



Special Budget Approval Meeting

June 10, 2022, 9:00 a.m. (CDT)

Regents Room / Jody Richards Hall / Zoom



Special Budget Approval Meeting
June 10, 2022 ~ 9:00 a.m. (CDT)
Regents Room / Jody Richards Hall and via Zoom

AGENDA

- Call to Order (*Mr. Currie Milliken, Vice Chair*)
 - Roll Call (*Ms. Jan West, Secretary*)
-

1. FINANCE AND BUDGET (*Mr. Jason L. McKinney*)

- FB-1 Approval of the 2022-23 Operating Budget [pp 1-7 and attached report]
 - FB-2 Approval of the design and construction of the new Gordon Ford College of Business building [pp 8-10]
 - FB-3 Approval of Cherry Hall Renovations using State Asset Preservation Funds [pp 11-12]
 - FB-4 Approval of refinancing of existing athletic debt to upgrade facilities [p 13 and attached report]
 - FB-5 Approval of refinancing of bonds for Phase III of DSU renovation [p 14 and attached report]
 - FB-6 Approval of Asset Preservation of campus wide infrastructure [pp 15-16]
-

2. NOMINATING COMMITTEE REPORT (*Mr. George Nichols III*)

Action Items:

- NC-1 Election and Approval of the 2022-23 Slate of Elected and Appointed Officers [to be presented at the meeting]
-

3. ADJOURNMENT

Upcoming calendar dates:

- August 11 – Retreat
- August 12 – Third Quarterly Meeting
- August 15 – Faculty / Staff Convocation

- October 21 – Committee Meetings
- October 29 – Homecoming
- December 09 – Fourth Quarterly Meeting

2022-23 OPERATING BUDGET

REQUEST:

Approve the 2022-23 Operating Budget.

FACTS:

The *WKU 2022-23 Operating Budget* is WKU's financial plan for the fiscal year beginning July 1, 2022, and ending June 30, 2023, and it includes the Operating Budget and Capital Budget. The budget document includes the following components:

- Executive Summary
- Revenue Summary and Detail
- Expenditure Summary and Detail
- Narratives by area that summarize Strategic Plan priorities
- 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 resources that are to be utilized at the discretion of the university. 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 from the self-supporting activities of WKU such as housing (reimbursed costs from the Student Life Foundation), WKU Restaurant Group, and student fees supporting Downing Student Union operating and debt costs.

The Capital Budget provides a listing of major capital and lease/purchase projects, funding sources, and the current status of these projects. 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.

The FY 2023 Operating Budget, in comparison to the FY 2022 budget, are as follows:

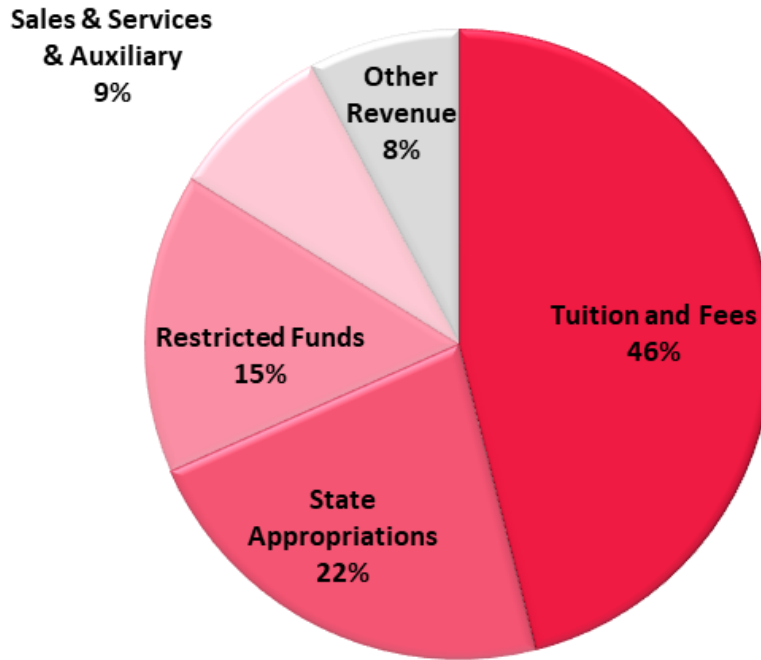
Fund	FY 2023	\$ Change	% Change
Total E&G	366,711,700	7,328,175	2%
Unrestricted E&G	309,380,700	7,665,175	3%
Restricted E&G	57,331,000	337,000	-1%
Auxiliary Enterprises	16,736,000	442,155	3%
Total Budget	\$383,447,700	\$7,770,330	2%

Resource Allocation and Management Planning (RAMP) and Budget Development

WKU has embraced fiscal responsibility throughout the university by adopting and fully implementing a decentralized, resource allocation budget model. The FY 2023 budget marks WKU’s full transition to the Resource Allocation, Management and Planning (RAMP) budget model. Rather than a historical, incremental budgeting process, RAMP is an all-funds approach that uses the principles of responsibility-centered management (RCM) and is a financial management philosophy that supports decentralized decision-making to allow us to incentivize and reward performance.

Revenue Highlights

FY 2023 budgeted revenue by source:



Revenue	FY 2022	FY 2023	\$ Change	% Change
Tuition and Fees	180,357,700	176,547,700	3,810,000	-2%
State Appropriations	78,345,400	85,721,600	7,376,200	9%
Restricted Funds	59,297,000	59,078,000	219,000	-0%
Sales & Services & Auxiliary	32,457,845	32,290,700	167,145	-1%
Other Revenue	25,219,425	29,809,700	4,590,275	18%
Total	\$375,677,370	\$383,447,700	\$7,770,330	2%

Tuition and Fees Highlights

The Division of Enrollment and Student Experience continues to work hard recruiting students to WKU with limited availability to high schools during the pandemic. The first-time freshmen enrollment indicators, such as paid housing deposits and application fees remain strong for the fall 2022 incoming class throughout the budget development process.

The Council on Postsecondary Education (CPE) has the statutory authority to determine and approve tuition rates for Kentucky’s public universities. In May of 2021, CPE adopted resident undergraduate tuition and mandatory fee ceilings for academic years 2021-22 and 2022-23, enabling universities to increase tuition rates by a maximum of 3.0% over the two years and a maximum increase of no more than 2.0% in any one year. While recognizing the university’s fiscal challenges, it is essential that affordability be maintained for our students and their families. University leadership is recommending a 1.19% undergraduate resident tuition rate increase for FY 2023, which complies with CPE’s tuition and mandatory fees ceilings and policy. The effective change in annual tuition rates is only 1.06% over the FY 2020 to FY 2023 period.

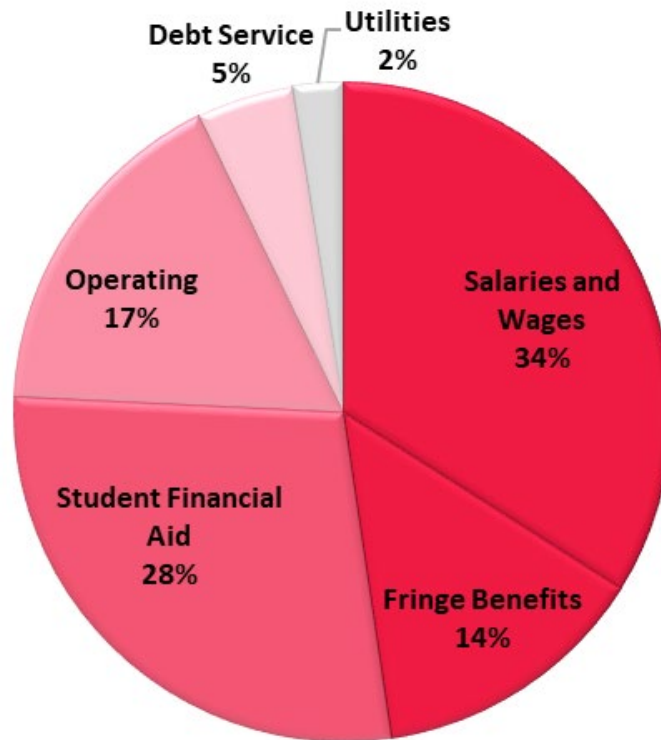
State Appropriation Highlights

The FY 2023 State Budget includes substantial investments in postsecondary education for the first time in over a decade. WKU’s FY 2023 appropriation are as follows:

State Appropriation	FY 2023
Base State Appropriation	67,619,000
Performance Funding	7,775,000
Gatton Academy	4,985,100
KERS Subsidy	3,592,500
KY Mesonet	1,750,000
Total	\$85,721,600

Expenditure Highlights

FY 2023 budgeted expenditures:



Expense	FY 2022	FY 2023	\$ Change	% Change
Salaries and Wages	125,413,413	130,280,000	4,866,587	4%
Fringe Benefits	52,302,603	52,460,000	157,397	0%
Student Financial Aid	99,721,321	107,769,000	8,047,679	8%
Operating	71,644,372	65,211,700	6,432,672	-9%
Debt Service	17,235,397	18,366,000	1,130,603	7%
Utilities	9,360,264	9,361,000	736	0%
Total	\$375,677,370	\$383,447,700	\$7,770,330	2%

Faculty & Staff Compensation

WKU concluded a campus-wide compensation study with the primary goal of creating a compensation philosophy, salary structure and pay administration guidelines, and a long-term compensation plan for the campus community. In recognition of this, the BEC recommended a 2% compensation pool in FY 2023, effective January 2023. As this is the second year of this pool, additional funding was provided to support an adjustment in the prior year. The BEC, in consultation with campus constituents, will recommend the allocation strategy of the 2% pool, which may include cost of living increases, as well as funding to address pay gaps and inversion, remedy compression, and reward performance.

Fixed Costs/Contractual Obligations

For FY 2023, the Budget Executive Committee (BEC) recommended the following fixed cost/contractual increase allocations:

- Compensation Study Salary Model (Phase 1)
 - Faculty and Staff Impacted
 - Salary increases ranging from \$1,000 to \$10,000
- Salary Pool Distribution
- 2% allocated for FY 2023
 - Funds will be allocated January 1, 2023
- Fixed Cost increases will be monitored and increases will be funded with one-time funds identified throughout the year, such as strategic investment funds

Budget Alignment Strategies

The past three approved budgets have included budget reduction targets as a balancing strategy as the university worked to properly align expenditures with available resources. This FY 2023 proposed budget does not include any new budget reduction targets, but the FY 2023 expenditure base budget was established using the approved FY 2022 budget. On the College level, any reduction targets were discussed and included in the subvention pool meetings.

In order to provide stability during the implementation timeline, the Provost has developed a three-year balancing strategy, which will use cash on hand to supplement the colleges not supported by the existing metrics. This three-year strategy is anticipated to put each college on a level starting point. The Provost met with the dean of each college to distribute the subvention pool in a way that promoted academic success and strategic funding.

Capital Budget

The Capital Budget totals includes \$74.4M in the second year of the biennium for the construction of a new building for the Gordon Ford College of Business. In addition, \$34M in each year of the biennium was allocated for asset preservation with a 15% required match from the university.

RECOMMENDATION:

President Timothy C. Caboni recommends that the Board of Regents approve the 2022-23 Operating Budget.

MOTION:

Approve the 2022-23 Operating Budget.



OPERATING BUDGET

2022-2023

WKU




OFFICE OF THE PRESIDENT

April 25, 2022

MEMORANDUM

TO: Board of Regents
Mr. Phillip Bale, Chair Mr. W. Currie Milliken, Vice Chair
Ms. Jan M. West, Secretary Mr. Matthew Winingar
Ms. Julie Harris Hinson Ms. Doris Thomas
Ms. Linda G. Ball Mr. George Nichols III
Dr. Shane Spiller Mr. David Brinkley
Mr. Jason McKinney

FROM: Timothy C. Caboni
President 

SUBJECT: 2022-23 Western Kentucky University Operating Budget

Enclosed for your review and approval is the proposed Western Kentucky University operating budget for the fiscal year that begins July 1, 2022, and ends June 30, 2023.

The FY23 budget submission fully transitions the university to the RCM budget model. This transition enhances shared governance and the process of decentralized decision-making while, for the first time, providing the academic colleges and the provost with additional metrics to utilize in optimizing budgeted funds. The FY23 budget includes anticipated revenue of \$382.9M, with anticipated expenses of \$382.9M.

I appreciate the collaborative work of the Budget Executive Committee (BEC), the Operating Allocation Committee (OAC), and the Capital Allocation Committee (CAC), which include staff, faculty and student representation, to establish the 2022-23 budget. This multi-committee approach allows for campus-wide input and increases transparency in the budgeting process. Because of the work of these individuals, coupled with ongoing strategic budget management by academic colleges and university divisions, WKU continues to achieve financial stability while also maintaining its commitment to strategic decision-making and investment.

This budget includes a 1.19% tuition increase, which helps fund fixed cost and projected inflationary increases. Additionally, WKU will receive \$85.7M from the state of Kentucky, representing the Commonwealth's most significant investment in higher education in more than a decade. Also, the General Assembly provided \$34M in asset preservation funds, which will support maintenance and repairs of existing buildings on campus.

Overall, this budget increases funding that supports our institutional mission - propelling our work to recruit high-caliber students, grow retention rates and expand the number of students completing degrees from WKU.

Enclosure

xc: Ms. Beth Dillon, Assistant to the President and Board of Regents

The Spirit Makes the Master

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WKU Board of Regents



Dr. Phillip W. Bale
Chair



Ms. Linda G. Ball
Regent



Mr. David Brinkley
Staff Regent



Ms. Julie Harris Hinson
Regent



Mr. Jason McKinney
Regent



Mr. W. Currie Milliken
Vice Chair



Mr. George Nichols III
Regent



Dr. Shane Spiller
Faculty Regent



Ms. Doris Thomas
Regent



Ms. Jan M. West
Secretary



Mr. Matthew Winger
Student Regent

Executive Summary

Introduction

Western Kentucky University (WKU), home of the Hilltoppers, is a state-supported university located in Bowling Green, KY, the state’s third most populous city. Our hilltop campus is a place of beauty and friendliness. WKU continues to be a strong community partner in Bowling Green and beyond, by preparing students to become productive, engaged, and socially responsible citizens of the Commonwealth, and the globe. WKU’s total enrollment is approximately 17,500 and has five academic colleges offering undergraduate, graduate, and doctoral degrees in more than 200 academic programs. The university has a total endowment value of about \$240 million.

