

MINUTES
OF THE BOARD OF REGENTS
WESTERN KENTUCKY UNIVERSITY

June 24, 2011

- **CALL TO ORDER**

Required statutory notice having been given, the special budget approval meeting of the Board of Regents of Western Kentucky University was held in the *Cornelius A. Martin Regents Room* of the Mass Media and Technology Hall on the Western Kentucky University campus. The meeting was called to order by Chair Jim Meyer at approximately 10:00 a.m., (CDT).

- **INVOCATION**

The invocation was provided by Ms. Deborah T. Wilkins, Chief of Staff / General Counsel.

- **OATH OF OFFICE**

The Constitutional Oath of Office was administered by Chair Jim Meyer to Mr. Billy Stephens, Student Regent. President Gary A. Ransdell presented Mr. Stephens with the official Regent's pin which was designed specifically for members of the Board.

- **ROLL CALL**

The following Regents were present:

Mr. Jim Meyer, Chair
Ms. Yvette Haskins, Vice Chair
Mr. J. David Porter, Secretary
Dr. Melissa Dennison
Mr. Freddie Higdon

Mr. Jim Johnson
Mr. James Kennedy, Staff Regent
Dr. Patricia Minter, Faculty Regent
Mr. Billy Stephens, Student Regent
Mr. Rob Wilkey

Regents not in attendance:

Mr. Larry Zielke

Others in attendance included the following WKU Administrative Council members:

Dr. Gary A. Ransdell, President
Mr. Howard Bailey, Vice President for Student Affairs
Dr. Gordon C. Baylis, Vice President for Research and
President of WKU Research Foundation
Mr. Ross Bjork, Director of Athletics
Ms. Kathryn R. Costello, Vice President for Development & Alumni Relations and
President of WKU Foundation
Ms. Ann Mead, Vice President for Finance and Administration
Dr. Richard Miller, Associate Vice President for Academic Affairs and
Chief Diversity Officer
Mr. John Osborne, Vice President for Campus Services and Facilities
Dr. Robert Owen, Vice President for Information Technology
Ms. Robbin Taylor, Vice President for Public Affairs
Ms. Deborah Wilkins, Chief of Staff / General Counsel

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

- **APPROVAL OF MINUTES**

A draft of the April 29, 2011 meeting minutes was distributed for review and will be presented for adoption at the July 29, 2011 meeting.

- **ANNOUNCEMENTS**

President Gary A. Ransdell congratulated Mr. Rob Wilkey for his recent completion of the MBA Program through WKU, and his election to the Board of Directors of the National Tobacco Merchants Association.

Chair Jim Meyer extended a special thanks to Mr. Larry Zielke for representing the Board of Regents at the evening Commencement Ceremony in May and conferring degrees.

1. FINANCE AND BUDGET COMMITTEE – ACTION ITEM

(Mr. J. David Porter, Chair)

REQUEST:

Approve the 2011-12 Budget including the Tuition and Mandatory Student Fees Schedule.

FACTS:

The *WKU 2011-12 Budget* is WKU's financial plan for the fiscal year beginning July 1, 2011 and ending June 30, 2012, and it includes the Operating Budget and Capital Budget. The budget document includes the following components:

- Executive Summary;
- Glossary of Terms and Abbreviations;
- Narratives by area including summaries of Strategic Plan priorities;
- Revenue Summary;
- Expenditure Summary by Organizational Area (Unrestricted, Auxiliary Enterprises and Restricted) and Program Classification Structure (PCS);
- Expenditure Detail by unit (not included in the Summary Budget); and
- Capital Budget.

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

The Capital Budget provides a listing of major capital and lease/purchase projects, funding sources, and the current status of these projects. It is noted that the General Assembly authorizes a maximum funding for each project for a biennium. However, depending on funding available, some projects may be completed at less than the authorized amount. Projects that are authorized but are not likely to be started in FY 2012 are separately identified.

