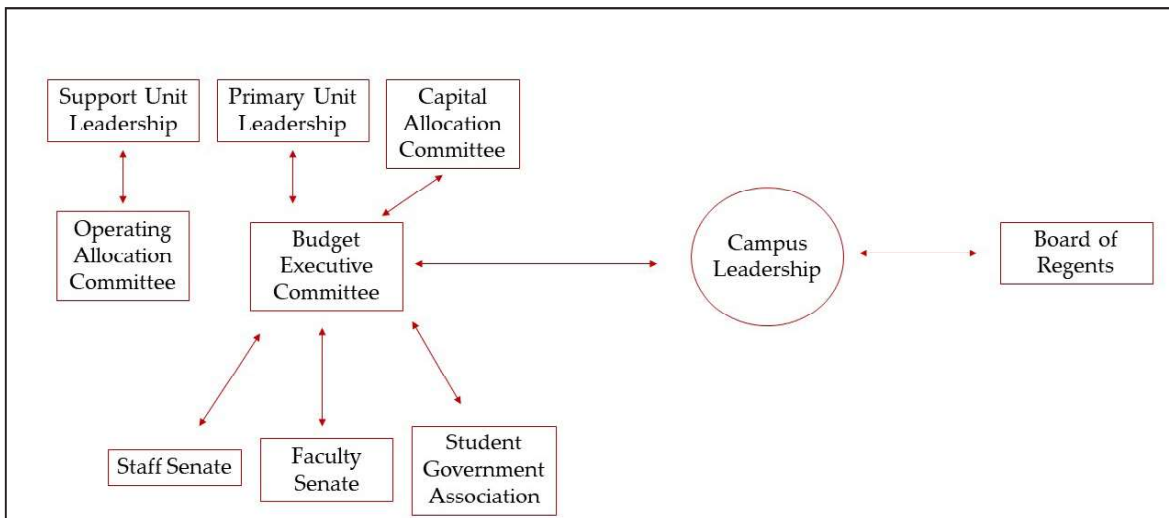


Resource, Allocation, Management & Planning (RAMP)

The 2020-21 fiscal year marks WKU’s transition to the Resource Allocation Management & Planning budget model. Rather than a historical, incremental budgeting approach, WKU has moved to an all funds approach that will see revenues allocated to Primary Units (i.e. Gordon Ford College of Business, Potter College of Arts & Letters, etc.), while central support unit costs (such as facilities operations, information technology, central administration, etc.) will be allocated on established metrics. This process will create a more transparent and collaborative environment for budget development, with year long discussions between Primary Units, Central Support Units, the Budget Governance groups, and campus leadership.



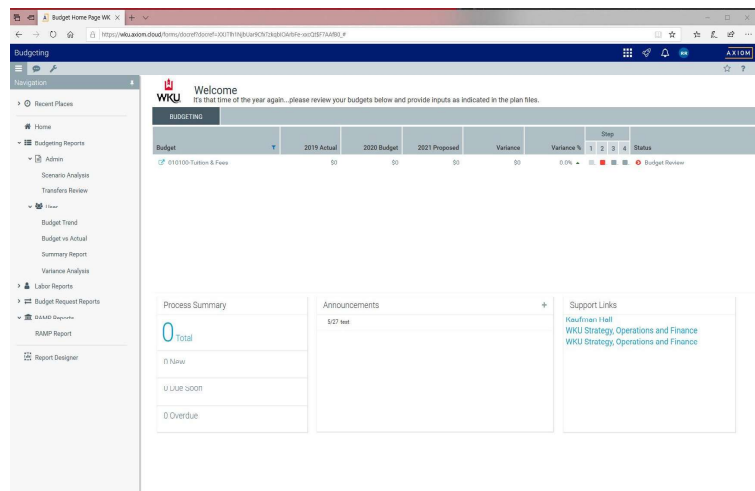
A new budget management tool, *Axiom*, was implemented to assist campus leadership and budget managers with this transition. The launch of this software will begin on July 1, 2020 including modules for budget management, tuition planning, and allocation management. Additional modules for labor planning and long range forecasting will be added throughout the fiscal year. While changes to the University’s official records system, *Banner*, will continue throughout FY21 to complete the transition to RAMP, Deans, Vice Presidents, campus leadership, and budget managers will utilize *Axiom* to manage budgets on a day-to-day basis. The budget governance committees, (the Operating Allocation Committee, the Capital Allocation Committee, and the Budget Executive Committee) will transition the annual budget request process into *Axiom*.

The **Allocations Module** will allow Primary Units to view, track, and plan for RAMP allocations each fiscal year. Scenario planning for changes in allocations will also be part of this module.

The **Labor Planning Module**, as well as, **Long Range Forecasting and Reporting**, will be developed and launch in early Fall 2020. The labor module will better allow the campus community to strategically plan for labor cost changes, and maintain position control. Long Range Forecasting & Reporting will allow campus leadership to project 3, 5, and 10 year financial forecasts for the University.

