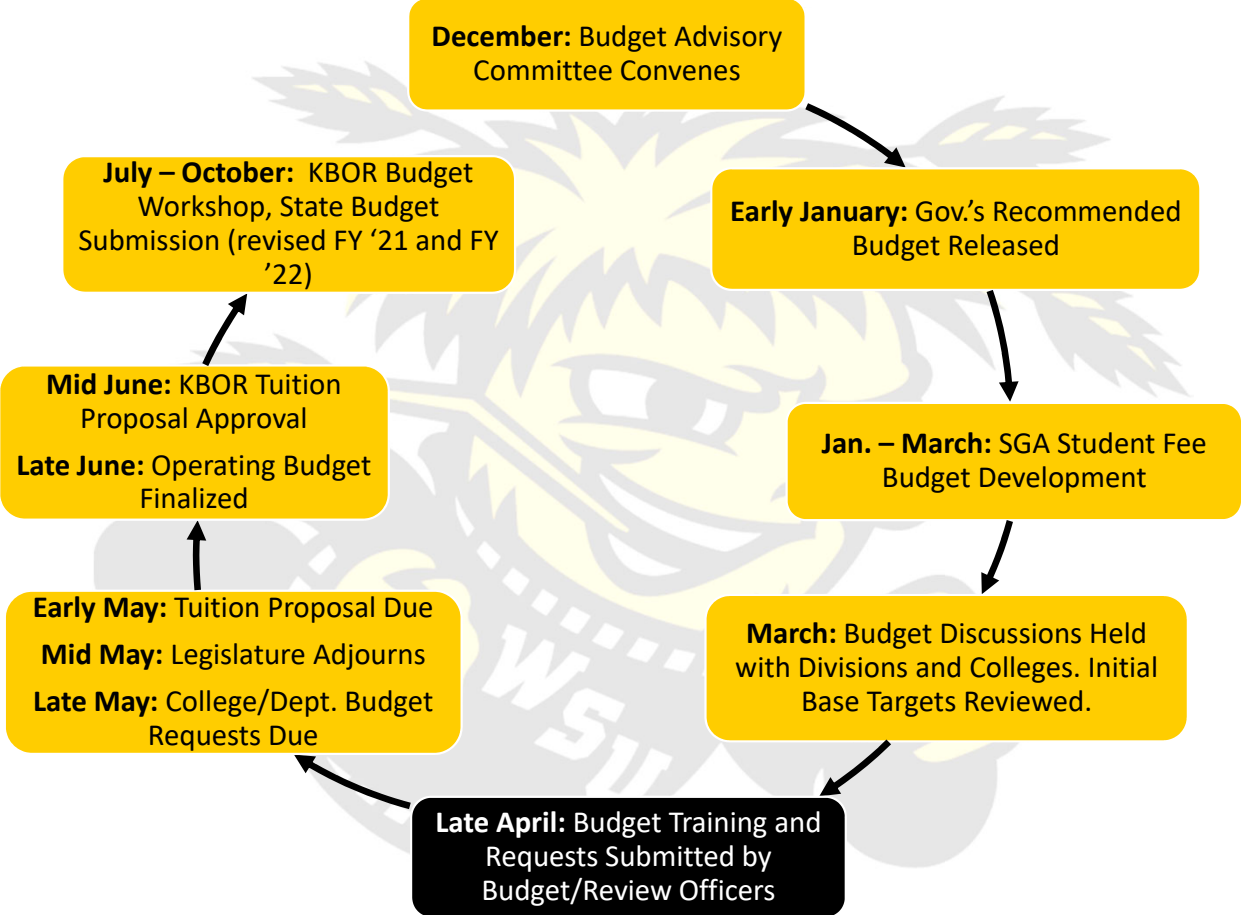




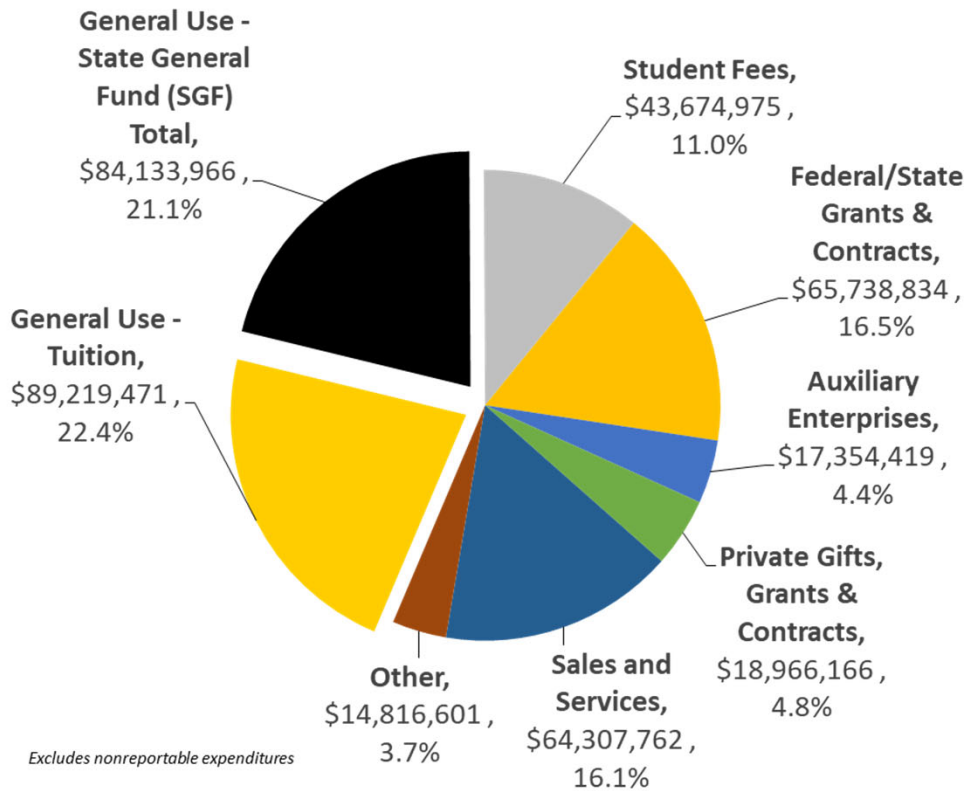
FY '21 BUDGET SCENARIO DEVELOPMENT

BUDGET DEVELOPMENT CALENDAR



FY '20 ADOPTED OPERATING BUDGET

\$398.2 Million



General Use

Tuition	\$ 89,219,471	22.4%
SGF - Operating	66,933,966	16.8%
SGF - Aviation Research & Tech.	17,200,000	4.3%
General Use Total	\$ 173,353,437	43.5%

Restricted Use

Student Fees		
Student Fees	\$ 15,031,236	3.8%
Online Course Fee	8,913,834	2.2%
Infrast./Tech./Transp. Fee	2,767,643	0.7%
Course/Program/Misc. Fees	16,962,262	4.3%
Auxiliary		
Housing	15,701,783	3.9%
Parking	1,652,636	0.4%
Private Gifts, Grants, & Contracts	18,966,166	4.8%
Federal/State Grants & Contracts		
Federal	60,491,784	15.2%
State	5,247,050	1.3%
Sales and Services	64,307,762	16.1%
Other	14,816,601	3.7%
Restricted Use Total	\$ 224,858,757	56.5%
Total	\$ 398,212,194	100.0%

TUITION REVENUE SCENARIOS

FY '21 Estimated Credit Hour Impact by Student Type

	Fall/Spring Actual	Best Case	Most Likely	Worst Case	
Undergraduate ¹	-0.3%	-0.8%	-2.6%	-7.5%	