The 2011-12 Operating Budget and the dollar and percent increases, in comparison to the 2010-11 budget, are as follows:

| | 2011-12 Budget | Dollar Increase | Pct Increase |
|------------------------------------|-----------------------|------------------------|---------------------|
| Total Budget | \$385,047,000 | \$3,324,000 | 0.9% |
| Total E&G | 359,993,000 | 1,308,000 | 0.4% |
| Unrestricted E&G | 288,092,000 | 17,193,900 | 6.3% |
| Restricted E&G | 71,901,000 | (15,885,900) | (18.1%) |
| Total Auxiliary Enterprises | 25,054,000 | 2,016,000 | 8.8% |

Total Budgeted Revenue by Source

| | <u>Amount</u> | <u>Pct of Budget</u> |
|--------------------------|----------------------|----------------------|
| Tuition and Fees | \$164,794,000 | 42.8% |
| State Appropriations | | |
| Operating | 74,719,700 | 19.4 |
| Kentucky Academy for M&S | 2,657,600 | .7 |
| Restricted Funds | | |
| Grants and Contracts | 21,870,000 | 5.7 |
| Student Financial Aid | 50,031,000 | 13.0 |
| Self-generated Funds | | |
| (including nonrecurring) | 45,920,700 | 11.9 |
| Auxiliary Enterprises | 25,054,000 | 6.5 |
| TOTAL | \$385,047,000 | 100.0% |

State Appropriations and tuition and fees account for almost 63 percent of the total budget and 84 percent of the unrestricted E&G budget. Thus, decisions regarding these two revenue streams significantly impact any operating budget of this university.

At its April 28, 2011 meeting, the Council on Postsecondary Education (CPE) approved 5 percent as the maximum resident undergraduate tuition and fees rate increase for 2011-12 at comprehensive universities. There is a general sentiment that, during this period of sustained economic stringency, increases in resident undergraduate tuition and mandatory fees should be moderate and below

historical rates of increase to ensure affordability, despite recent reductions in state General Fund support for postsecondary education.

The CPE also approved a Special Use Fees Exception Policy to help fund facilities that support student activities and services, such as student unions, fitness centers and recreation complexes. A special use fee approved by a governing board and by the CPE is exempt from the tuition rate increase cap. The Policy requires that the fee must be requested and endorsed by students. Fee information must be widely distributed, broadly discussed and voted on while school is in session. WKU received approval for a \$70 per semester increase in the Student Centers Fee for the Downing University Center Renovation Project. The fee will stay in place until the bonds are retired, and the fee will not be subject to an annual increase.

The CPE approves all tuition and fees rates with its focus on setting maximum parameters for resident undergraduates. Each institution has more flexibility in determining all nonresident rates and graduate rates. Resident graduate tuition and fees are being increased consistent with the undergraduate rate increase; however, the decision has been made to change to a per credit hour assessment which is common in Kentucky and across the nation.

Based on Board of Regents' policy, the mandatory student fees are being increased based on the Higher Education Price Index (HEPI) which was 0.9 percent for 2010.

The Tuition and Mandatory Student Fees Schedule is found on page 13 of the Executive Summary. The Operating Budget includes projected revenue based on the 2011-12 tuition and fees rates and actual enrollment from fall 2010. The budget includes tuition and fees totaling \$164.8 million, an increase of \$9.1 million or 5.9 percent. It is noted that the fee increase to support the Downing University Center Renovation Project is recognized as revenue of Auxiliary Enterprises and not the E&G budget.

The budgeted state appropriation reflects the actions taken by the most recent Kentucky General Assembly. State appropriation will account for 20.1 percent of total budget and 26.9 percent of the unrestricted E&G budget of WKU. The budget includes state appropriations totaling \$77.4 million based on the following adjustments:

| | |
|---|--------------|
| FY 2011 State Appropriation | \$74,297,800 |
| Add: Federal SFSF | 4,410,900 |
| FY 2011 Total | \$78,708,700 |
| Increase in State Appropriation | 3,629,300 |
| Reduction in Debt Service, Existing Bonds | (549,800) |
| Reduction in Federal SFSF | (4,410,900) |
| FY 2012 State Appropriation | \$77,377,300 |
| Percent Change in Operating Funds | (1.0%) |

The 2011-12 Operating Budget includes an increase of \$719,300 resulting from projected growth in sales and services and other revenue sources. Changes in self-generated revenue of departments across campus are allocated back to the departments associated with the respective programs and activities. A majority of these programs are called "Revenue Dependent" which identifies them as programs responsible for funding all of their direct programmatic needs. Revenue Dependent programs' budgets are listed separately in the Expenditure Summary as the last listing within the Educational and General Budgeted Expenditures, Unrestricted Funds by Organizational Area.

Restricted Funds from grants and contracts and federal and state student financial assistance programs comprise 18.7 percent of the total budget. Grants and contracts revenue is projected to decline by \$4,803,000 or 18.0 percent across all sources (i.e., federal, state, local and private) primarily due to the loss of federal earmarks and private contracts. Budgeted student financial assistance is projected to decline by \$6,672,000 or 11.8 percent.