The 2021-22 academic year completed the fourth year of the WKU Strategic Plan, *Climbing to Greater Heights 2018-2028*. The Strategic Plan Implementation Committee and other WKU entities worked with the Kentucky Council on Postsecondary Education to arrive at strategies and metrics through 2025. The reaffirmation process through the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) is underway with final reports for this cycle due in 2024 and 2025. Despite the issues related to the pandemic, WKU continued to make excellent progress on its goals for the Strategic Plan. Our Students benefitted from WKU’s enhanced scholarship program with over 9,500 students receiving support. The WKU Opportunity Fund reached its initial \$50 million goal and has extended its target to \$100 million. The Fund was of great benefit to students affected by the December 2021 tornado.

The care WKU extends to Our Students was reflected in their dedication to WKU with a historic decade high fall-to-spring retention rate of 90.9% of our first-year students in 2021-22. Retention rates for underrepresented minority and low-income students were especially noteworthy, indicating that the strategies of our Strategic Plan are effective. As part of our preparing students for a global stage, WKU extended the opportunity for common intellectual experiences through our First-Year Village and expanded Living and Learning Communities. The April 2022 opening of The Commons at Helms Library established another multipurpose space for dining, cooperative work, student engagement, and collaboration and education beyond the classroom.



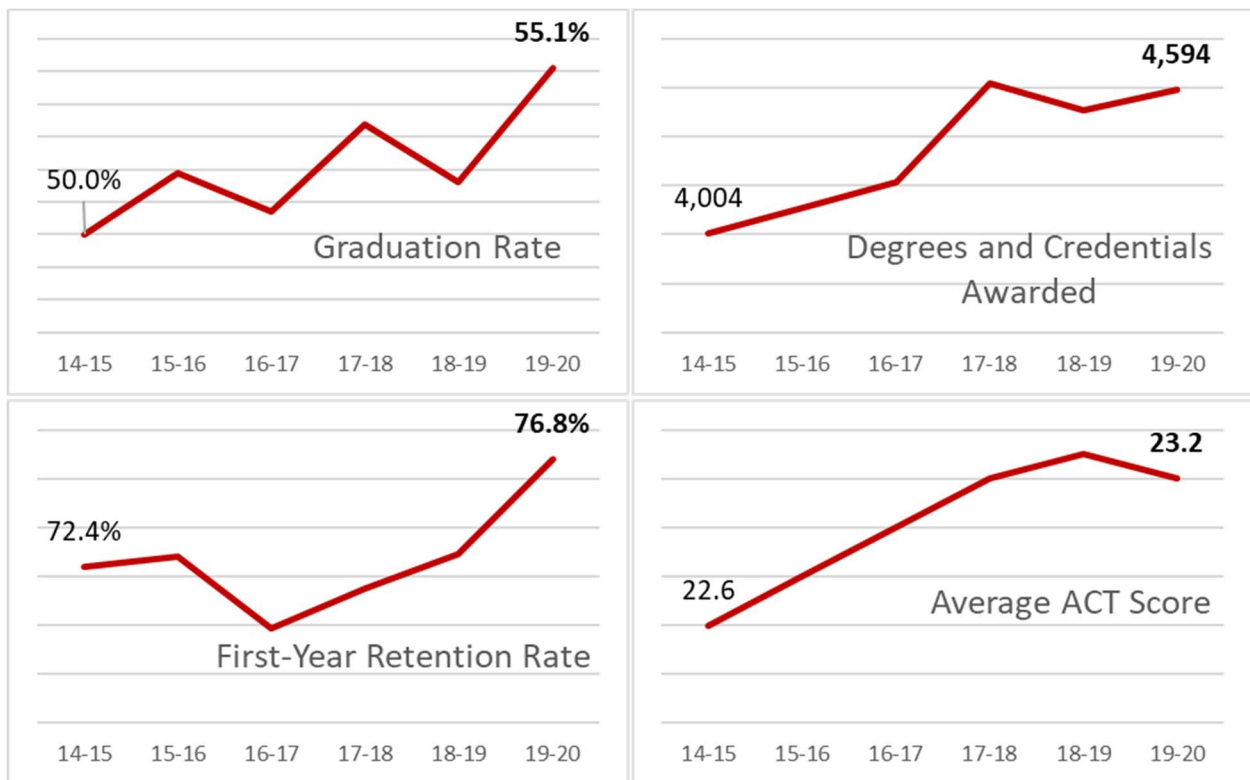
Our Hill and Our Community buoyed WKU during the difficult times of the pandemic through tireless efforts to maintain safety, assist those in need, and unify us through academic achievements, art exhibitions and performances, and athletics to name a few. As part of the Policies & Practices goal for Our Hill, a comprehensive market analysis is ongoing with initial implementation in 2022. In addition, Academic Affairs has led the way for reviewing and updating policies

to facilitate progress on diversity, equity, and inclusion; research and creative activities; and sustainable practices amongst others. In response to the restrictions imposed by the pandemic, new approaches were adopted to advance global learning and facilitate continuing education. Information Technology Services continued to step-up to the plate to support learning tools while the Center for Innovative Teaching & Learning provided training to implement high impact practices regardless of the instructional modality. Faculty and staff strove to provide hands-on learning through teaching, research, creative activities, and work opportunities, clearly reflecting that the Spirit Makes the Master.

The 2021-22 academic year revealed that education will be different moving forward, but different can be better. The WKU Strategic Plan will modify strategies to meet new challenges, but the goals remain steadfast. WKU will continue the climb for Our Students, Our Hill, and Our Community & Beyond.

Figure 1 displays several important student metrics at WKU. Graduation rate, degrees awarded, first-year retention rate, and average ACT score have all improved from Academic Year (AY) 2015 to AY 2020.

Figure 1: Key Student Metrics



Budget Priorities and Strategic Initiatives

Reflective of WKU’s commitment to caring for employees, it was a top priority for university leadership to include a compensation increase pool in the FY 2023 budget. The FY 2023 budget priorities include funding for the following important initiatives:

Figure 2: FY 2023 Budget Priorities



The Strategic Enrollment Planning process has evolved over the past several years with key implementations occurring each fall. To provide further access to a WKU education, in keeping with the first goal (Affordability & Accessibility) of the WKU Strategic Plan, the Hilltopper Guarantee: Commitment to the Commonwealth was announced for fall 2021. Coupled with this new program were the expansions of the WKU Family Scholarship, the Border State Scholarship, and the Tuition Incentive Program. While the pandemic delayed the application process in high schools and hindered our ability to meet in person with prospective applicants, another exceptional incoming class is eagerly anticipated.

The FY 2023 Budget is WKU’s financial plan for the fiscal year beginning July 1, 2022 and ending June 30, 2023. The FY 2023 operating budget is \$383.4 million. The 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 a 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.

Table 1: WKU Total Budget

Fund	FY 2022	FY 2023	\$ Change	% Change
Total E&G	359,383,525	366,711,700	7,328,175	2%
Unrestricted E&G	301,715,525	309,380,700	7,665,175	3%
Restricted E&G	57,668,000	57,331,000	337,000	-1%
Auxiliary Enterprises	16,293,845	16,736,000	442,155	3%
Total Budget	\$375,677,370	\$383,447,700	\$7,770,330	2%

Resource Allocation, Management and Planning (RAMP)

WKU has embraced fiscal responsibility throughout the university by adopting and fully implementing a decentralized, resource allocation budget model. The FY 2023 budget marks WKU’s full transition to the Resource Allocation, Management and Planning (RAMP) budget model. Rather than a historical, incremental budgeting process, RAMP is an all-funds approach that uses the principles of responsibility-centered management (RCM) and is a financial management philosophy that supports decentralized decision-making to allow us to incentivize and reward performance. Administered by the provost, this budget model also creates a subvention fund to support internal investments for academic colleges based on strategic priorities. Key budget model principles include:

- Create incentives to advance campus goals
- Improve transparency
- Simplicity
- Revenue ownership and accountability for academic units

Table 2: FY 2023 RAMP Budget

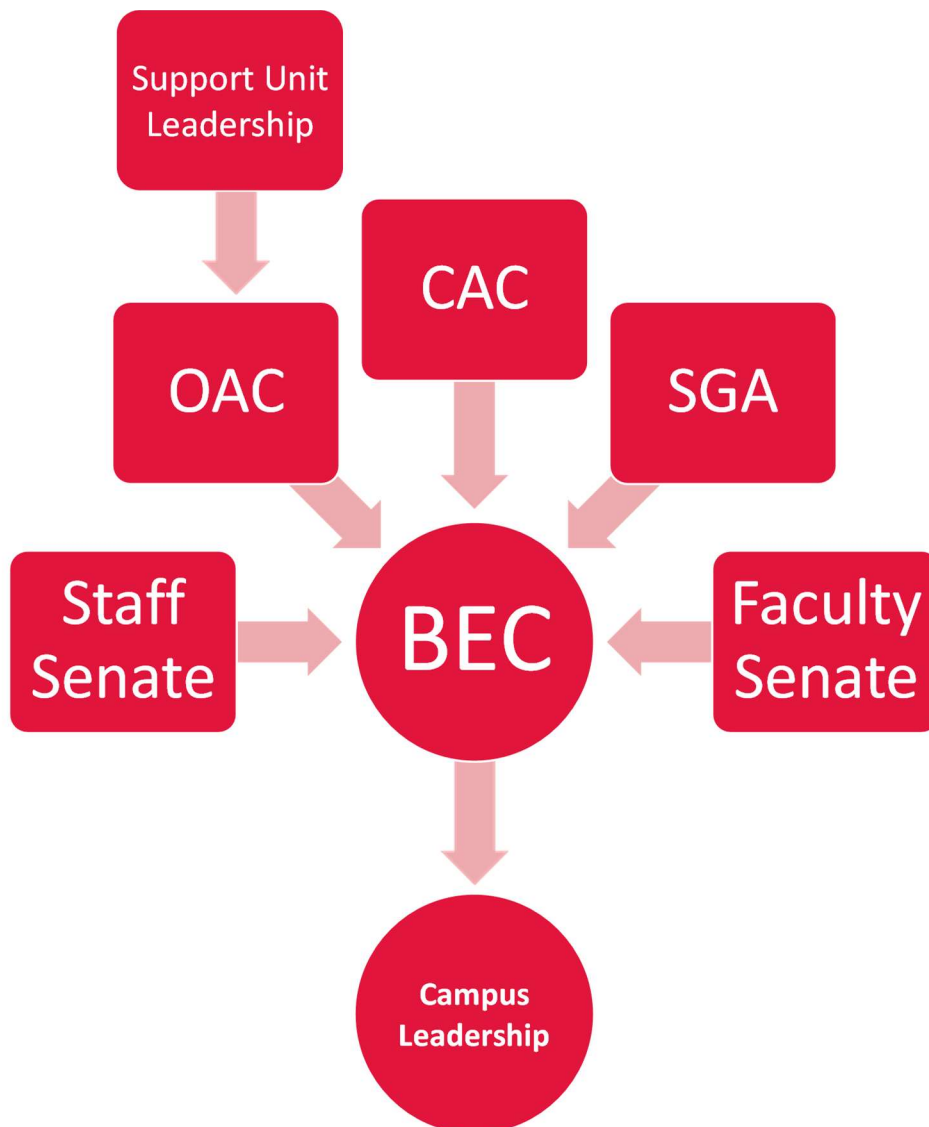
Metric	College of Health and Human Services	Ogden College of Science and Engineering	Potter College of Arts & Letters	Gordon Ford College of Business	College of Education and Behavioral Sciences	Academic Units Total
Total Revenues	44,598,204	55,303,367	49,428,218	25,698,201	36,769,743	211,797,732
Direct Expenses	23,919,516	30,385,464	22,670,225	12,652,364	19,641,998	109,269,566
Indirect Expenses	19,408,602	22,513,989	17,803,506	10,078,406	14,201,032	84,005,534
Total Expenses	43,328,118	52,899,453	40,473,730	22,730,770	33,843,029	193,275,100
Margin	1,270,086	2,403,914	8,954,487	2,967,431	2,926,714	18,522,632
Participation Fee Payment (Outflow)	(6,772,500)	(8,151,123)	(8,490,925)	(4,122,413)	(4,517,286)	(32,054,247)
Margin for Subvention Pool Disbursement	(5,502,414)	(5,747,209)	463,563	(1,154,983)	(1,590,572)	(13,531,615)
Subvention Fund Disbursement (Inflow)	4,099,212	4,335,489	50,000	2,000,000	2,000,000	12,484,700
Margin After Fee Payment and Disbursement	(1,403,203)	(1,411,720)	513,563	845,017	409,428	(1,046,915)

Budget Governance Structure

Input from the campus community is an important part in planning the university’s budget. In alignment with RAMP, WKU’s budget process is a comprehensive planning effort representative of a transparent and collaborative environment for budget development guided by ongoing discussions between Deans, Support Unit leaders, budget governance committees, and campus leadership. The process involves participation beginning at the department level and reaching out to all campuses as we develop budgets that align with the WKU strategic plan, *Climbing to Greater Heights 2018-2028*.

Figure 2 summarizes the many opportunities for the campus community to provide input into the budget development process.