Resident	-1.5%	-0.6%	-1.5%	-6.0%	Metro students may choose to stay closer to home, but family finances strained
Domestic Non-Resident	12.4%	4.0%	0.0%	-2.0%	I-35 students likely to stay closer to home
International	-6.7%	-12.0%	-20.0%	-35.0%	If embassies remain closed till June, worst case is likely
Graduate ¹	1.0%	-1.6%	-3.7%	-9.5%	
Resident	-1.6%	0.5%	0.0%	-4.0%	Improved in spring session
Domestic Non-Resident	10.2%	3.0%	0.0%	-2.0%	I-35 students likely to stay closer to home
International	5.2%	-14.0%	-22.0%	-38.0%	If embassies remain closed till June, worst case is likely
Teacher Apprentice (TAP)	35.5%	12.4%	-7.1%	-49.5%	
Total Credit Hour Change	1.2%	-0.3%	-2.9%	-9.6%	
Tuition Revenue Shortfall ²		-\$4.4M	-\$6.8M	-\$12.3M	

- *Estimating Team*
 - *Bobby Gandu*
 - *Carolyn Shaw*
 - *David Wright*
 - *Vince Altum*
 - *Aaron Coffey*
 - *Ashlie Jack*
 - *Gina Crabtree*
 - *Robyn Bongartz*
 - *Lois Tatro*
 - *David Miller*

¹ Excludes TAP, Badges, Sr.'s Receiving Audit, Concurrent Enrollment, Market Based Tuition. ² From 2020 Adopted Budget.