The Auxiliary Enterprises revenue estimates are being increased by a total of \$2,016,000 above the approved FY 2011 budget. The increase is accounted for primarily by the approval of the increase in the Centers Fee to partially fund the Downing University Center Renovation Project.

Expenditure Highlights
Recurring Reduction Implementation

With the final enacted biennial budget coming in late May 2010, the 2010-11 Operating Budget included the final state appropriations allotment on the revenue side; however, there was not sufficient time to make thoughtful, programmatic expenditure reduction decisions. The FY 2011 budget included an expenditure budget balancing reduction entry of \$1,123,100 and \$407,000 of nonrecurring funds necessary to have a balanced 2010-11 budget. The enacted budget included an additional state funding reduction of \$781,600 for FY 2012. Decisions have been made by Administrative Council on how to reduce the budget consistent with the approved state appropriations and are reflected in this budget. The nonrecurring reductions were presented to and approved by the Board of Regents. The recurring reductions by division are summarized starting on page 7 of the Executive Summary.

Expenditure Summary

The FY 2012 budgeted expenditures, by major classification of expenditure, are summarized as follows:

Total Budgeted Expenditures (In Millions)

| <u>Major Classification</u> | <u>Unrestricted</u> | <u>Restricted</u> | <u>Auxiliary</u> | <u>Total</u> |
|-----------------------------|---------------------|-------------------|------------------|--------------|
| Personnel | \$165.9 | \$0.1 | \$8.3 | \$174.3 |
| Operating Expenses | 69.1 | 21.5 | 10.7 | 101.3 |

| | | | | |
|----------------|---------|--------|--------|---------|
| Utilities | 8.4 | 0 | 2.8 | 11.2 |
| Capital Outlay | 4.8 | 0 | 0.5 | 5.3 |
| Student Aid | 26.7 | 50.3 | 0 | 77.0 |
| Debt Service | 13.2 | 0 | 2.7 | 15.9 |
| Total | \$288.1 | \$71.9 | \$25.0 | \$385.0 |

2011-12 Fixed Costs and Commitments

Fixed cost projections were calculated as part of the 2010-12 Biennial Budget request process. Throughout legislative sessions, these projections have been revised to support the need for continuing state funding and the need for a modest tuition rate increase. The most significant funding concerns remain how the Commonwealth of Kentucky will address the unfunded liability in the State employee retirement systems and the lack of state funding for maintenance and operations for new academic facilities coming on line. Additional funding is needed to keep faculty and staff compensation competitive locally and nationally. The FY 2012 budget includes funds for a one percent salary increase (budgeted, filled, full-time positions only) with a floor of \$500 and a ceiling of \$1,000.

The following unavoidable cost and commitment allocations are included in the 2011-12 Operating Budget:

2011-12 UNAVOIDABLE COST AND COMMITMENT ALLOCATIONS

Estimated Fixed Cost Increases

| | |
|--|------------------|
| | \$ |
| Library Books and Subscriptions Inflationary Adjustment | 128,000 |
| Contractual Obligations | 202,000 |
| Faculty Promotions | 251,000 |
| Retirement Systems Rate Increases | 562,000 |
| Life Insurance (increase benefit from \$15,000 to \$30,000) | 45,000 |
| Faculty & Staff Health Insurance (fully fund FY 2011 increase) | 641,000 |
| Maintenance and Operations /Utilities Costs | 1,242,000 |
| Scholarships/Financial Aid | |
| Scholarships, Institutional and Departmental | 622,000 |
| State Mandated Tuition Waivers | 246,000 |
| Faculty Staff Tuition Benefit | 373,000 |
| Athletic Scholarships | 339,000 |
| Institutional Fellowships & Reciprocity | 375,000 |
| Subtotal | 5,026,000 |

Other Commitments

| | |
|---|-----------|
| Graduate Assistantships Tuition Rate Increase Offset | 31,000 |
| Salary Adjustments (including benefits) | 1,250,000 |
| Restricted Tuition Programs (Technology, Health Svcs, SGA/Programming) | 17,000 |

| | |
|---|--------------------|
| Parking & Transportation Revenue Allocated to P&T (Year 10 of 10) | 58,000 |
| Honors College Staffing Plan | 149,000 |
| Fellowship Support | 45,000 |
| DELO Distribution (Online, Contracts, Dual Credit & Independent Learning) | 550,000 |
| DELO Distribution (Part-Time Salaries Permanent Budget) | 1,358,000 |
| Summer School | 391,000 |
| Subtotal | 3,849,000 |
| TOTAL | 8,875,000 |
| PROJECTED REVENUE INCREASE | |
| Fall/Spring Tuition | 6,585,000 |
| Summer Tuition | 382,000 |
| DELO | 550,000 |
| DELO Permanent Distribution to Colleges | 1,358,000 |
| TOTAL | \$8,875,000 |