Figure 3: Budget Governance Structure



Budget Executive Committee

Co-Chairs: Bud Fischer – Provost & Vice President for Academic Affairs
Susan Howarth – Executive Vice President for Strategy, Operations and Finance

- Reed Breunig – Student Government Association Representative
- Julie Lee – Faculty Senate Chair
- Brian Campbell – Staff Senate Representative
- Amanda Trabue – Vice President
- Corinne Murphy – Dean Representative
- Renaldo Domoney *
- Jessica Gilland *
- Kirk Atkinson – Faculty Senate Representative
- Jordan Basham – Staff Senate Chair
- Holli Drummond – Faculty Representative
- Christopher Shook – Dean Representative
- Ethan Logan – Vice President
- Bruce Schulte *
- Brian Dinning *

* Denotes non-voting member

Capital Allocation Committee

Co-Chairs: David Brown – Dean, Ogden College of Science and Engineering
Bryan Russell – Chief Facilities Officer

- Tania Basta – Dean Representative
- Travis Wilson – Faculty Representative
- Ryanne Gregory – Staff Senate Representative
- Jessica Steenbergen – Staff Representative
- Ken Branch – Facilities Management
- Renaldo Domoney *
- Les Forsythe – Athletics Representative
- Mark Ciampa – Faculty Representative
- Rodney Hounshell – Business Services
- Amy Fugate – Director of Accounting & Financial Reporting
- Ethan Logan – Vice President
- Brian Dinning *

* Denotes non-voting member

Operating Allocation Committee

Co-Chairs: Terrence Brown – Dean, Potter College of Arts & Letters
Kristi Smith – University Controller/Treasurer

- John Sunnygard – Associate Provost Association Representative
- Ron Demarse – Interim Director, School of Media, PCAL
- Todd Seguin – Staff Senate Representative
- John-Mark Francis – Assistant Vice President
- Ranjit Koodali – Associate Provost
- Renaldo Domoney *
- Jeppie Sumpter *
- Anthony Paganelli – Faculty Senate Representative
- Bryson Davis – Staff Representative
- Stacy Wilson – Faculty Representative
- Zach Greenwell – Athletics Representative
- Ethan Logan – Vice President
- Bruce Schulte *
- Brian Dinning *

* Denotes non-voting member

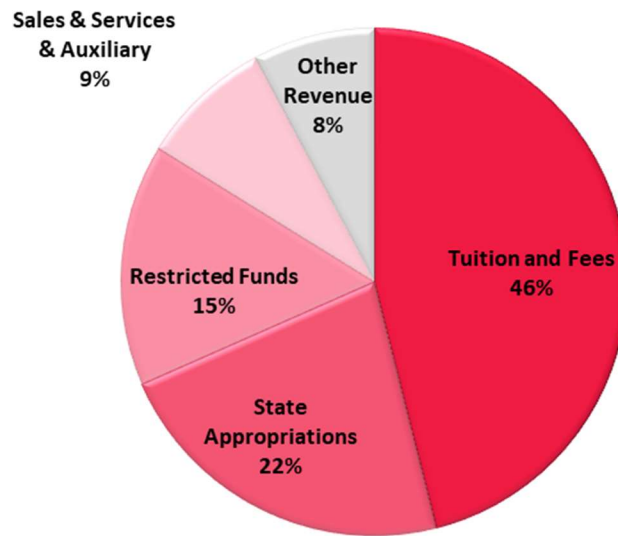
Revenue Summary

WKU’s revenue budget for FY 2023 is \$383.4 million. This is \$7.8 million, or 2%, more than FY 2022. The largest source of revenue is tuition and fees, which represents 46% of the total revenue budget, followed by state appropriations, which represents 22% of the total revenue budget.

Table 3: Sources of Revenue

Revenue	FY 2022	FY 2023	\$ Change	% Change
Tuition and Fees	180,357,700	176,547,700	3,810,000	-2%
State Appropriations	78,345,400	85,721,600	7,376,200	9%
Restricted Funds	59,297,000	59,078,000	219,000	-0%
Sales & Services & Auxiliary	32,457,845	32,290,700	167,145	-1%
Other Revenue	25,219,425	29,809,700	4,590,275	18%
Total	\$375,677,370	\$383,447,700	\$7,770,330	2%

Figure 4: FY 2023 Sources of Revenue



Tuition and Fees

WKU is a tuition dependent university as tuition and fees is the largest revenue source and accounts for 46% of the university’s revenue budget. Tuition revenue has decreased since 2015 due to multiple attributing factors. Total full-time equivalency (FTE) students have decreased 12% during that period, and the demographic makeup of the student body has changed as the international student population declined 88% during that period. These declines had started but were amplified by the impact of Covid-19 and the ability to recruit students.

The fall 2020 incoming freshman class was the first increase to FTFY students since 2015, which was a result of the new scholarship model. Although the university has seen a decline in the incoming classes, the quality of students has increased. The incoming freshman class set records for highest average GPA and highest average ACT over the past several years, which has been instrumental in the record retention that has been achieved since the implementation of the new scholarship model. The most recent fall-to-spring retention data shows an overall rate of 90.9%, which is a two-percentage point increase since last year and a 4.6% increase since the 2017/2018 academic year. Perhaps most impressively, the underrepresented minority (URM) students returned at a rate of 90.3%, compared to 85.7% last year and 80.4% in 2017/2018. This successful retention boost improves returning student tuition and the university’s overall financial position. The Division of Enrollment and Student Experience continues to work hard recruiting students to WKU with limited availability to high schools during the pandemic.

The Council on Postsecondary Education (CPE) has the statutory authority to determine and approve tuition rates for Kentucky’s public universities. In May of 2021, CPE adopted resident undergraduate tuition and mandatory fee ceilings for academic years 2021-22 and 2022-23, enabling universities to increase tuition rates by a maximum of 3.0% over the two years and an increase of no more than 2.0% in any one year. While recognizing the university’s fiscal challenges, it is essential that affordability be maintained for our students and their families. University leadership is recommending a 1.19% undergraduate resident tuition rate increase for FY 2023, which complies with CPE’s tuition and mandatory fees ceilings and policy. The effective change in annual tuition rates is only 1.06% over the FY 2020 to FY 2023 period.

Table 4: Tuition and Fee Revenue

Tuition and Fees	FY 2022	FY 2023	\$ Change	% Change
Undergraduate	138,015,500	134,500,300	3,515,200	-3%
Graduate	9,687,800	9,193,500	494,300	-5%
Other Tuition (DELO, Dual Credit, Etc.)	24,000,500	24,352,000	351,500	1%
Fees	8,653,900	8,501,900	152,000	-2%
Total	\$180,357,700	\$176,547,700	\$3,810,000	-2%

Table 5: FY 2023 Tuition and Mandatory Student Fee Schedule

<u>Student Level/Enrollment</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Summer 2023/ Rate PCH</u>
Undergraduate			
Resident	\$5,496	\$5,556	\$463
Military Veteran/Dependent	5,496	5,556	463
Nonresident	13,500	13,500	1,125
International	13,824	13,824	1,152
Incentive	7,068	7,068	589
Graduate (Per Credit Hour)			
Resident	607	607	607
Military Veteran/Dependent	607	607	607
Kentucky/Multi-state P-12 Educator*	350	350	350
Local Government Employee Discount Program		500	500
Nonresident, International	953	953	953
Nonresident, Domestic	917	917	917
Doctorate, Ed. Leadership (Per Credit Hour)			
Resident	607	607	607
Military Veteran/Dependent	607	607	607
Nonresident, International	953	953	953
Nonresident, Domestic	917	917	917
Doctorate, Psychology (Per Credit Hour)			
Resident	607	620	620
Military Veteran/Dependent	607	620	620
Nonresident, International	953	953	953
Nonresident, Domestic	917	917	917
Doctorate, Nurse Practitioner (Per Credit Hour)			
Resident	663	663	663
Nonresident	858	858	858
Doctorate, Physical Therapy (Per Credit Hour)			
Resident	643	643	643
Nonresident	909	909	909
Distance Learning (Per Credit Hour)*			
Undergraduate	551	551	551
Graduate (Excluding Kentucky P-12 Educator, Local Government Employee Discount Program, DNP and DPT)	707	707	707
Active Military (Per Credit Hour)*	250	250	250
Dual Credit (Per Credit Hour)*	72	91	91
WKU On Demand (Per Credit Hour)			
Undergraduate	458	463	463
Graduate	707	707	707
Mandatory Student Fees Per Semester			
Student Athletics Fee		\$218	
Student Centers Fee		\$62	
Student Centers Fee, DSU Renovation Bonds		\$70	
Parking Structure Fee, Creason Bonds		\$30	

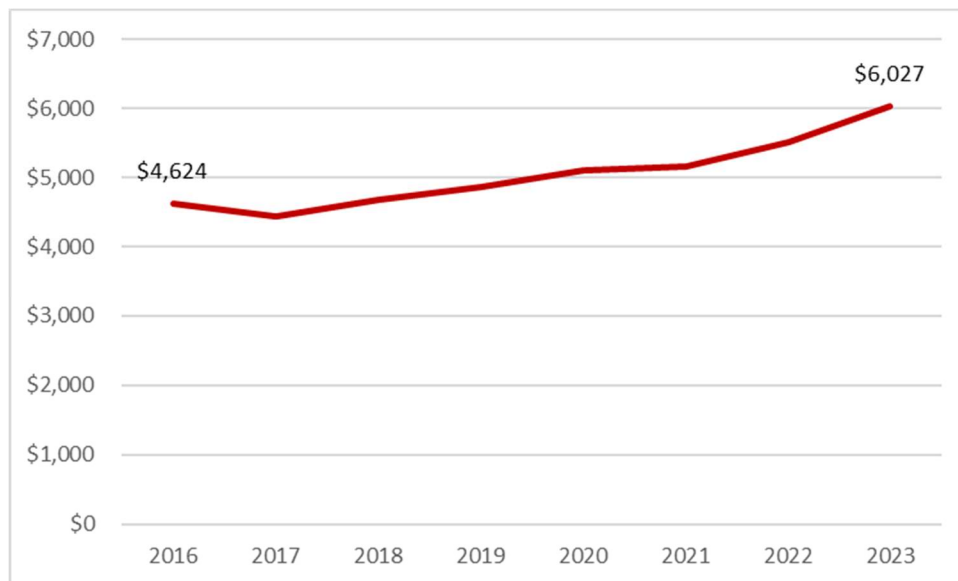
*Mandatory student fees are not assessed to these students.

State Appropriation

The General Assembly passed House Bill 1 (HB1) as the 2022-2024 biennial budget. This budget includes substantial investments in postsecondary education for the first time in over a decade. A significant increase of \$80 million to the overall higher education performance funding pool was approved to reward the higher education institutions in the Commonwealth based on performance metrics. This commitment to higher education resulted in an increase to WKU’s performance funding from \$1.4 million in FY 2022 to approximately \$7.8 million per year for the upcoming biennium (pending final performance funding model updates from CPE).

Figure 4 shows state appropriations per full-time equivalent student at WKU. Since FY 2016, state appropriation per FTE student has increased by more than \$1,400, or 30.3%. While state appropriation has remained relatively flat over this period, the increase to state appropriation per FTE student is due to a reduction in WKU’s FTE students over this period.

Figure 5: State Appropriation per FTE Student



Kentucky’s performance funding pool is allocated to public universities and colleges based on how well each institution performs on 11 metrics. WKU is expected to receive \$7,775,000 from the state’s performance funding pool, an increase of \$6.4 million from the prior year. Funding allocation and metrics are grouped into the following categories:

- 35% student success – degree production and student progression toward a degree
- 35% course completion – student credit hours earned
- 30% operational support – campus operations, services, and infrastructure that support student learning and success

Table 6: State Appropriation

State Appropriation	FY 2022	FY 2023	\$ Change	% Change
Base State Appropriation	67,619,000	67,619,000	0	0%
Performance Funding	1,398,800	7,775,000	6,376,200	456%
Gatton Academy	4,985,100	4,985,100	0	0%
KERS Subsidy	3,592,500	3,592,500	0	0%
KY Mesonet	750,000	1,750,000	1,000,000	133%
Total	\$78,345,400	\$85,721,600	\$7,376,200	9%

State Operating Funds

State appropriation in FY 2023 totals \$85.7 million, an increase of 9% from FY 2022. Included in the approved state budget is an additional \$1.0 million to fund the Kentucky Mesonet, bringing the FY 2023 total to \$1.75 million. Additionally, the KERS pension subsidy remained at 100 percent for FY 2023 and 90% for FY 2024. The original subsidy passed in the prior year budget was to decrease beginning in FY 2023.

State Capital Funds

For FY 2023, the State General Assembly approved numerous investments in higher education, including funds to construct a new Gordon Ford College of Business. In addition, the General Assembly funded an asset preservation pool of \$34,040,000 in each year of the biennium, which can be utilized with just a 15% match by the university. In total, there will be about \$78.3 million available to fund asset preservation projects over the next biennium.

The new construction project will consist of a new facility to house the Gordon Ford College of Business. The new building will support both undergraduate and graduate programs to meet the escalation for professional business education. The current schematic design proves to provide a state-of-the-art facility for the next generation of business leaders in Finance, Accounting, Management, Marketing, Economics, and Business Data Analytics. The site selected for this project is well situated to be convenient for both undergraduate students as well as the outside business community. The new building will be more visible as well as an ideal place where students, faculty, and professionals from the community collaborate.



Restricted Funds

Restricted revenue includes federal and state funds for student financial aid and research-based grants and contracts. Restricted funds are a separately identified resource which donors or agencies have placed limitations on how the funds may be used.

The Kentucky Higher Education Assistance Authority announced a significant increase to the College Access Program (CAP) maximum award amount for the 2022-2023 academic year. For the FY 2023 budget, WKU’s CAP grant budget increases by \$2 million to reflect this maximum award increase.

Table 7: Restricted Funds

Restricted Funds	FY 2022	FY 2023	\$ Change	% Change
Pell	22,000,000	22,000,000	0	0%
KEES	12,500,000	12,000,000	500,000	-4%
College Access Program (CAP)	6,500,000	8,500,000	2,000,000	31%
Facilities and Administrative (F&A)	1,629,000	1,747,000	118,000	7%
Other Restricted Funds	16,668,000	14,831,000	1,837,000	-11%
Total	\$59,297,000	\$59,078,000	\$219,000	-0%

Sales & Services and Auxiliary

Sales & services revenue helps supplement (E&G) Programs to offset the total funded program cost. The university has many programs in this category which included athletic funds (ticket sales, NCAA & Conference distributions, game guarantees), application fees, transcript sales, orientation fees as well as several other programs and services. Auxiliary revenue includes self-supporting activities of WKU such as Barnes & Noble, WKU Child Care Centers, WKU Restaurant Group, and housing (reimbursed costs from the Student Life Foundation).

Table 8: Sales & Services and Auxiliary

Sales & Services & Auxiliary	FY 2022	FY 2023	\$ Change	% Change
Sales & Services	16,300,500	15,683,700	616,800	-4%
Auxiliaries	16,157,345	16,607,000	449,655	3%
Total	\$32,457,845	\$32,290,700	\$167,145	-1%

Other Revenue

Other revenue includes various non-instructional programs that provide benefits to the educational mission of the university. Examples include summer camps, vehicle parking permits, and contributions from the Foundation and HAF.

In order to provide stability during the implementation of RAMP and to promote academic success, the Provost has developed a three-year balancing strategy, which will use cash on hand as a one-time source to supplement the academic colleges currently in subvention. This three-year strategy is anticipated to put each College on a level starting point.