OPERATING BUDGET CONSIDERATIONS

FY '21 Budget Scenarios					
	Impact		Key Budget Considerations to Cover Revenue Shortfall		
	Credit Hour	Tuition Revenue ¹	Specific GU/RU Reallocations & Cash Sweeps (mostly one-time)	Tuition Rate	Across-The-Board Budget Reduction/Reallocations
Best Case	-0.3%	-\$4.4M	\$2,375,026	2.5%	0.0%
Most Likely	-2.9%	-\$6.8M	\$3,049,268	2.5%	1.5%
Worst Case	-9.6%	-\$12.3M	\$3,049,268	2.5%	5.7%

¹ From 2020 Adopted Budget.

FY 2021 General Use (GU) Operating Budget Planning

Scenario - Most Likely Credit Hour Production (WORKING DRAFT)

		FY 2021	Notes
New Budgetary Revenue			
State General Fund			
1	State General Fund Fringe Benefit Increase - Gov.'s Budget	\$ 234,996	Gov.'s Budget Office initial SGF allocation - offset to health insurance benefit rate increases.
2	State General Fund KBOR Request - Gov.'s Recommendation	1,357,014	Governor recommends \$11,893,156 in new funding to the state universities (of \$50M request). If block grant model remains in place, WSU's share at 11.4% of the total is approx. \$1,357,014. April 20, new Census Revenue Estimate decreased by \$1.272B for FY '20 and '21 (\$826.9M in FY '20 and \$445.0M in FY '21).
3	State General Fund KBOR Request - Legislature	1,141,004	\$1.1M to \$1.4M (Senate \$12.3M, House \$10.0M) if block grant model remains in place. Pending omnibus.
Tuition			
4	Tuition Change from FY '20 Adopted, Incorporating Estimated Changes in Student Mix W/ No Rate Increase	(6,815,074)	Based on most likely scenario from the Tuition Revenue Estimating Team. Original estimate, pre-pandemic, was a shortfall of \$3,164,050.
5	Tuition Rate Increase - 2.5%	2,022,500	Each 1% increase is equal to approx. \$809K.
6	Summer Tuition Incentive Expansion and GU Re-Alignment (see item #12 for offsetting expense)	100,000	Incentive to grow summer credit hours and re-align summer teaching expenses to the GU side of the budget ledger.
Federal Stimulus			
7	Phase III Stimulus, CARES Act	????	Coronavirus Aid, Relief, and Economic Security (CARES) Act, \$14.25 billion to Higher Ed. Waiting official guidelines from Dept. of Ed. (\$4,393,233).
8	Total New Revenue	(\$1,959,560)	
New Budgetary Expenditures			
General Operating			
9	Mandatory New Expenditures		
10	Health Benefit Increases	\$ 487,865	Employer rates increasing 4.46%. Estimated GU budget in FY '21 of \$11.4M.
11	Promotions in Academic Rank & Tenure	279,410	Salary cost in FY '21 of \$236,500, plus benefits. \$307,558 in FY '20
12	Summer Tuition Incentive Expansion and GU Re-Alignment	595,486	Increase to summer GU instructional costs. Eliminates RU funding for summer instructional costs.
13	Employee and Employee Dependent Scholarships	120,000	\$136K added in FY '20, bringing bring total budget to \$811K.
14	President's Negotiated Compensation	118,144	Salary \$100K, plus benefits
15	Dean, Interim Executive Director for Innovation & New Ventures Stipend	40,000	Stipend is \$32,000 + benefits for new assignments
16	EAB Enrollment Services - Multiyear Contract	73,000	\$68K increase in FY '19, \$153K increase in FY '20, \$73K in FY '21, \$75K in FY '22, \$75K in FY '23
17	Honors College Debt	50,000	\$500K, five year loan, \$100k due beginning 06/30/2020. \$50 Semester Fee increase through Honors to generate \$60K implemented in FY '20, will keep \$10k for programming. University will match \$50k a year.
18	SEM Plan - Scholarship Funding	1,000,000	Final year of original plan implemented in FY '17. FY '20 GU Scholarship budget of \$6,489,423, which includes \$539,423 in Athletic Scholarships. To FY '20, \$3.35M has been added over the past four years. (Original GU budget in FY '16 of \$2.6M).
19	International Agency Fees	50,000	Reduced in FY ' 20 by \$50K, bringing budget to \$150K. This will restore budget to \$200K. Expended \$390K in FY '17.