Restricted Funds

Reductions in the College Access Program, federal changes in the Pell Grant program, and the elimination of the National Science and Math Access to Retain Talent and the Federal Academic Competiveness Grant programs account for the largest budget reductions in restricted funds.

The loss of restricted funds reflects the Commonwealth of Kentucky's inability to fully fund the College Access Program (CAP) which helps Kentucky's financially needy undergraduate students attend eligible public and private colleges and universities, proprietary schools, and technical colleges. CAP Grants may be awarded to Kentucky residents enrolled for at least six semester hours (half time) in academic programs that take at least two years to complete. The maximum award for the 2011-2012 academic year is \$1,900 (\$950 each semester). Eligible part-time college students will receive an amount calculated on \$79 per credit hour. The loss of funds is projected to impact 650 WKU students.

The U.S. Department of Education's Federal Student Aid Office (FSA) issued a letter to college financial aid administrators noting the changes to the Pell Grant program following the completion of FY 2011 spending. While the legislation made no changes to the maximum Pell Grant award of \$5,550, it repealed, effective for the 2011-12 academic year, a 2008 provision authorizing eligible students to receive a second Pell Grant. FY 2011 was the first year WKU was able to allocate year round Pell Grant awards which were very popular with over 700 students. WKU currently awards Pell Grants to approximately 8,400 recipients or about 41 percent of our total headcount enrollment.

National Science and Math Access to Retain Talent scholarship program, also known as the National Smart Grant, will be eliminated next academic year. WKU has been awarding approximately \$720,000 a year to 260 students. This grant has been available during the third and fourth years of undergraduate study (or fifth year of a five-year program) to at least half-time students who are eligible

for the Federal Pell Grant and who are majoring in physical, life, or computer sciences; mathematics, technology, engineering or a critical foreign language; or non-major single liberal arts programs.

The Federal Academic Competiveness Grant program is being eliminated effective with academic year 2011-2012. This program also is targeted to talented Pell-eligible students. WKU awarded approximately \$940,000 to 1,260 students in 2010-11.

The Commonwealth of Kentucky's Teacher Scholarship Program is being phased out and no new recipients are being allowed; however, WKU may receive a second year federal allocation of \$75,000 for the TEACH Grant support.

Capital Budget Summary

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

The 2010-12 Biennial Budget does not include any state-funded projects for postsecondary education.

Most of the capital projects reflect legislative authorization; projects started at an amount less than the authorized amount are displayed at the intended scope. Projects authorized but not funded or scheduled for FY 2012 are identified separately.

The Capital Budget totals \$74,573,700 from all sources of funds.

RECOMMENDATION:

President Gary A. Ransdell recommends that the Board of Regents approve the 2011-12 Budget including the Tuition and Mandatory Student Fees Schedule.

DISCUSSION:

President Gary A. Ransdell: "I want to commend Ann Mead and Kim Read, and their staff, for a fabulous job with preparing a difficult budget. You all know, this is difficult times and it takes a lot of work to pull together a complex budget, such as this."

Chair Jim Meyer: "When time are the toughest is when people arise to the occasion."

Mr. Billy Stephens: "From a student standpoint, it is tough for me to agree with the increase of student tuition. We are a publicly funded university and I think it is unreasonable that the students have to fill the gap every year due to lack of public funding."

Ms. Yevette Haskins: “Students should be proud that they are getting something for this in the long run. It’s hard to swallow now, but there is a lot to gain.”

Mr. Jim Meyer: “If you look at sister universities, MTSU for example, tuition went up 9.9 percent. UT went up approximately 12 percent. I only say this because I commend our folks for where we are. I do agree with Billy from the student prospective, but let’s not lose sight of where we are.”

Mr. Jim Johnson: “We should commend our faculty and staff for rising above in difficult economic times. I know we want to keep tuition as low as we can, but we also don’t want to sacrifice the quality of education we provide by cutting costs.”