Table 9: Other Revenue

Other Revenue	FY 2022	FY 2023	\$ Change	% Change
Working Capital	13,620,000	13,620,000	0	0%
Other Revenue	9,128,425	10,960,800	1,832,375	20%
One-Time Sources	0	2,814,900	2,814,900	NA
Vehicle Parking Permits	1,375,000	1,285,000	90,000	-7%
Educational Camp Revenues	1,096,000	1,129,000	33,000	3%
Total	\$25,219,425	\$29,809,700	\$4,590,275	18%

Revenue Detail

Tuition and Fees

Account Description	Account Number	FY23 Budget
<u>Tuition</u>		
Tuition - Fall	010100-51110	75,899,000
Tuition - Spring	010100-51111	67,550,100
Tuition - Prior Year	010100-51120	(100,000)
Tuition - Military - Fall	010100-51131	700,000
Tuition - Military - Spring	010100-51137	650,000
Tuition - Summer	010120-51112	8,600,000
Tuition - Military - Summer	010120-51138	200,000
Tuition - Summer Distance Learning	010150-51115	1,500,000
Tuition - Winter	010150-51119	2,200,000
Tuition - DELO Contract - Fall	010150-51124	700,000
Tuition - DELO Contract - Spr	010150-51125	750,000
Tuition - DELO Contract - Sum	010150-51126	500,000
Tuition - DELO Contract - Winter	010150-51127	100,000
Tuition - Winter Distance Learning	010150-51128	425,000
Tuition - Military - Winter	010150-51139	50,000
Tuition - On Demand	010150-51157	2,400,000
Tuition - Dual Credit High School	010150-51160	1,150,000
UG Int'l Tuition Surcharge - Fall	210404-51141	104,800
GR Int'l Tuition Surcharge - Fall	210404-51191	26,200
Tuition - WKU Pathway - Fall	210422-51161	240,000
Workforce Admin. Degree	240112-51195	300,000
Tuition - EdD - Fall	240220-51132	275,000
Tuition - EdD - Spring	240220-51145	275,000
Tuition - EdD - Summer	240220-51146	100,000
Tuition - PsyD	240506-51172	300,000
Tuition - DNP	265305-51170	652,000
Tuition - DPT	265901-51171	2,498,700
Total Tuition		\$168,045,800
<u>Fees</u>		
Fee - Late Registration Fee	010100-52903	30,000
Fee - Schedule Change Fee	010100-52906	190,000
Fee - Parking Structure	103121-52121	690,000

Account Description	Account Number	FY23 Budget
Fee - Graduation	210105-52505	180,000
Fee - MBA	230025-52501	15,000
Fee - eMBA	230025-52532	35,000
Fee - GFCB Undergrad	230026-52575	735,000
Fee - Information Systems	230601-52511	35,000
Fee - Business Data Analytics	230601-52572	15,000
Fee - Hosp Mgt/Dietetics	240309-52508	10,000
Fee - DMT	240309-52531	4,000
Fee - PGA Golf Course	240406-52546	3,000
Fee - Outdoor Leadership Program	240406-52548	300
Fee - Challenge Course	240406-52550	1,000
Fee - Exercise Science	240406-52559	7,500
Fee - Sports Management	240406-52585	2,000
Fee - Doctor of Psychology	240506-52574	65,000
Fee - Student Teaching	240903-52507	6,000
Fee - Military Science	241004-52510	2,000
Fee - SMED Course	241104-52565	6,000
Fee - Elem. Ed.	241104-52566	3,000
Fee - Exceptional Ed Adv Internship	241104-52567	1,000
Fee - Library Media Education	241104-52573	1,000
Fee - Counseling & Student Affairs	241706-52526	1,000
Fee - Art	250205-52529	97,000
Fee - Communication Dept.	250310-52547	15,000
Fee - Modern Languages	250505-52525	1,000
Fee - Journalism - Photo Lab	250709-52522	23,000
Fee - Journalism - Computer Lab	250709-52523	16,000
Fee - Broadcasting	250709-52527	22,000
Fee - Film	250709-52570	4,000
Fee - BFA Program	250710-52584	20,000
Fee - Marching Band	250807-52583	15,000
Fee - Music	250808-52504	19,000
Fee - Theatre and Dance	251107-52544	10,000
Fee - Computer Science	260012-52509	20,000
Fee - Architectural & Manufacturing	260012-52524	50,000
Fee - Mechanical Engineering	260012-52538	40,000
Fee - Electrical Engineering	260012-52545	5,000
Fee - Civil Engineering	260012-52576	35,000
Fee - Engineering Seminar	260012-52582	13,000

Account Description	Account Number	FY23 Budget
Fee - Engineering Program	260013-52581	140,000
Fee - Agriculture	260218-52512	9,000
Fee - Agriculture Mechanics	260218-52537	4,000
Fee - Agronomy	260218-52569	1,000
Fee - Agricultural Ed.	260218-52579	1,000
Fee - Horticulture	260219-52540	16,000
Fee - Psychological Sciences	260303-52578	1,000
Fee - Biology	260405-52514	73,000
Fee - Chemistry	260508-52517	77,000
Fee - Geography & Geology	260608-52515	45,000
Fee - Physics Lab	261107-52541	18,500
Fee - HIM	265206-52506	3,000
Fee - Safety and First Aid	265206-52551	2,000
Fee - Environmental Health Lab	265206-52552	1,000
Fee - Public Health	265206-52563	1,000
Fee - DNP	265305-52568	18,000
Fee - Allied Nursing	265307-52519	50,000
Fee - Nursing	265307-52520	80,000
Fee - Nursing Program	265308-52530	300,000
Fee - Dental Hygiene	265410-52577	56,000
Fee - Comm. Disorders Clinical	265606-52534	33,000
Fee - American Sign Language Lab	265606-52535	17,000
Fee - DPT Program	265902-52562	81,600
Fee - Student Athletic	370101-52101	5,031,000
Total Fees		\$8,501,900
Total Tuition and Fees		\$176,547,700

State Appropriation

Account Description	Account Number	FY23 Budget
State Appr. - KERS Contrib. Subsidy	040100-53217	3,592,500
State Appr. - Performance Funding	040100-53212	7,775,000
State Appropriation - Unrestricted	040100-53210	67,619,000
State Appropriation-Gatton Academy	040100-53213	4,985,100
State Appropriation-KY Mesonet	040100-53214	1,750,000
Total State Appropriation		\$85,721,600

Restricted Funds

Account Description	Account Number	FY23 Budget
SFA State - CAP	210204-54910	8,500,000
Perkins Reimbursable	104101-56215	60,000
F & A - Federal Grants	200013-56110	1,400,000
F & A - State Grants	200013-56310	110,000
F & A - Local Grants	200013-56510	2,000
F & A - Private Grants	200013-56610	40,000
ACA - Work Study	210201-56210	80,000
ACA - SEOG	210201-56211	20,000
ACA - Veterans Administrative	210201-56213	10,000
ACA - Pell	210201-56214	25,000
Grants & Contracts - Federal	103120-54110	9,684,000
SFA State - KEES	210204-54920	12,000,000
Grants & Contracts - State	103120-54210	1,500,000
Grants & Contracts - Local	103120-54310	79,000
Grants & Contracts - Private	103120-55110	2,300,000
SFA Federal - College Work	210204-54820	740,000
SFA Federal - SEOG	210204-54830	446,000
SFA Federal - TEACH	210204-54860	20,000
SFA State - Teacher's Scholarship	210204-54930	40,000
SFA State - Early Childhood Dev Sch	210204-54940	10,000
SFA State - Dual Credit KHEAA	210204-54970	12,000
SFA Federal - Pell Grant	210204-54810	22,000,000
Total Restricted Funds		\$59,078,000

Sales & Services and Auxiliary

Account Description	Account Number	FY23 Budget
<i>Sales & Services</i>		
S&S - C-USA Distributions	370101-57350	1,450,000
S&S - Football Guarantee	370701-57225	1,600,000
S&S - Men's Football Tickets	370101-57205	1,135,000
S&S - Football Club Level Seating	370101-57213	200,000
S&S - Men's Basketball Tickets	370101-57201	1,000,000
S&S - Women's Basketball Tickets	370101-57202	111,000
S&S - Men's Baseball Tickets	370101-57203	10,000

Revenue Summary

FY 2023 Operating Budget



Account Description	Account Number	FY23 Budget
S&S - Women's Softball Tickets	370101-57204	5,000
S&S - Volleyball Tickets	370101-57209	7,000
S&S - Athletic Ticket Surcharge	370101-57240	25,000
S&S - Athletic Concessions	370101-57242	205,000
S&S - Ath Mktg Combined	370101-57301	1,075,000
S&S - Ath Mktg Corporate Sponsors	370101-57302	80,000
S&S - Ath Mktg Pouring Rights	370101-57307	175,000
S&S - Ath NCAA Academic Advising	370101-57340	130,000
S&S - Ath NCAA Sports Sponsor	370101-57341	135,000
S&S - Ath NCAA Grants-in-Aid	370101-57342	410,000
S&S - Ath NCAA Per Diem Reimb	370101-57343	20,000
S&S - Ath HAF Contributions	370101-57371	1,000,000
S&S - Ath Royalties & Licensure	370101-57373	150,000
S&S - Ath Postage Tickets	370101-57374	25,000
S&S - Ath Other Miscellaneous	370101-57390	10,000
S&S - Conference & Workshop	101111-57810	400,000
S&S - Departmental Testing	200021-57431	13,000
S&S - Other Sales & Services	200026-57890	1,000
S&S - Continuing Education	200101-57550	142,000
S&S - Advertising Sales	200302-57701	120,000
S&S - Advertising Sales	200303-57701	2,000
S&S - Special Event Fee	210113-57557	30,000
S&S - Orientation Fee	210121-57554	47,000
S&S - Undergraduate Application	210401-57401	385,000
S&S - Academic Transitions Fee	210402-57552	285,000
S&S - Undergraduate Application	210404-57401	6,000
S&S - Graduate Application	220101-57403	140,000
S&S - Other Sales & Services	240117-57890	14,000
S&S - Hospitality Management	240302-57809	4,000
S&S - Childcare	241401-57530	200,000
S&S - Training & Technical Assist	241404-57523	1,250,000
S&S - Conference & Workshop	241701-57810	1,000
S&S - Special Event Fee	250305-57557	3,000
S&S - Tickets Sales	250804-57801	18,000
S&S - Pre College Strings - Fall	250806-57818	70,000
S&S - Tickets Sales	251103-57801	40,000
S&S - Tickets Sales	251104-57801	15,000
S&S - Leaf Composting Sales	260202-57140	10,000

Revenue Summary

FY 2023 Operating Budget



Account Description	Account Number	FY23 Budget
S&S - Manure Compost Sales	260202-57141	2,000
S&S - Agriculture Expo Center	260205-57121	175,000
S&S - Cheese Sales	260208-57103	15,000
S&S - Farm Milk Sales	260209-57101	200,000
S&S - Farm Livestock Sales	260209-57102	45,000
S&S - Beef Sales	260209-57104	5,000
S&S - Farm Miscellaneous Sales	260209-57119	250,000
S&S - Other Sales & Services	261412-57890	20,000
S&S - Conference & Workshop	265052-57810	120,000
S&S - Testing Fees	265301-57430	5,000
S&S - Dental Clinic	265403-57520	30,000
S&S - Dental Material Sales	265403-57631	2,000
S&S - Conference & Workshop	265607-57810	25,000
S&S - Library Copy Machines	270101-57602	1,000
S&S - CC Services	285203-57547	6,000
S&S - CC Room Rental	285203-57548	22,000
S&S - Continuing Education	285301-57550	65,000
S&S - Continuing Education	285303-57550	109,000
S&S - Workforce Development	285303-57571	50,000
S&S - Continuing Education	285304-57550	169,400
S&S - Continuing Education	285306-57550	12,000
S&S - IT Services	290112-57586	10,000
S&S - Advertising Sales	290204-57701	40,000
S&S - Other Sales & Services	290207-57890	5,000
S&S - Excess Student Printing	290301-57581	1,000
S&S - Testing Fees	310110-57430	50,000
S&S - Conference & Workshop	310116-57810	4,000
S&S - Other Sales & Services	310203-57890	5,800
S&S - Other Sales & Services	310209-57890	7,700
S&S - Passport Services	320402-57543	37,000
S&S - Professional Services	240504-57501	6,000
S&S - Professional Services	241801-57501	300,000
S&S - Professional Services	241803-57501	300,000
S&S - Professional Services	241804-57501	7,000
S&S - Professional Services	250706-57501	13,000
S&S - Professional Services	251305-57501	145,000
S&S - Professional Services	260119-57501	2,000
S&S - Professional Services	260121-57501	10,000

Account Description	Account Number	FY23 Budget
S&S - Professional Services	260406-57501	2,000
S&S - Professional Services	262109-57501	2,000
S&S - Professional Services	262201-57501	160,000
S&S - Professional Services	262205-57501	10,000
S&S - Professional Services	262701-57501	125,000
S&S - Professional Services	263003-57501	2,000
S&S - Professional Services	263102-57501	30,000
S&S - Professional Services	263201-57501	2,000
S&S - Professional Services	390155-57501	700,000
S&S - Professional Services	390156-57501	154,800
S&S - Professional Services	390157-57501	70,000
Total Sales & Services		\$15,683,700
 <i><u>Auxiliary</u></i>		
Fee - Downing Center	310107-52119	1,725,000
Aux Center - Billiards	310107-58523	5,000
Aux Center - Room Rental	310107-58540	7,500
Aux Center - ATM Rental	310116-58560	40,000
Aux Housing - SLF Reimbursement	310502-58420	10,500,000
Aux Serv - Printing Services	320102-58130	20,000
Aux Serv - Beverage Commissions	320405-58141	120,000
Aux Serv - ID Center Service Chrges	320406-58121	40,000
Aux Serv - ID Card Commissions	320406-58122	3,000
Other Aux - Investment Earnings	320406-58950	20,000
Aux Dining - Improve/Equip Fund	320409-58213	463,500
Aux Dining - Improve/Equip Fund	320411-58213	197,000
Aux Dining - Contract Commission	320412-58210	1,000,000
Aux Bookstore - B&N Guarantee	320420-58345	906,000
Aux Bookstore - Bank Rental	320420-58355	35,000
Fee - Student Center	310107-58510	1,525,000
Total Auxiliary		\$16,607,000
Total Sales & Services and Auxiliary		\$32,290,700