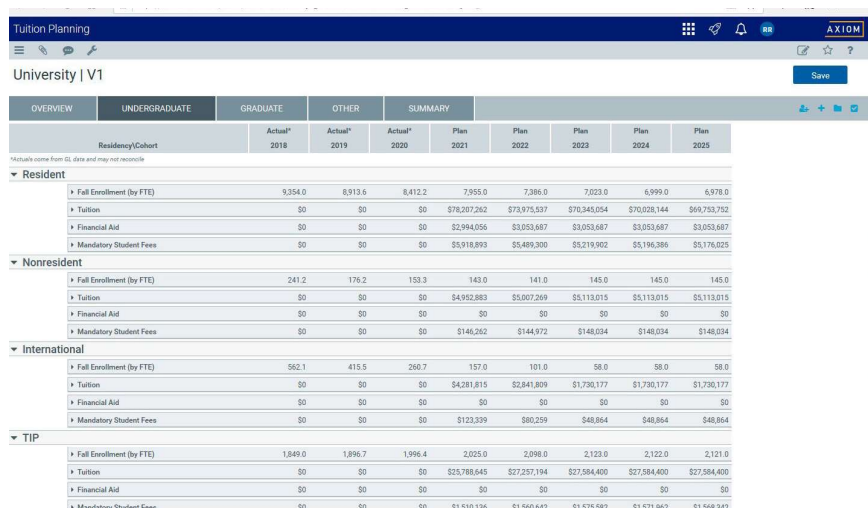
Budget Module

- Day to day tracking of revenues and expenditures by index/organization.
- Budget vs Actual reporting by specific time frame
- Custom reporting options
- Budget Scenario planning



Tuition Planning Module

- Tuition revenue forecasting by undergraduate/graduate, residency, and program.
- Actual tuition revenue from prior years vs planned revenue
- Scenario building and planning
- Long range tuition revenue forecasting



The screenshot shows the 'Tuition Planning' software interface. It displays a table for 'University | V1' with columns for 'OVERVIEW', 'UNDERGRADUATE', 'GRADUATE', 'OTHER', and 'SUMMARY'. The table is organized by 'Residency/Cohort' and includes rows for 'Full Enrollment (by FTE)', 'Tuition', 'Financial Aid', and 'Mandatory Student Fees'. The data is presented for the years 2018, 2019, 2020, 2021, 2022, 2023, 2024, and 2025.

Residency/Cohort	Actual ¹ 2018	Actual ¹ 2019	Actual ¹ 2020	Plan 2021	Plan 2022	Plan 2023	Plan 2024	Plan 2025
Resident								
Full Enrollment (by FTE)	9,354.0	8,913.6	8,412.2	7,955.0	7,386.0	7,023.0	6,999.0	6,978.0
Tuition	\$0	\$0	\$0	\$78,207,262	\$73,975,537	\$70,345,054	\$70,028,144	\$69,793,732
Financial Aid	\$0	\$0	\$0	\$2,994,056	\$3,053,687	\$3,053,687	\$3,053,687	\$3,053,687
Mandatory Student Fees	\$0	\$0	\$0	\$5,918,893	\$5,489,300	\$5,219,902	\$5,196,388	\$5,176,625
Nonresident								
Full Enrollment (by FTE)	241.2	176.2	153.3	143.0	141.0	145.0	145.0	145.0
Tuition	\$0	\$0	\$0	\$4,952,883	\$5,007,269	\$5,113,015	\$5,113,015	\$5,113,015
Financial Aid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mandatory Student Fees	\$0	\$0	\$0	\$146,262	\$144,972	\$148,034	\$148,034	\$148,034
International								
Full Enrollment (by FTE)	562.1	415.5	260.7	157.0	101.0	58.0	58.0	58.0
Tuition	\$0	\$0	\$0	\$4,281,815	\$2,841,809	\$1,730,177	\$1,730,177	\$1,730,177
Financial Aid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mandatory Student Fees	\$0	\$0	\$0	\$123,339	\$80,259	\$48,864	\$48,864	\$48,864
TIP								
Full Enrollment (by FTE)	1,849.0	1,896.7	1,996.4	2,025.0	2,098.0	2,123.0	2,122.0	2,121.0
Tuition	\$0	\$0	\$0	\$25,788,645	\$27,257,194	\$27,584,400	\$27,584,400	\$27,584,400
Financial Aid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mandatory Student Fees	\$0	\$0	\$0	\$1,510,136	\$1,560,542	\$1,576,582	\$1,571,962	\$1,568,342

FY21 Budget Process Timeline

Budget development for FY21 has been unique. While planning began early, the COVID-19 crisis created a compressed timeline for campus leadership. Despite this timeline, WKU remained committed to decentralized decision making, and partnership with governance groups as a top priority.

