nonrecurring						
Personnel Subtotal	\$5250					\$5250.00
Other Resources						
Library/Printed						
Library/Electronic						
Supplies and Services						
Equipment						
Other Expenses						
Other Resources Subtotal	0					0
Physical Facilities						
Construction						
Major Renovation						
Other Expenses						
Physical Facilities Subtotal						
GRAND TOTAL	\$5250					\$5250.00