Other Revenue

Account Description	Account Number	FY23 Budget
Oth Rev - Acad. Health Plan Fee	040100-59141	15,000
Oth Rev - Reimb - Insurance Claim	040100-59332	40,000
Oth Rev - Inv Earnings - Interest	040100-59520	525,000
Oth Rev - Inv Earnings - Mkt Change	040100-59530	600,000
Oth Rev - Royalty	040100-59551	2,000
Oth Rev - Aux Contribution	040100-59820	82,000
Oth Rev - Endowment Income	040100-59830	929,000
Oth Rev - Foundation Contribution	040100-59845	200,000
Oth Rev - CHF Contribution	040100-59846	25,000
Oth Rev - TIF Revenue	040100-59871	475,000
Oth Rev - Health Services Lease	040100-59876	177,000
Oth Rev - Miscellaneous Receipts	040100-59880	210,000
Oth Rev - Miscellaneous Rental	040100-59885	83,000
Oth Rev - Deferred Payments	040100-59890	10,000
Oth Rev - Late Payments	040100-59895	425,000
Oth Rev - Vendor Refunds	040100-59980	15,000
Oth Rev - Business Rebates	040100-59981	300,000
Oth Rev - OS Check Write-off	040100-59986	40,000
Oth Rev - Lease Rental	101105-59850	60,000
Oth Rev - Miscellaneous	101112-59990	13,620,000
Oth Rev - Miscellaneous	101135-59990	1,403,200
Oth Rev - Miscellaneous	101136-59990	1,411,700
Oth Rev - Lease Rental	105001-59850	799,000
Oth Rev - Facilities Overhead	105001-59851	169,000
Oth Rev - Study Abroad Insurance	200039-59052	14,000
Oth Rev - Study Abroad App. Fee	200039-59053	5,000
Oth Rev - Student Exchange Prog Fee	200039-59060	65,000
Oth Rev - Study Abroad Prov. Clearing	200039-59997	500,000
Oth Rev - Honors College Fee	200352-59143	246,000
Oth Rev - Miscellaneous	201302-59990	10,000
Oth Rev - Miscellaneous Rental	201305-59885	61,000
Oth Rev - Harlaxton Tour Deposits	210114-59054	330,000
Oth Rev - Harlaxton Faculty Fee	210114-59061	12,000
Oth Rev - DOT License Plates	210202-59870	61,000
Oth Rev - Transcripts	210301-59960	160,000
Oth Rev - Duplicate Diplomas	210301-59961	2,000

Revenue Summary

FY 2023 Operating Budget



Account Description	Account Number	FY23 Budget
Oth Rev - Camp Revenues	240307-59840	48,000
Oth Rev - Camp Revenues	240702-59840	1,081,000
Oth Rev - Math & Science - Housing	240705-59819	1,238,800
Oth Rev - Intl. Stud. Teach. Fee	240902-59056	13,000
Oth Rev-Chinese Flagship Domestic P	250507-59146	8,000
Oth Rev - Registration/Entry Fees	251108-59815	9,000
Oth Rev - Misc. Contributions	260121-59848	20,000
Oth Rev - Lease Rental	260217-59850	10,100
Oth Rev - Fines	270101-59860	2,000
Oth Rev - Study Abroad Deposits	285107-59051	1,200,000
Oth Rev - Study Away Program	285107-59055	300,000
Oth Rev - Student Exchange App. Fee	285107-59057	5,000
Oth Rev - Commissions	290101-59982	50,000
Oth Rev - Comp Warranty Reimburse	290301-59987	4,000
Oth Rev - Cellular Commissions	290304-59951	5,000
Oth Rev - e-Academy commissions	290407-59952	2,000
Oth Rev - Reimb - WKU Police	300202-59331	2,000
Oth Rev - Miscellaneous	300203-59990	2,000
Oth Rev - Vehicle Parking Permits	300205-59201	1,285,000
Oth Rev - Parking Fines	300205-59202	150,000
Oth Rev - Reserved Parking	300205-59203	50,000
Oth Rev - Special Event Parking	300205-59206	15,000
Oth Rev - Public Parking	300205-59208	150,000
Oth Rev - University Special Events	310111-59940	10,000
Oth Rev - Miscellaneous	310113-59990	125,000
Oth Rev - Camp Big Red	310201-59130	69,000
Oth Rev - Intramural Complex	310202-59120	3,600
Oth Rev - Preston User Fees	310203-59101	104,800
Oth Rev - Preston Locker Rental	310203-59102	14,000
Oth Rev - Preston Guest Passes	310203-59103	11,200
Oth Rev - Preston P/Time User Fees	310203-59106	82,600
Oth Rev - Preston Proshop	310204-59104	26,000
Oth Rev - Sports Lab Fees	310205-59140	2,300
Oth Rev - Preston Special Events	310207-59105	39,400
Oth Rev - Recycling	320214-59920	6,000
Oth Rev - ASG Parking Permits	320215-59209	120,000
Oth Rev - ASG - Daily Parking	320215-59212	15,000
Oth Rev - Post Office Box Rental	320402-59910	1,000

Revenue Summary

FY 2023 Operating Budget



Account Description	Account Number	FY23 Budget
Oth Rev - Post Office Subsidy	320402-59915	7,000
Oth Rev - HAF Contribution	370416-59847	176,000
Oth Rev - University Special Events	380202-59940	235,000
Oth Rev - University Special Events	380208-59940	30,000
Total Other Revenue		\$29,809,700
<hr/>		
Total Revenue		\$383,447,700

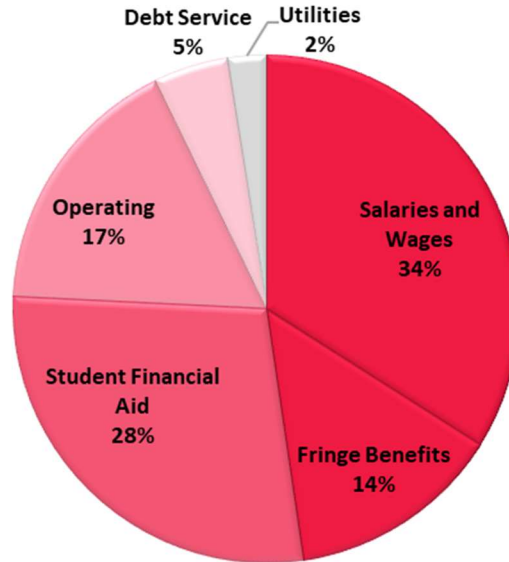
Expenditure Summary

WKU’s expenditure budget for FY 2023 is \$383.4 million. This is \$7.8 million, or 2%, more than FY 2022. The largest expenditure category is personnel, which represents 48% of the total expenditure budget, followed by student financial aid, which represents 28% of the total expenditure budget.

Table 10: Expenditures by Natural Classification

Expense	FY 2022	FY 2023	\$ Change	% Change
Salaries and Wages	125,413,413	130,280,000	4,866,587	4%
Fringe Benefits	52,302,603	52,460,000	157,397	0%
Student Financial Aid	99,721,321	107,769,000	8,047,679	8%
Operating	71,644,372	65,211,700	6,432,672	-9%
Debt Service	17,235,397	18,366,000	1,130,603	7%
Utilities	9,360,264	9,361,000	736	0%
Total	\$375,677,370	\$383,447,700	\$7,770,330	2%

Figure 6: FY 2023 Expenditures



Personnel

Personnel costs are the largest expenditure category and account for 48% of the operating cost of the university. The FY 2023 salary budget is \$130.3 million, representing an increase of \$4.9 million over the prior year. The increase in personnel expenditures is mostly attributable to grants and contracts expenditures. In the past, all projected grants and contracts were originally budgeted in the operating expenditure category, then transferred to the awarded grant index during the year. While this process will still exist, after detailed review and analysis, we’ve appropriately budgeted grants and contracts to align with actual activity. This realignment has resulted in a large increase to salaries and fringe benefits, and a corresponding large reduction to operating expenses.

Employee compensation remains a top priority for university leadership. WKU concluded a campus-wide compensation study with the primary goal of creating a compensation philosophy, salary structure and pay administration guidelines, and a long-term compensation plan for the campus community. Inclusive of the other half earmarked from the FY 2022 budget, the FY 2023 budget allocates \$840,000 to address the most egregious outliers as identified by the compensation study. Also included in the FY 2023 budget is a 2% salary increase pool, effective January 2023. The BEC, in consultation with campus constituents, will recommend the allocation strategy of the 2% pool, which may include cost of living increases, as well as funding to address pay gaps and inversion, remedy compression, and reward performance.

WKU’s commitment to caring for employees extends beyond salary. Other benefits, including paid time off, play an important role in building a competitive total compensation package. Despite the difficult budgetary challenges facing Kentucky colleges and universities participating in the state’s pension system, employee health insurance rates remain unchanged for the fifth straight year.

Table 11: Personnel Expenditures

Personnel	FY 2022	FY 2023	\$ Change	% Change
Faculty and Staff Salaries	117,573,209	122,856,000	5,282,791	4%
Student & Graduate Assistant Salaries	7,840,204	7,424,000	416,204	-5%
Fringe Benefits	52,302,603	52,460,000	157,397	0%
Total	\$177,716,016	\$182,740,000	\$5,023,984	3%

Student Financial Aid

In addition to tuition rates, student aid is another mechanism colleges and universities use to combat affordability challenges for students and families. To maintain WKU’s commitment to remaining an institution of access and opportunity, changes were made to the scholarship model for incoming freshmen starting in the fall 2020 class. The scholarship budget represents the third incoming class to receive the more expansive model. These changes included removing the ACT requirement for almost

all merit-based and targeted academic scholarships, increasing the minimum merit scholarship award from \$1,000 to \$2,500 and reducing the minimum GPA requirement from 3.3 to 3.0. In addition to academic merit, updates were also made to the Cornelius A. Martin Scholarship to enhance opportunities for the incoming URM students.

The additional institutional financial aid in the FY 2023 budget will be applied to the academic merit changes for the new incoming class. This increase will also support the new Border State scholarship program as well as the Hilltopper Guarantee for first-time freshmen entering WKU in the fall of 2021. This new scholarship model provides a scholarship to offset the out-of-state cost for any first-time freshman from the seven contiguous states (Tennessee, Missouri, Illinois, Indiana, Ohio, West Virginia, and Virginia). In addition, the Hilltopper Guarantee provides a last-dollar scholarship for all PELL eligible students with a 3.0 GPA. These changes are essential to maintaining WKU’s affordability and accessibility for all students and their families.



The Student Financial Assistance (SFA) office not only works with the scholarship programs but applies all state and federal funds as well. The university will apply an estimated \$22 million in federal PELL assistance and another \$20.5 million in state assistance from the KEES and College Access Programs. This is a total of over \$40 million administered by the SFA office to assist qualifying students.

Table 12: Student Financial Aid

Student Financial Aid	FY 2022	FY 2023	\$ Change	% Change
Institutional Financial Aid	52,490,316	57,916,000	5,425,684	10%
Pell	22,000,000	22,000,000	0	0%
KEES	12,500,000	12,000,000	500,000	-4%
College Access Program (CAP)	6,500,000	8,500,000	2,000,000	31%
Other Financial Aid	6,231,005	7,353,000	1,121,995	18%
Total	\$99,721,321	\$107,769,000	\$8,047,679	8%

Operating Expenditures

Operating expenditures include debt service, maintenance, utilities, and travel, etc. The FY 2023 budget is \$93.0 million, representing a decrease of \$5.3 million over the prior year. The reduction to operating expenditures is primarily due to the realignment of grants and contracts budgets as discussed in personnel.

Debt service is the cost to the university of borrowing money to pay for capital projects that generate benefits. Renovation bond payments include debt service for Downing Student Union

renovations, as well as Diddle Arena and Parking renovations. University-wide principle & interest agency bond payments, renovation bond payments, and other debt service will be \$18.3 million for FY 2023.

Careful review of previous expenditures and a conservative projection of future costs determined that no increase in the utility expenditure budgets is necessary. This highlights the Hilltopper community’s commitment to efficiency and environmental sustainability. Many campus buildings utilize energy efficient lighting fixtures that are also occupancy controlled to reduce energy costs. The campus community continues to participate in energy conservation periods, such as Winter Break, and heating/cooling are kept at minimal levels when buildings are unoccupied to also reduce utility costs. The utilities budget for FY 2023 totals \$9.4 million.

Maintenance encompasses expenses related to the maintenance of buildings, equipment, and computer software, as well as non-employee janitorial and grounds services. The maintenance budget for FY 2023 totals \$16.9 million.

Table 13: Operating Expenditures

Operating Expenses	FY 2022	FY 2023	\$ Change	% Change
Supplies & Operating Expenses	49,720,997	41,733,700	7,987,297	-16%
Debt Service	17,235,397	18,366,000	1,130,603	7%
Maintenance	16,160,055	16,904,000	743,945	5%
Utilities	9,360,264	9,361,000	736	0%
Travel	5,763,319	6,574,000	810,681	14%
Total	\$98,240,033	\$92,938,700	\$5,301,333	-5%

Expenditure Detail

Provost and Academic Affairs

Provost and Academic Affairs		FY23 Budget
Provost/VP Academic Affairs	200011	\$552,101
Provost - Initiatives	200015	\$12,000
Other General Academic Instruction	200021	\$201,634
Instructional Activities-Misc	200022	\$450,047
University Senate	200027	\$34,333
Assessment	200035	\$5,396
Faculty Award/Waiver Funds	200049	\$114,901
Knically Conference Center	200101	\$142,000
Student Publications	200301	\$531,597
College Heights Herald	200302	\$120,000
Talisman	200303	\$66,782
Institutional Research	200401	\$681,234
Commencement	210105	\$180,000
Scholarships - Departmental	210205	\$1,379,959
Registrar's Office	210301	\$820,055
WKU on Demand	220201	\$270,444
Forensics - POD	250305	\$568,561
Kentucky Museum	270202	\$495,691
Extended Learning & Outreach (DELO)	285101	\$857,340
DELO Risk/Opportunity	285102	\$218,000
Dual Credit	285103	\$364,681
DELO Marketing Plan	285106	\$138,534
Academic Outreach	285108	\$198,886
Ctr -Innovative Teaching & Learning	285109	\$670,529
Online Student Services	285113	\$293,046
Online Program Development	285114	\$645,206
Instructional Design and Technology	285115	\$817,667
Augenstein Conference Center	285203	\$28,000
Training Resource Services	285301	\$65,000
Continuing & Prof Development Admin	285302	\$458,524
Career & Workforce Development	285303	\$159,000
Lifelong Learning	285304	\$169,400
Society for Lifelong Learning	285306	\$12,000
Testing Center	310110	\$50,000
Total Provost and Academic Affairs		\$11,772,550