Time Frame	Activity
2019 September October - December	Budget Governance Committees are established Governance Committee Meetings and Budget Hearings Begin
2020 January - February	Primary Unit Budget Request Submissions & Discussion
February - March	Original Pre-COVID Revenue & Expense Forecasting Tuition & Fee Setting Discussions
March - April	Campus Response to COVID-19 begins BEC begins emergency meetings to revise budget projections Budget recommendations sent to Campus Leadership
Early May	Campus Leadership communicate BEC recommendations with the Board of Regents and campus Governance groups
Mid May - Early June	Active monitoring of enrollment, revenue, & expenditure forecasts
Late June	Finalized Budget presentation to the Board of Regents for approval

In September 2019, WKU’s Budget Governance groups were established. While these groups work very heavily during the primary budget development months, they will also meet throughout the year on various policies and processes such as service level agreements and budget principles and guidelines.

Budget Governance Committee Membership Listings

Budget Executive Committee

Co-Chairs: **Provost Cheryl Stevens;**

Executive Vice President Susan Howarth

- **Larry Snyder*****, Dean - Potter College of Arts & Letters
- **Tania Basta**, Dean - College of Health & Human Services
- **Julie Shadoan****, Chair - Faculty Senate
- **Ethan Logan**, Vice President - Enrollment & Student Experience
- **Laura DeLancey**** - Faculty Senate

- **Mike Lofts****, Chair - Staff Senate
- **Dan Clark**** - Faculty Senate
- **Garrett Edmonds**** - Student Government Association Representative
- **Rebekah Russell*** - Interim Assistant VP for Budget, Finance & Analytics
- **Ladonna Hunton** - Associate VP* for Academic Budget & Administration

**Denotes non-voting member*

***Denotes Ex Officio appointment (with voting privileges)*

****Denotes 1 yr membership*

Budget Details

2021 Operating Budget



Operating Allocation Committee

Co-Chairs: Belinda Higginbotham, Bursar;
Kristi Smith, Int. Chief Financial Officer

- **Chris Shook**, Dean - Gordon Ford College of Business
- **Susann deVries*****, Dean - Libraries
- **Guy Jordan**** , Chair - Faculty Senate Budget Committee
- **Amanda Trabue** - VP for Philanthropy & Alumni Engagement
- **Tuesdi Helbig** - Director of Institutional Research
- **Cheryl Davis** - Associate Provost for

Research & Creativity

- **Emilee England**** - Staff Senate
- **Eric Reed**** - Chair, History
- **Todd Stewart** - Director of Athletics
- **Bruce Schulte*** - Associate VP for Strategy, Perf. & Accountability
- **Greg Hackbarth*** - Assistant VP, Information Technology

*Denotes non-voting member

**Denotes Ex Officio appointment (with voting privileges)

***Denotes 1 yr membership

Capital Allocation Committee

Chairs: **Bryan Russell** - Chief Facilities Officer

- **Corinne Murphy**, Dean - College of Education & Behavioral Sciences
- **Greg Arbuckle*****, Dean - Ogden College of Science & Engineering
- **Jennifer Tougas** - Interim Assistant VP for Business Services
- **Travis Wilson**** , Chair - Applied Human Sciences
- **Mark Ciampa**** - Faculty Representative
- Staff Senate Representative

- **Ken Branch*** - Director of Facilities Management
- **Jessica Steenbergen*** - Scheduling Applications Coordinator
- **Amy Fugate*** - Director of Accounting & Financial Reporting
- **Craig Biggs*** - Associate Athletic Director

*Denotes non-voting member

**Denotes Ex Officio appointment (with voting privileges)

***Denotes 1 yr membership

Budget Details

2021 Operating Budget



The *WKU FY21 Budget* is WKU's financial plan for the fiscal year beginning July 1, 2020 and ending June 30, 2021 including both the Operating Budget and Capital Budget. Components include:

- Narratives for each Primary Unit and Division summarizing 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)
- Capital Budget
- Supplemental Information

The FY21 Operating Budget includes Education & 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/or contracts). Restricted funds are separately identified resource which donors or agencies have placed limitations on how the funds may be used. Auxiliary Enterprises revenue is from self-supporting activities of WKU such as housing (reimbursed costs from the Student Life Foundation) and the WKU Restaurant Group.

The FY21 Capital Budget provides a listing of major capital and leases/purchase project, funding sources, and the current state of these projects. Funding for each project is authorized by the Kentucky General Assembly, typically for each biennium.

Operating Budget Summary

The FY21 Operating Budget, and the dollar and percentage changes, in comparison to the original board-approved 2019-20 budget, are as follows:

	FY20-21 Budget	FY19-20 Budget	Dollar Change	Percent Change
Total E&G	\$337,200,697	\$364,353,000	(\$27,152,303)	(8%)
Unrestricted E&G	\$278,847,697	\$302,906,000	(\$24,058,303)	(8%)
Restricted E&G	\$58,353,000	\$61,447,000	(\$3,094,000)	(5%)
Total Auxiliary Enterprises	\$16,009,650	\$23,409,000	(\$7,399,350)	(32%)
Total Budget	\$353,210,347	\$387,762,000	(\$34,551,653)	(9%)