FY 2021 General Use (GU) Operating Budget Planning

Scenario - Most Likely Credit Hour Production (WORKING DRAFT)

		FY 2021	Notes
20	Budgetary Reallocations (Savings)		
21	Center for Entrepreneurship - Centers Reduction	(54,670)	Final year. Permanent funding solution.
22	CEDBR - Centers Reduction	(45,501)	Final year. Permanent funding solution.
23	Combatting Human Trafficking - Centers Reduction	(17,213)	Final year. Permanent funding solution.
24	Community Engage Inst. - Centers Reduction	(65,951)	Final year. Permanent funding solution.
25	Public Policy & Management Center (PPMC)	(21,269)	Final year. Permanent funding solution.
26	NIAR - Centers Reduction	(286,132)	Final year. Permanent funding solution.
27	FY '20 Travel Related GU & RU Sweeps	(431,615)	GU \$215,524 and RU \$216,090, use to offset utility costs. <u>One-time</u> funding solution, reduces need for across-the-board reductions.
28	FY '20 Other GU Sweeps	(734,800)	Budgetary changes in FY '20 creates saved cash to then budget in FY '21. <u>One-time</u> funding solution, reduces size of across-the-board reductions.
29	FY '20 RU Cash Sweeps	(942,117)	Use to offset utility costs. <u>One-time</u> funding solution, reduces size of across-the-board reductions.
30	FY '21 GU Shuttle Bus	(450,000)	Eliminate GU Shuttle Bus budget of \$450,000 and use RU funding in FY '21 only. <u>One-time</u> funding solution, reduces size of across-the-board reductions.
31	1.5% Across-the-Board Reduction	(1,947,149)	Permanent reductions. See slide #6 for break-down by division
32	Subtotal - Net New Expenditures	\$ (2,182,512)	
33	Variance to Achieve Balanced Budget	\$222,952	
34	Other Operating Needs		
35	Sustainability Officer	150,000	
36	Faculty and Staff Market & Compression	1,500,000	\$384K GU in FY '20.
37	Faculty and Staff Compensation Increase - Tuition Only	1,007,712	Each 1% increase equals \$976K for all GU, for filled positions only. Total GU of \$2.4M, with \$1.4M SGF and \$1.0M Tuition. Delayed till Omnibus.
38	PhD Graduate Research Stipends	150,000	
39	ROTC Admin. Asst.	46,052	Funded with RU from AA in FY '20. Pos. #993028
40	HR: Market Surveys, Market Pricing Tool, I-9	55,720	Organizational strategic initiatives originally funded using RU funds need to be moved to GU for the on-going maintenance and budget expense.
41	HR: Talent Management Software Solution	825,000	Request outlines a 1 to 3 year implementation period, with costs ranging from a high of \$825,000 to a low of \$460,000. One-time costs range from high of \$250,000 to low of \$100,000.
42	HR: Reward and Recognition Cloud-Based Software	85,000	Request outlines costs ranging from a high of \$85K to a low of \$55K. One-time costs range between \$20K to \$30K.
43	HR: Leave Management Software	70,000	Request outlines costs ranging from a high of \$70K to a low of \$46K. One-time costs range between \$22K to \$30K.
44	University Libraries: Collection Enhancements for New Academic Programs: Knovel & JoVE	40,600	Resources to support new academic programs and initiatives, primarily in science and technology areas. Funding for enhancements to a popular database of engineering eBooks and a video journal of experiments in biomedical science and engineering.

FY 2021 General Use (GU) Operating Budget Planning

Scenario - Most Likely Credit Hour Production (WORKING DRAFT)