Clinical Education Complex (CEC)		FY23 Budget
Early Childhood Center-Big Red Sch.	240307	\$48,000
Early Childhood Center, CEC	240308	\$12,073
Kelly Autism Program	241801	\$300,000
Circle of Support	241803	\$448,687
Kelly Autism Program - Prime Time	241804	\$7,000
Clinical Education Complex (CEC)	265150	\$380,375
Total Clinical Education Complex (CEC)		\$1,196,135

Gatton Academy of Math and Science		FY23 Budget
Gatton Academy of Math and Science	240705	\$6,219,463
Total Gatton Academy of Math and Science		\$6,219,463

Honors College		FY23 Budget
Mahurin Honors College Fee	200352	\$246,000
Mahurin Honors College	210101	\$777,888
Mahurin Honors Col Freshman Retreat	210121	\$47,000
Office of Scholar Development	210130	\$247,222
Total Honors College		\$1,318,111

International Programs		FY23 Budget
Study Away Program	170001	\$1,200,000
Study Abroad	170900	\$65,000
Study Abroad	170950	\$500,000
Study Abroad	170999	\$14,000
Study Away Program	175001	\$5,000
Study Away Program	175009	\$300,000
Study Abroad	200039	\$5,000
International Student Office	201302	\$85,588
Scholar Apartments	201305	\$61,000
International Programming	201306	\$58,998
WKU Faculty Exchange	201308	\$7,000
International Faculty Seminar	201313	\$8,900

Global Learning & Int'l Affairs	201314	\$962,485
Semester at Sea	201344	\$20,000
Honors - Harlaxton	210114	\$342,000
International Recruiting & Admiss	210404	\$137,000
WKU Pathways - Operating	210422	\$240,000
Visiting Scholar Housing	310530	\$14,500
Total International Programs		\$4,026,472
Research		FY23 Budget
Office of Research & Creative Act.	200451	\$346,096
Sponsored Programs	200501	\$159,826
F&A - Sponsored Programs	200502	\$329,346
F&A - Incentive - Research	200506	\$610,412
Research & Creative Activities Prog	222100	\$118,484
Student Research Council	260506	\$9,000
AKA - Non-Manufacturing	390156	\$154,800
F&A - AKA	390159	\$163,554
Total Research		\$1,891,518
Regional Campuses		FY23 Budget
Extended Courses Support	220301	\$290,653
WKU - E-town/Fort Knox	220601	\$467,624
WKU - Glasgow	220701	\$639,468
WKU - Glasgow Facilities & Grounds	220704	\$260,316
WKU - Owensboro	220801	\$568,763
WKU - Owensboro Fac. & Grounds	220802	\$169,781
Total Regional Campuses		\$2,396,604
Graduate School		FY23 Budget
Graduate Assistantships	200041	\$1,513,403
Graduate School	220101	\$617,096
Graduate Fellowship	220901	\$163,400
Graduate Fellowship - Academic Aff.	220902	\$1,636,321
Graduate Student Research	221100	\$10,100
Total Graduate School		\$3,940,319

University Libraries		FY23 Budget
Libraries	270101	\$1,182,754
Library Technical Services	270105	\$2,773,095
Library Public & Technical Services	270106	\$2,425,341
Library Special Collections	270201	\$351,748
Total University Libraries		\$6,732,938

Workshops - Budget		FY23 Budget
Workshops - Budget	101111	\$385,000
Workshops - Budget	140100	\$15,000
Workshops - Budget		\$400,000

Restricted Grants & Contracts		FY23 Budget
Restricted Grants & Contracts - Instruction	500011	\$4,754,000
Restricted Grants & Contracts - Research	500012	\$3,259,000
Restricted Grants & Contracts - Public Service	500013	\$5,150,000
Restricted Grants & Contracts - Student Financial Aid	500018	\$400,000
Wages - Student Work Study - Federal	501102	\$690,000
America Reads	501103	\$50,000
Restricted Financial Aid - Teach Grant	501182	\$20,000
Govt Sch - PELL	501242	\$22,000,000
Govt Sch - SEOG	501260	\$446,000
Govt Sch - KEES	502101	\$12,000,000
Restricted Financial Aid	502102	\$40,000
Govt Sch - Early Childhood	502103	\$10,000
Govt Sch - College Access Program	502104	\$8,500,000
Restricted Financial Aid - Work Ready	502107	\$12,000
Total Restricted Grants & Contracts		\$57,331,000

Total Provost and Academic Affairs - Support Units **\$97,225,110**

Gordon Ford College of Business		FY23 Budget
Dean Gordon Ford College Business	230011	\$2,219,915
Course Fees - MBA	230025	\$50,000
GFCB - Faculty & Student Prog Sup.	230026	\$484,031
Accounting	230101	\$1,843,119
Finance	230102	\$1,340,596
GFCB - Summer School	230131	\$373,775
GFCB - Winter Term	230132	\$136,244
GFCB - On-Demand	230135	\$98,545
GFCB - Dual Credit	230136	\$29,052
Economics	230201	\$1,572,242
Department of Marketing	230202	\$1,436,177
Information Systems	230301	\$1,395,867
Management	230302	\$2,506,030
Center for Entrepreneurship/Innov.	230305	\$10,101
Course Fees - IS	230601	\$50,000
Total Gordon Ford College of Business		\$13,545,693

College of Education and Behavioral Sciences		FY23 Budget
Dean College of Education	240101	\$1,895,506
F&A - Education	240102	\$109,205
Education Graduate Assistants	240103	\$151,665
Education Part-Time Faculty	240107	\$114,202
Workforce Administration	240112	\$300,000
CEBS-Departmental Scholarships	240113	\$324,000
GameChangers	240117	\$14,000
CEBS - Summer School	240131	\$828,938
CEBS - Winter Term	240132	\$138,992
CEBS - Contract	240133	\$756,000
CEBS - On-Demand	240135	\$60,176
CEBS - Dual Credit	240136	\$83,241
Burch Institute	240160	\$99,086
School of Leadership & Prof Studies	240201	\$1,725,073
Ed Leadership Doctoral Program	240220	\$503,519
Psychology	240501	\$1,542,556
Psychology Clinic	240504	\$6,000
Doctor of Psychology	240506	\$509,772
Center for Gifted Studies	240702	\$1,081,000
WKU Center for Literacy	240807	\$241,799
Professional Educator Services	240901	\$570,709

Student Teaching Overseas Placement	240902	\$13,000
Course Fee - Prof. Educator Serv.	240903	\$6,000
Military Science	241001	\$64,654
Course Fee - Military Science	241004	\$2,000
School of Teacher Education	241101	\$2,479,690
Course Fees - School of teacher Ed.	241104	\$11,000
Child Care	241401	\$200,000
Head Start T/TAS Projects	241404	\$1,250,000
Counseling and Student Affairs	241701	\$707,721
Course Fees - Counsel & St. Affairs	241706	\$1,000
Total College of Education and Behavioral Sciences		\$15,790,504

Potter College of Arts & Letters

FY23 Budget

Dean Potter College	250101	\$2,690,709
F&A - Potter College	250102	\$49,991
Potter College Graduate Assistants	250103	\$304,854
Potter College Part-Time Faculty	250108	\$610,158
PCAL-Departmental Scholarships	250112	\$1,094,000
PCAL Marketing/Recruitment	250116	\$29,000
PCAL Technology	250117	\$75,000
PCAL - Summer School	250131	\$588,411
PCAL - Winter Term	250132	\$154,427
PCAL - Contract	250133	\$12,450
PCAL - On Demand	250135	\$343,980
PCAL - Dual Credit	250136	\$244,744
PCAL - New Faculty Search	250138	\$20,000
PCAL - Strategic Investment	250139	\$467,626
PCAL - New Faculty Start-up	250140	\$15,000
PCAL - DEI Projects	250141	\$15,000
Campus Cultural Enhancement	250151	\$50,000
AA/PD - PCA&L	250153	\$16,518
University Historian	250156	\$100,361
Art and Design	250201	\$1,427,853
FAC Galleries	250204	\$6,808
Course Fees - Art	250205	\$97,000
Communication	250301	\$1,638,762
Course Fees - Communication	250310	\$15,000
English	250401	\$2,693,787
Robert Penn Warren Journal	250403	\$3,000
Writing Center	250406	\$18,088
Master of Fine Arts	250407	\$204,630

Gender & Women's Studies	250408	\$7,513
Modern Languages	250501	\$716,849
Course Fees - Modern Languages	250505	\$1,000
Flagship - Scholarship Passthrough	250507	\$8,000
History	250601	\$1,934,313
AFAM	250605	\$5,000
School of Media	250701	\$1,432,439
Image West Prof Services	250706	\$13,000
Student Radio	250707	\$45,461
Journalism Academic Excell Projects	250708	\$3,000
Course Fees - SOM	250709	\$65,000
Program Fees - School of Media	250710	\$20,000
Music	250801	\$1,860,677
CUSA Bands	250802	\$161,712
Music Dept. Concert and Performance	250804	\$18,000
Pre-College Strings Program	250806	\$70,000
Course Fees - Music	250807	\$15,000
Program Fees - Music	250808	\$19,000
Sociology & Criminology	251001	\$1,273,641
Theatre & Dance	251101	\$965,641
Play Production	251103	\$40,000
Opera - Musical	251104	\$15,000
Course Fees - Theatre & Dance	251107	\$10,000
Summer Dance Intensive	251108	\$9,000
Political Science	251201	\$1,223,407
Folk Studies & Anthropology	251301	\$750,893
KY Archaeological Survey (KAS)	251305	\$145,000
Center for Local Governments	263201	\$2,000
Total Potter College of Arts & Letters		\$23,817,700

Ogden College of Science and Engineering		FY23 Budget
School-Engineering & Apl. Sciences	260011	\$4,528,201
Course Fees - Seas	260012	\$163,000
Engineering Program Fees	260013	\$140,000
Dean Ogden College	260101	\$977,764
F&A - Ogden College	260102	\$177,687
Ogden College Graduate Assistants	260103	\$592,339
AA/PD - OCSE	260105	\$4,327
SKyTeach	260110	\$240,140
Ogden College Part-Time Faculty	260112	\$116,334
Electron Microscopy Lab	260119	\$2,000

Expenditure Summary
 FY 2023 Operating Budget



Kentucky Mesonet	260120	\$1,771,128
KY Mesonet - Revenue & Sponsorship	260121	\$30,000
OCSE - Summer School	260131	\$531,065
OCSE - Winter Term	260132	\$169,861
OCSE - On Demand	260135	\$216,609
OCSE - Dual Credit	260136	\$82,129
Agriculture & Food Science	260201	\$1,540,564
Leaf Composting-Scholarships	260202	\$12,000
Agricultural Exposition Center	260205	\$175,000
Cheese Facility	260208	\$15,000
Farm	260209	\$740,233
Farm Maintenance	260211	\$208,888
Ag. Student Events	260217	\$10,100
Course Fees - Agriculture	260218	\$15,000
Course Fees - Horticulture	260219	\$16,000
Psychological Sciences	260301	\$1,821,918
Psychological Sciences - Course Fee	260303	\$1,000
Biology	260401	\$2,503,459
Course Fees - Biology	260405	\$73,000
So. KY Center for Adv Microscopy	260406	\$2,000
Chemistry	260501	\$1,685,056
Course Fee - Chemistry	260508	\$77,000
Earth, Environmental, & Atmos. Sci.	260601	\$1,945,840
Geographic Info Systems Licensing	260603	\$14,000
Course Fees-Earth, Enviro. & Atmos.	260608	\$45,000
AMS - Academic Excellence Projects	260805	\$1,979
Mathematics	260901	\$2,983,269
Physics & Astronomy	261101	\$1,719,801
Course Fees - Physics	261107	\$18,500
Civil Engineering Services	261412	\$20,000
Applied Research & Technology - POD	262101	\$460,340
ARTP Shop - Professional Services	262109	\$2,000
HydroAnalytical Lab	262201	\$160,000
CHNGES - REVENUE	262205	\$10,000
Advanced Materials Institute - POD	262502	\$68,541
Crawford Hydrology Lab	262701	\$125,000
Applied Physics Institute - POD	263001	\$68,383
Applied Physics Inst - Prof Svc POD	263003	\$2,000
ECI	263102	\$30,000
Thermal Analysis Lab	390157	\$70,000
Total Ogden College of Science and Engineering		\$26,383,456

College of Health and Human Services		FY23 Budget
Applied Human Sciences	240301	\$1,409,221
Hospitality Management Program	240302	\$4,000
Course Fees - Applied Human Sci.	240309	\$14,000
School of Kinesiology, Rec. & Sport	240401	\$2,323,640
Course Fees - KRS	240406	\$13,800
South Central AHEC	265052	\$120,000
Dean CHHS	265101	\$4,679,407
F&A - CHHS	265103	\$55,712
CHHS - Summer School	265131	\$1,313,219
CHHS - Winter Term	265132	\$190,867
CHHS - On Demand	265135	\$6,489
CHHS - Dual Credit	265136	\$8,600
Public Health	265201	\$1,812,970
Course Fees - Public Health	265206	\$7,000
School of Nursing and Allied Health	265301	\$3,913,075
Doctor of Nursing Practice	265305	\$466,911
Course Fees - SONAH	265307	\$130,000
Program Fees - SON	265308	\$322,657
Social Work	265401	\$1,603,473
SONAH - DH Clinic	265403	\$32,000
Program Fees - Dental Hygiene	265410	\$56,000
Communication Sciences & Disorders	265601	\$1,248,277
Course Fees - CSD	265606	\$49,230
CSD Speech Clinic	265607	\$25,000
Doctor of Physical Therapy	265901	\$1,733,683
Program Fees - DPT	265902	\$81,600
Total College of Health and Human Services		\$21,620,830
Total Academic Affairs with Colleges		\$198,383,292