Dr. Melissa Dennison: “On page 13, what is Incentive Tuition?”

Ms. Ann Mead: “It is an incentive we offer students from selected counties in our bordering states, i.e. Tennessee. They pay a little above (about 25 percent) the resident rate.”

Dr. Melissa Dennison: “I was amazed that 41 percent of our students receive Pell Grants –that is a large number. Just another observation, I’m sure that the DNP program will be an expensive program to fund.”

President Gary A. Ransdell: “We believe we have a strong and adequate financial model in place for the DNP program, as well as the emerging DPT program.”

Mr. Rob Wilkey: “I do understand our Student Regents’ concerns. Being a former student and a parent of a current student, I understand the frustrations that students have, and parents of students have, regarding rising tuition. As someone who held a previous role in the Legislature, I can remember being there in the late 1990’s when we voted for tax cuts. If I had it to do over, I would never have done that because once you cut a tax, you can never put it back on again. I think our University has done an outstanding job managing the budget in these tough economic times. Hopefully, when the economy turns around, our current Legislators will see that they must change the future investments into education.”

Chair Jim Meyer: “Education should be the biggest, most important industry in our state today.”

President Gary A. Ransdell: “The good news is that we are growing.”

Dr. Patricia Minter: “So well said, and I could not agree more. Going forward, I’m asking that we take the next year and try to figure out what the calculus is here. What are other states doing? I don’t know where the give is and I think we need to do some economic modeling with CPE to figure out where our give points are.”

Mr. David Porter: "An observation that gives me a lot of hope about our financial situation is that several new programs have been adopted. These new programs are in areas where employees are needed to fill these jobs."

MOTION/APPROVAL:

Motion to approve the 2011-12 Budget including the Tuition and Mandatory Student Fees Schedule was made by Mr. Freddie Higdon, seconded by Mr. James Kennedy, and carried with the majority of votes. Mr. Billy Stephens voted nay.

2. NOMINATING COMMITTEE - ACTION ITEM (Mr. Jim Meyer, Chair)

REQUEST:

Election of the 2011-12 Board Officers, and appointment of Treasurer.

FACTS:

The following Regents served on the Nominating Committee for the 2011-12 Board Slate of Officers recommendation:

Mr. Jim Meyer - Chair
Ms. Yvette Haskins
Mr. Larry Zielke

RECOMMENDATION:

The Nominating Committee and President Gary A. Ransdell recommend the following Slate of Officers for 2011-12:

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

MOTION:

Motion to approve the 2011-12 Board Slate of Officers was made by Mr. Jim Johnson, seconded by Dr. Patricia Minter, and carried unanimously.

DISCUSSION:

Mr. Jim Meyer stated, "It has been a pleasure serving as Chair of this Board during the past year. I am very proud of this University and enjoy working closely with each and every one of you. I know that Freddie will do a great job, and I look forward to continue serving on the Board for the duration of my term."

3. OTHER BUSINESS (Mr. Jim Meyer, Chair)

2011 calendar dates:


- Retreat – **July 28 at 10:00 am (Topper Club, Houchens Industries–L.T. Smith Stadium)**
- Third Quarterly Meeting – **July 29 at 8:00 am (Regents Room, MMTH)**
- CPE Trusteeship Conference – **September 22-23 (Marriott Griffin Gate Resort – Lexington)**
- Committee Meetings – **September 30**
- Fourth Quarterly Meeting – **October 21**
- Homecoming – **October 22**
- Graduate Commencement – **December 16**
- Undergraduate Commencement – **December 17**

4. ADJOURNMENT


With no further business, motion to adjourn was made by Ms. Yvette Haskins, seconded by Mr. Jim Johnson, and carried unanimously. Meeting adjourned at approximately 11:10 a.m., (CDT).

CERTIFICATION OF SECRETARY

I hereby certify that the minutes herein above set forth an accurate record of votes and actions taken by the Board of Regents of Western Kentucky University in the Special Budget Approval meeting held June 24, 2011 in the Cornelius A. Martin Regents Room in the Mass Media and Technology Hall on the Western campus, and further certify that the meeting was held in compliance with KRS 61.810, 61.815, 61.820, and 61.825 (enacted as Sections 2, 3, 4 and 5 of House Bill 100, 1974 Regular Session, General Assembly).



Mr. Frederick A. Higdon, Chair
WKU Board of Regents
Approved on 10/21/11



Dr. Melissa B. Dennison, Secretary
WKU Board of Regents
Approved on 10/21/11