		FY 2021	Notes
45	University Libraries: Academic Forum @ Ablah Library	90,000	Develop space on the main floor of Ablah Library currently occupied by government documents collection to support engagement and instruction through the development of a large, multi-purpose academic forum space.
46	University Libraries: Digital Humanities Lab & Ablah Library	60,000	Develop space on the main floor of Ablah Library adjacent to C-Space to support emerging digitally enhanced scholarship and applied learning in the areas of humanities and social sciences.
47	University Libraries: Library E-Textbook Pilot Project	24,000	Funding would allow for purchase of Ebsco's <i>Faculty Select</i> , which allows faculty to search for quality open access textbooks. The second part of the funding request is the establishment of a fund to support the e-textbook purchase requested by faculty through <i>Faculty Select</i> .
48	Barton School: Assistant/Associate Professor in Business Analytics	166,250	Faculty for a new Master of Science in Business Analytics degree program to help grow enrollment and meet the needs expressed by local industry.
49	Barton School: Assistant/Associate Professor in Supply Chain Management	166,250	Faculty for Master of Management Science and Supply Chain Management which started in 2018. Position was included in original proposal but never funded and is important to its continued viability.
50	PPMC: Future of Shocker Neighborhood: Project Wichita Anchor Institution	126,900	Develop a replicable anchor institution model that streamlines and leverages access to resources and community partnerships to innovatively address critical community issues. The PPMC will facilitate and coordinate the collective impact model with the YMCA, USD259 and community partners to increase high school graduation rates in the Shocker Neighborhood area.
51	PPMC: GU Funding for the Public Policy & Management Center	40,000	WSU's PPMC has been phased out of General Use funds but has continued supporting university efforts. This funding request would allow PPMC to continue supporting those efforts.
52	Fine Arts/Digital Arts: New Non-Tenure Track Faculty in Filmmaking	68,750	Faculty for Bachelor of Applied Arts in Media Arts degree program with expertise in filmmaking. The filmmaking concentration has the single largest student headcount. This position would also serve as the program coordinator.
53	Fine Arts/Digital Arts: Lighting System Upgrades & Stage Lighting for Wilner & Miller	108,800	Replace the dimming rack processors in Wilner. Purchase LED stage wash lights for Wilner and Miller Concert Hall. Purchase LED stage cyclorama lighting for Wilner and Miller Concert Hall. Current lighting systems are decades old and difficult to order lamps and maintain.
54	OneStop: Hire One Additional FTE First-Year Advisor	42,500	Increases in number of first-year students to WSU, as well as continued approach of advising best practices including employing a developmental advising model have impacted the workload for first-year advisors. Because of this, staff are working extended hours, resulting in maxed out compensatory time, heightened stress and decreased job satisfaction.
55	Police Department: Purchase Three New Police Vehicles	169,482	Emergency response vehicles are reaching the end of their service life. Currently no plan exists for a phased replacement of the fleet. The proposed plan is to phase the replacement over a five year plan by replacing three vehicles per year.

FY 2021 General Use (GU) Operating Budget Planning

Scenario - Most Likely Credit Hour Production (WORKING DRAFT)

		FY 2021	Notes
56	Counseling & Prevention: Mental Health Providers & Prevention Marketing & Outreach Coordinator	190,000	CAPS is requesting funding to add three mental health providers to meet the increasing demand for mental health services on campus. The Prevention and Marketing Coordinator would manage the prevention efforts regarding mental wellness promotion, suicide prevention, sexual violence prevention, and substance abuse prevention.
57	Diversity & Inclusion: Program Coordinator	47,504	Position would develop and coordinate programs in accordance with specifications and funding limitations. The Program Coordinator would also evaluate the program effectiveness to develop improved methods, devise evaluation methodologies and implement appropriate recommendations based on the results of each program.
58	ITS: New Budgeting for KanREN Grant from UAMS	300,000	Budget will need to be replaced if WSU does not receive grant funds that were brought in by the University of Arkansas Medical Science. This funding was used for both the new CISO position along with the increase to ITS budget for the Gartner annual renewal.
59	ITS: Tertiary Disaster Recovery Site	225,000	Located @ KU campus
60	ITS: Refresh Training Lab Hardware	22,443	Refresh of computer equipment in Jabara Hall room 119 and 204 training labs. Computers are more than 5 years old and monitors more than 10 years old.
61	ITS: Existing Inflationary Contract Increases	240,061	Cover inflationary increases in existing contracts.
62	Admissions CRM: Central Support	27,000	\$100,000 from central shrinkage to initiate project for FY '20. AA is requesting, beginning in FY '21, \$27,000 to offset the ongoing \$100K annual contractual cost. Most of the ongoing cost is offset by the costs for the existing CRM's (such as Recruit by Ellucian that is funded by ITS).
63	E-Portfolio Learning Platform Software (PebblePad- including Pebble+ and Atlas)	22,220	Honors College
64	Subtotal - Reallocations	\$ 6,067,244	
65	<i>variance to achieve balanced budget</i>	<i>(\$5,844,292)</i>	

OPERATING BUDGET REDUCTIONS

FY '21 GU Operating Budget Proposed Reductions by Division 1.5% Reduction*	
	Reduction
Office of the President	\$63,746
Academic Affairs	1,411,912
Administration & Finance	352,006
Research & Tech. Transfer	23,991
Student Affairs	47,193
Strategic Communications	27,203
General Counsel's Office	9,041
Diversity & Community Engagement	12,057
Total	\$1,947,149

Overall size of the permanent GU reduction is mitigated by the GU and RU reallocations and cash sweeps (mostly one-time) totaling \$3,049,268

* Excludes some fixed costs, such as utilities, leases, and scholarships. Not adjusted for benefits.