Athletics		FY23 Budget
Director of Athletics	370101	\$2,561,832
Men's Football	370201	\$7,285,019
Men's Basketball	370202	\$2,311,503
Men's Baseball	370203	\$1,207,137
Men's Track & Field	370204	\$485,772
Men's Golf	370206	\$256,898
Women's Basketball	370301	\$1,403,194
Women's Golf	370302	\$291,739
Women's Tennis	370303	\$334,946
Women's Track & Field	370304	\$484,192
Women's Volleyball	370305	\$880,504
Women's Softball	370307	\$748,285
Women's Soccer	370308	\$810,873
Athletic Facilities	370401	\$1,115,724
Athletic Marketing	370402	\$497,980
Cheerleader/Topperettes	370404	\$87,381
Strength & Conditioning	370405	\$304,497
Athletic Trainer	370407	\$1,292,044
Ticket Manager	370408	\$317,580
Athletic Media Relations	370409	\$416,829
CUSA Football Championship	370410	\$5,000
Women's Basketball Championship	370411	\$35,000
Track Team Championship	370413	\$10,000
Men's Basketball Championship Trave	370414	\$35,000
Softball Championship	370415	\$10,000
Athletic Concessions	370417	\$3,456
Women's Soccer Championship	370418	\$10,000
Volleyball Championship	370419	\$10,000
Baseball Championship Travel	370420	\$10,000
Women's Golf Championship	370421	\$5,000
Men's Golf Championship	370422	\$5,000
Women's Tennis Championship	370425	\$5,000
Athletics - Game Guarantees	370701	\$399,650
Total Athletics		\$23,637,035

Enrollment and Student Experience

Enrollment		FY23 Budget
Advising & Career Development Ctr	210103	\$2,231,007
Student Athlete Success Center	210123	\$322,081
Student Financial Assistance	210201	\$1,702,037
Admissions Office	210401	\$2,204,899
Topper Orientation Program	210402	\$234,887
Educational Enhancement Programs	210501	\$145,121
F&A - TRIO/EEP	210502	\$74,762
Total Enrollment		\$6,914,795

Student Experience		FY23 Budget
Chief Diversity Officer	201411	\$10,381
Parent & Family Weekend	210113	\$42,000
Military Student Services	215111	\$129,682
Student Accessibility Resource Cntr	300208	\$522,132
VP Enrollment & Student Experience	310011	\$498,244
Parent and Family Programs	310012	\$10,000
Dean of Students	310021	\$207,460
Student Health Education	310101	\$26,818
Student Government Association	310102	\$113,382
Student Activity, Org & Leadership	310103	\$227,610
Campus Activity Board	310104	\$139,324
Counseling Center	310105	\$703,856
Greek Activities	310111	\$10,000
Student Conduct	310112	\$179,583
Camp Big Red	310201	\$69,000
Intramural Sports Complex	310202	\$3,600
Campus Recreation and Wellness	310203	\$811,475
Pro-Shop/Outdoor Rental	310204	\$26,000
Health & Fitness Lab	310205	\$347,827
Preston Center Special Events	310207	\$39,400
Challenge Course	310209	\$7,700
Preston Fitness Center Equipment	310210	\$78,985
Intercultural & Student Engagement	310302	\$316,890
Ky Equal Opportunity	310304	\$3,250
Sustainability	320216	\$62,062
Total Student Experience		\$4,586,662

Enrollment and Student Experience - Auxiliary		FY23 Budget
University Centers	310107	\$443,186
Undistributed Centers	310108	\$612,232
University Center - DSU Renov. Debt	310114	\$2,515,000
Student Leadership	310116	\$38,336
Undistributed Housing Expense	310504	\$6,200,415
Housing & Residence Life	310505	\$4,063,371
Food Services - DSU Renov. Debt	320104	\$72,000
Undistributed Food Services Expense	320404	\$728,703
ID Center	320406	\$53,607
Food Service - Improv/Equip Replace	320409	\$463,500
Dining Services Administration	320410	\$66,169
Food Service - Capital Renewal	320411	\$197,000
Total Enrollment and Student Experience - Auxiliary		\$15,453,520
Total Enrollment and Student Experience		\$26,954,978

Strategy, Operations and Finance

Finance & Administration		FY23 Budget
Staff Senate	100600	\$3,668
Strategy, Operations & Finance	101011	\$785,823
Police	300202	\$2,967,045
Human Resources	300204	\$647,873
Access Control	300213	\$350,595
Total Finance & Administration		\$4,755,004

Finance & Administration - Auxiliary		FY23 Budget
Printing Services	320102	(\$5,720)
WKU Print Center	320106	\$7,500
Auxiliary Business Services	320401	\$4,504
Food & Beverage Vending	320405	\$125,566
Barnes & Noble Bookstore	320420	\$941,000
Total Finance & Administration - Auxiliary		\$1,072,850

Budget, Finance and Analytics		FY23 Budget
Office of Asst. VP - Bdgt, Fin & An	101601	\$776,184
Office of the Controller & Treasurer	103101	\$493,136
Accounting & Financial Reporting	103112	\$574,333
Bursar	104101	\$577,242
Budget	102001	\$190,458
Total Budget, Finance and Analytics		\$2,611,353
Business Services		FY23 Budget
Business Services	101021	\$47,505
Procurement Services	103103	\$1,154,019
Parking Services	300205	\$1,650,000
Transit Services	320211	\$1,156,318
Alumni Square Garage	320215	\$135,000
Postal Services	320402	\$282,732
Total Business Services		\$4,425,575
WKU Innovation Campus		FY23 Budget
Center for R&D	105001	\$968,000
F&A - Intellectual Property	200507	\$30,680
Center for R&D Operations	320212	\$280,599
Total WKU Innovation Campus		\$1,279,279
Facilities		FY23 Budget
Physical Plant Facilities	101106	\$1,445,191
Environment, Health & Safety	300203	\$819,583
Chief Facilities Officer	320108	\$241,218
Facilities Management	320201	\$7,444,626
Facilities Fiscal Services	320202	\$410,233
Building Services	320203	\$574,057
Maintenance Services	320204	\$3,684,718
Utilities	320205	\$7,169,843
Campus Services	320206	\$479,414
Stockroom Services	320207	\$90,480
Plant Operations	320208	\$2,648,281
DFM Fleet Services	320210	\$229,180
Waste Management	320214	\$284,744
Planning, Design & Construction	320302	\$480,333
Total Facilities		\$26,001,901

Information Technology		FY23 Budget
Campus Communication & Security	101115	\$114,826
Assist. VP for Info Tech Serv	290101	\$632,663
ITS - Capital Projects	290105	\$137,115
Tech Support Serv - IT Service Desk	290107	\$973,434
Security & Identity Management	290109	\$310,285
TopperTech Part Purchases	290112	\$10,000
WWHR Student Radio Station	290212	\$45,000
Tech Support Serv-Endpoint Services	290301	\$1,554,634
Infrastructure & Ops - Network	290302	\$1,167,889
Infrastructure & Ops-Communications	290304	(\$166,213)
Infrastructure & Ops - Cabling	290306	\$177,877
Infrastructure & Ops - PhySecTech	290309	\$246,838
Infrastructure & Ops - AVS	290312	\$1,109,112
Tech Support Serv - Acad Field Serv	290403	\$373,875
ITS-Reoccurring Soft/Hard Maint.	290406	\$1,777,726
Tech Support Serv - Elect Soft Dist	290407	\$1,400
Infrastructure & Ops - Systems	290501	\$755,457
Application & Prgm Services	290504	\$1,921,751
Total Information Technology		\$11,143,667
Total Strategy, Operations and Finance		\$51,289,630

Philanthropy and Alumni Engagement		FY23 Budget
VP Philanthropy & Alumni Engagement	350011	\$455,773
Philanthropy	350103	\$1,373,860
Alumni Engagement	350104	\$513,528
Annual Fund	350105	\$134,780
Advancement Services	350110	\$498,504
Development Creative Services	380207	\$697,365
Total Philanthropy and Alumni Engagement		\$3,673,810
President		FY23 Budget
Board of Regents	100200	\$178,831
President's Office	100300	\$743,235
President's Home	100400	\$20,523
Equal Employment Opportunity	300201	\$295,012
Office of General Counsel	360101	\$447,288
Internal Audit	360201	\$227,621
Total President		\$1,912,509
Communications & Marketing		FY23 Budget
Faculty House	200026	\$1,010
Communication/Broadcasting ETV Lab	290201	\$51,190
Public Radio Services	290203	\$546,342
FM Radio Network	290204	\$40,000
Educational Television Services	290205	\$743,105
ETV Proposed Programming	290207	\$5,000
Communications & Marketing	380101	\$1,261,018
Student Spirit Groups	380201	\$81,000
Campus and Community Events	380202	\$235,000
Campus & Comm. Events-Institutional	380203	\$494,634
VP-Communications & Marketing	380205	\$47,375
Arena Management	380208	\$30,000
Student Television Services	290208	\$209,630
Total Communications & Marketing		\$3,745,303

University-Wide		FY23 Budget
Scholarships - Institutional	210202	\$42,436,623
Instruction Contingency	101101	\$2,198,474
Institutional Contingency	101103	(\$4,321,920)
General Institutional Expenses	101104	\$3,629,098
Institutional Acquisitions & Leases	101105	\$1,570,290
Central - CF	101118	\$650,000
Strategic Investment Fund	101124	\$2,685,000
Diddle Arena/Parking Debt	370416	\$2,808,000
Mandated Tuition Waivers	102002	\$5,171,500
Staff Benefits-Undistributed	103109	\$4,566,079
Principal & Interest Agency Bonds	103121	\$11,558,000
DSU Renovation Bond Payment	103123	\$900,000
Total University-Wide		\$73,851,143
 Total FY23 Budget		 \$383,447,700

Subvention and Budget Alignment Strategies

Subvention Pool

The RAMP budget model allocates non-program revenue, such as tuition and fees and state appropriation to each of the five academic colleges based on pre-determined metrics. These revenues are then subject to a 13% participation fee to provide a Subvention pool administered by the Provost. The total Subvention pool for the FY 2023 budget is about \$32 million. The Auxiliary and Support Units utilized nearly \$20 million of this allocation to fund these programs at the same level as the prior year. This left the remaining \$12 million for the Provost to award to the Colleges to remain in balance or fund new strategic initiatives.

In order to provide stability during the implementation timeline, the Provost has developed a three-year balancing strategy, which will use cash on hand to supplement the Colleges not supported by the existing metrics. This three-year strategy is anticipated to put each College on a level starting point. The Provost met with the Dean of each College to distribute the Subvention pool in a way that promoted academic success and strategic funding.

Budget Alignment Strategies

The past three approved budgets have included budget reduction targets as a balancing strategy as the university worked to properly align expenditures with available resources. This FY 2023 proposed budget does not include any new budget reduction targets, but the FY 2023 expenditure base budget was established using the approved FY 2022 budget. On the College level, any reduction targets were discussed and included in the Subvention pool meetings.

Unit Narratives

Gordon Ford College of Business



Mission Statement

The mission of the Gordon Ford College of Business is to actively support and engage students, faculty, staff, and community in academic and lifelong professional development, providing the foundation needed to lead in today's diverse business environments.

Organizational and Program Information

The Gordon Ford College of Business is committed to academic excellence and student success. The College is comprised of six academic departments: Accounting, Economics, Finance, Information Systems, Management, and Marketing.

All programs in the Gordon Ford College of Business have been accredited by AACSB International, The Association to Advance Collegiate Schools of Business, since 1982. The Gordon Ford College of Business is one of only 189 institutions worldwide holding dual AACSB accreditation in both business and accounting programs.

In fulfilling the College and University missions, the faculty of GFCB strive to create market-ready graduates through innovative learning experiences, using an applied, flexible, and adaptive curriculum. The faculty demonstrates competency through continuous intellectual activity in discipline-based, applied, or instructional research. The currency and relevancy of research and pedagogical activity are supported by active faculty participation with professional associations and projects and other business, industry, and government initiatives.

The Gordon Ford College of Business offers eight undergraduate programs, eight minors, and four undergraduate certificates. In addition, GFCB offers three graduate degree programs and four graduate certificates. The Gordon Ford College of Business has a centralized Student Success Center which includes Undergraduate Advising and Tutoring, an Internship Coordinator, PEAK Program, Clothes Closet, and Professional Development initiatives.

The Gordon Ford College of Business also houses an MBA Program office and five active centers (Center for Applied Data Analytics, Center for Applied Economics, Center for the Study of Economics and Institutions, Center for Financial Success, and Center for Professional Selling).

Goals and Anticipated Program Activities

To achieve our strategic intent and realize our vision, the Gordon Ford College of Business is committed to the following strategic objectives:

- Recruit and retain well-prepared students and highly-qualified faculty and staff.
- Offer high-quality applied business programs that create market-ready graduates through an innovative, flexible, and adaptive curriculum.
- Produce graduates who are prepared for an ever-changing industry environment.
- Build and nurture a culture of student success, engagement, and professionalism among students, faculty, and staff.
- Develop, broaden, and strengthen significant relationships with all internal and external stakeholders, focusing on alumni, business, and governmental organizations.
- Create and promote a more diverse and culturally competent college.

College of Education & Behavioral Sciences



Mission Statement

The mission of the College of Education and Behavioral Sciences (CEBS) is to empower individuals to lead and serve through academic and inquiry-based experiences representative of the educational, behavioral, and leadership needs of our diverse and global society. We intend for graduates of our programs to be highly sought-after community leaders in education and behavioral science professions.

Organizational and Program Information

Since its inception as the Western Kentucky State Normal School and Teachers College in 1922, the College of Education and Behavioral Sciences has prepared highly qualified educators and other professionals to serve the community, the region, the commonwealth, and beyond. CEBS is nationally recognized for its clinical preparation programs in education and behavioral sciences. We prepare professionals in Educator Preparation, Psychology, Counseling and Student Affairs, Educational Administration, Organizational Leadership, and Military Science and Leadership. We engage students in a variety of applied learning opportunities including experiences in classrooms, research laboratories, clinics, our local community, and across the globe. We maintain multiple institutional-level as well as specialized program accreditations including the Council for the Accreditation of Educator Preparation (CAEP), the Council for Accreditation of Counseling and Related Education Programs (CACREP), and the National Association of School Psychologists (NASP). Our faculty are highly productive scholars, maintaining active grant-based inquiry agendas supported by local, state, and federal grant agencies and foundations. Applied research is an important part of the College of Education and Behavioral Sciences. Students and faculty work together to conduct research on a wide variety of topics in laboratories, classrooms, and community settings.

The College of Education and Behavioral Sciences at WKU offers the lifespan of degrees ranging from associates to doctoral credentials. Degree tracks and practice licensures are focused in Counseling

and Student Affairs, Educational Leadership, Organizational Leadership, Military Science, Psychology, Workforce Administration, and Educator Preparation.

CEBS also supports the WKU Office of Professional Educator Services, Military Student Support Services, WKU ROTC and National Guard units, Talley Family Counseling Center, WKU Literacy Clinic, WKU Center for Gifted Studies, and the WKU Psychology Clinic.

Goals and Anticipated Program Activities

CEBS is committed to advancing institutional strategic goals and objectives as outlined in WKU's Strategic Plan, Climbing to Greater Heights, as well as other initiatives and strategic priorities consistent with that plan:

- Recruit, retain, and graduate students dedicated to teaching, leading, and serving
- Enhance the faculty and staff experience through the incorporation of current technologies; replacing outdated and paper-based work processes
- Expand applied learning opportunities for students focusing on social engagement, social justice, and considerations expected of a diverse community
- Broaden and strengthen faculty and community engagement in program-specific continuous program improvement practices and alumni needs.

Ogden College of Science & Engineering



Mission Statement

The mission of Ogden College of Science and Engineering (OCSE) is to empower individuals to become leaders through academic achievement, global connections, and engagement in research education, and service.

Organizational and Program Information

Whether a student is looking to apply to graduate school, medical school, or go straight into their career, the hands-on applied learning experience available in the Ogden College of Science and Engineering at Western Kentucky University will help prepare them for this journey. Our award-winning and devoted faculty and staff continually prove their commitment to a student-centered applied research experience in a multitude of ways in both teaching and professional scholarship.

Students will be encouraged to get involved in research laboratories, academic team projects, honors fraternities, international and study away programs, and social clubs housed within each of the college's academic units to ensure that they feel involved and at home on the hill. These opportunities will enhance their academic experience and prepare them for their futures with a strong foundation and passion for lifelong learning.

Ogden College of Science and Engineering encompasses the applied and basic sciences, offering a broad range of degree programs through our nine academic units.

The College offers over 30 undergraduate majors, 10 graduate programs and 10 certificates. In addition to the academic units the College also houses the Applied Research and Technology Program (ARTP) which is a multidisciplinary program consisting of 18 scientific and service-oriented Centers and Institutes providing significant shared resources enabling cutting-edge research and training.

Goals and Anticipated Program Activities

OCSE strategic goals are:

- Recruit, support, and graduate a committed, diverse, and growing cadre of students.
- Offer a portfolio of contemporary and relevant academic programs and courses built on an engaged learning framework.
- Advance student-centered research and creative activities across the college.
- Establish and maintain strong interactions with the community to meet the needs of students and serve the region.
- Establish and maintain a physical, fiscal, and personnel infrastructure to execute the strategic plan.

Potter College of Arts & Letters



Mission Statement

The value of humanistic study has been central to the mission of WKU since the university first welcomed students in 1906. PCAL is dedicated to providing a positive learning environment that nurtures the growth of all students, by building upon a commitment to excellence in teaching, research, creative scholarship, and service in the fields of arts, humanities, and social sciences.

Since its creation in 1965, the college has continued to develop cutting-edge academic programs focusing on adaptable and transferable skills that prepare our graduates for meaningful careers and fulfilling lives. We are committed to diversity, equity, and inclusion in the classroom, in the curriculum, in the community, and our world.

Organizational and Program Information

The college prepares students to enter a wide range of careers and programs of advanced study through its 37 undergraduate majors leading to baccalaureate degrees, 39 minors and 10 undergraduate certificates. In conjunction with the Graduate School, it offers advanced programs that lead to 8 different graduate degrees and 4 graduate certificates. It also plays a significant role in WKU's Colonnade program, so that there are very few undergraduates at WKU who do not take multiple classes in PCAL.

Academic units in PCAL include the Departments of Art & Design, Communication, English, Folk Studies & Anthropology, History, Modern Languages, Music, Political Science, Sociology & Criminology, Theatre & Dance, and the School of Media.

Goals and Anticipated Program Activities

The following list summarizes the college's priorities:

- Produce graduates that will continue to enrich their communities throughout their lives.
- Provide a diverse and equitable college experience for all PCAL students.
- Create, synthesize, and disseminate knowledge through high-level scholarship and creative activity.

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- Facilitate high impact practices, including study abroad, immersive learning in different cultures, service learning, and collaborative learning and instructional opportunities.
 - Create a portfolio of academic and pre-professional offerings that align with student and employer demand, while preparing those students for a lifetime of learning and growth.
 - Work to help students articulate how their PCAL degree has prepared them for workforce success.
 - Schedule course offerings that maximize progression and completion while appealing to individual student interests.
 - Support and underwrite the Colonnade program.
 - Research and adopt effective strategies and technologies for distance learning.
 - Nurture a culture of service to the broader university, region, and world.
 - Manage fiscal resources effectively and creatively.
 - Continue to recruit, and retain students who will benefit most from, and bring the most to, the PCAL experience
 - Change lives.

College of Health & Human Services



Mission Statement

We prepare health and human services professionals who will work to improve the quality of life in their communities and beyond.

Organizational and Program Information

The College of Health and Human Services (CHHS) was created in 2002 and is committed to excellence in teaching, research, and service. CHHS consists of the following seven academic units, including: Departments of Applied Human Sciences, Communication Sciences and Disorders, Physical Therapy, Public Health, Social Work, and Schools of Kinesiology, Recreation and Sport and Nursing and Allied Health. CHHS offers degrees at the associate, baccalaureate, masters, and professional doctoral levels.

Since CHHS prepares future leaders in health and human services careers, we are committed to empowering students to lead by example while on the Hill. To that end, we provide opportunities for our students to learn about, and engage in, self-care behaviors that will reduce stress and increase overall quality of life. If students practice these behaviors while in college, then they will be better prepared to do so when they enter the health and human services workforce.

CHHS prepare students for their professions by engaging them in applied learning opportunities in the community that apply the theories and concepts discussed in the classroom. These applied learning opportunities include clinical experiences, field work, and/or internships at one or more health and human services facilities, agencies and/or organizations. Furthermore, CHHS helps facilitate the research and creative activities of faculty, staff, and students, and the translation of this activity into enhancing economic vitality and quality of life in the region.

CHHS offers 16 undergraduate majors leading to baccalaureate degrees. Some majors offer concentrations, which provide additional options within these programs. Two (2) associate degree programs, 12 undergraduate certificates, and 12 minors are also offered. At the graduate level, there are 9 master's degree programs and 11 graduate certificates. In addition, 2 professional doctoral degrees, the Doctor of Nursing Practice and the Doctor of Physical Therapy are offered.

CHHS oversees the South-Central Area Health Education Center (AHEC), the Center for Applied Science in Health and Aging (CASHA), the Center for Environmental and Workplace Health (CEWH), and the LifeSkills Center for Child Welfare Education and Research (LCCWEAR). Centers or clinics reporting to a unit within CHHS include the Institute for Rural Health, the Cardiopulmonary Resuscitation (CPR) Training Center, the Training Resource Center, the Dental Hygiene Clinic, and the Communication Disorders Clinic.

Goals and Anticipated Program Activities

CHHS is committed to advancing the WKU strategic plan, Climbing to Greater Heights, by implementing the CHHS strategic plan, Climbing Higher Together. The following goals are outlined in the aforementioned strategic plan:

- Increase recruitment, retention, and graduation rates of a diverse body of CHHS students.
- Enhance the productivity of research and creative activity among CHHS faculty and graduate students.
- Promote excellence in applied, interprofessional, student-centered teaching.
- Foster diversity, equity, and inclusion among CHHS students, faculty and staff.
- Enhance local, regional, and global community-engaged experiences for faculty, staff, and students.
- Establish policies and develop strategies to create efficiencies, maximize resources, maintain facilities, and support the CHHS mission and vision.
- Increase alumni engagement through philanthropy, service, and social media.

Provost & Academic Support Units



Mission Statement

Under the Provost's leadership, the Academic Support Units promote and assist the students, faculty, and staff within the Division of Academic Affairs and work collaboratively with all WKU divisions to ensure student receive a quality educational experience that is committed to student success.

Organizational and Program Information

The Division of Academic Affairs has primary responsibility for providing positive learning environments for all students, built upon a commitment to excellence in teaching, research, and service. The role of the Academic Support Units involves sustaining strong support for existing undergraduate and graduate programs offered throughout the University and maintaining educational records for students. They facilitate the research and creative activities of faculty, staff, and students, and the translation of this activity into enhancing economic vitality and quality of life in the region while advancing WKU's commitment to being a student-centered applied research University.

Through the establishment of Academic Affairs goals, budgetary priorities, and driven by strategic planning , the Academic Support Units are committed to increasing recruitment, retention, degree completion and placement of all students, recruiting and retaining a diverse community of outstanding faculty and academic leaders and continue to foster their professional development, promote and embrace continuous improvement by guiding development of academic programs and curricula and monitoring them for academic quality, sustainability, productivity, and student success, and increasing our populations of underrepresented students, staff, and faculty fostering a culture of equity and inclusion that support their success. Additionally, the Division is also committed to working with faculty and staff to provide engaged learning and professional development opportunities for students, while addressing social and economic problems through applied research and service to the state, the region, the nation, and the world. Thus, we are dedicated to providing educational programs and services that prepare students for varied roles as responsible leaders and productive citizens of society.



Through close interaction between students and faculty, the Academic Support Units encourage the intellectual, social, and ethical growth of students. They help to prepare a diverse student population for meaningful careers in a multicultural and globally competitive environment while fostering in them a sense of civic responsibility, public service, and human understanding. They support and encourage students and faculty to participate together in the process of research and creative activity which enhances and underpins all aspects of the educational mission of WKU. This includes providing grant opportunities to support a comprehensive applied research agenda, fostering the garnering of extramural funding from pertinent federal, state and local sources, and promoting the innovative work of faculty, staff, and students.

The University offers 95 undergraduate majors and 74 minors leading to baccalaureate degrees. Several professional and pre-professional curricula provide additional options within these degree programs. 5 associate degree programs and 36 certificates are also offered. The Graduate School offers majors that lead to 48 different master's degrees, the Specialist in Education degree, Rank I and II Teacher Certification programs, 37 graduate certificate programs, and four professional doctorates in Educational Leadership (Ed.D.), Nursing (DNP), Physical Therapy (DPT), and Psychology (Psy.D.).

The Academic Support Units reporting to the Provost include the University Libraries, the Mahurin Honors College, the Graduate School, and Global Learning & International Affairs. Other Academic Support Units include the Office of Research and Creative Activity; the Regional Campuses in Glasgow, Elizabethtown/Ft. Knox, and Owensboro;; the Office of the Registrar; Student Publications; the Suzanne Vitale Clinical Education Complex; and Institutional Research. In addition, the Gatton Academy of Mathematics and Science in Kentucky and the Center for Innovative Teaching and Learning also report to the Provost.

Goals and Anticipated Program Activities

The Academic Support Units, working in concert with each College and other units of the University, are responsible for supporting the primary educational and research missions of the institution. They are committed to advancing institutional strategic goals and objectives, as well as other initiatives and strategic priorities consistent with that plan, including those promulgated by the Kentucky Council on Postsecondary Education (CPE) and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

GOAL ONE - Increase recruitment, retention, degree completion and placement for all students

GOAL TWO - Recruit and retain a diverse community of outstanding faculty and academic leaders and continue to foster their professional development.

GOAL THREE - Promote and embrace continuous improvement by guiding development of academic programs and curricula and monitoring them for academic quality, sustainability, productivity, and student success.

GOAL Four - Prioritize the Diversity, Equity, and Inclusion work at WKU with the goal of increasing our populations of underrepresented students, staff, and faculty fostering a culture of equity and inclusion that support their success.

GOAL FIVE - Promote and enhance the profile of our research and creative scholarship

GOAL SIX - Build a better resourced and more highly functioning division.

GOAL SEVEN - Ensure a positive SACSCOC outcome for 2025.

Athletics



Mission Statement

The mission of Western Kentucky University Intercollegiate Athletics is to support the University's vision by providing a comprehensive, high-quality education for student-athletes and to serve the University community, alumni, and friends through success and distinction within an environment of uncompromising integrity. WKU Athletics seeks to be a source of pride for the citizens of the Commonwealth of Kentucky and to be recognized as a nationally prominent program by consistently winning C-USA championships and achieving frequent success in NCAA post-season competitions. It is also imperative that we compete with dignity, honor and respect in upholding and advancing WKU's rich history and tradition.

Organizational and Program Information

Intercollegiate athletics have long been an integral and visible aspect of Western Kentucky University life. Emphasis remains focused on the academic and personal development of the student-athletes as we prepare students to be productive, engaged leaders in a global society with the Institution's commitment to honor the highest standards of amateur competition. We must operate in a manner that embraces the guidelines and principles established by the NCAA and C-USA, which promote the principles of sportsmanship and ethical conduct. Fair and equitable opportunities will be a priority and will be provided for student-athletes and staff to participate in intercollegiate athletics at the Division I level regardless of gender and ethnicity. Our ultimate purpose is to provide a world-class academic and athletic experience for our student-athletes resulting in the vital personal development necessary for long-term success.

It is the objective of the WKU administration, the Board of Regents, and in particular, the Department of Athletics to continue to provide an intercollegiate athletics program that:

- Shows concern for the growth and development of the student-athlete in all areas of college life and stresses the importance of each athlete obtaining a degree;

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- Reflects WKU’s commitment to a strong, broad-based program for men and women in both revenue and non-revenue producing sports;
 - Encourages good sportsmanship and decency not only among its student-athletes, but throughout the WKU community;
 - Employs the highest caliber coaches and administrators who are committed to the integrity and excellence of the total athletic program;
 - Assumes a leadership role in intercollegiate athletics regionally and nationally;
 - Maintains control and integrity of fund-raising activities, such as control of access to athletic events both on and off-campus and by playing a central role in the management of televised athletic events and the income derived from such events;
 - Follows the established guidelines of the admissions policies and administrative policies when recruiting student-athletes;
 - Encourages the importance of character development by imparting the qualities of self-discipline, honesty, teamwork, endurance, and commitment;
 - Works with constituencies within WKU to maintain a policy of openness and to promote unity and flexibility, basing all final decisions on the premise, “What is best for WKU”; and
 - Provides an intercollegiate athletic program that maintains a high level of competitive excellence in intercollegiate sports.

Goals and Anticipated Program Activities

- Exceed the required NCAA 930 Academic Progress Report Rate (APR) for each WKU sport;
- Maintain or exceed an overall 85% graduation rate for all student-athletes who have exhausted their eligibility;
- Maintain WKU’s academic standard as “TOPS” within the C-USA honor roll;
- Participate in post-season play in each of the C-USA core sports (football, men’s and women’s basketball, baseball, volleyball and softball) and participate as individual student-athletes or as a full WKU team in at least six of WKU’s other sports;
- Continue to improve athletic venues for student-athlete and fan enjoyment;
- Engage the external community in supporting WKU Athletics by asking them to purchase tickets and merchandise, volunteer or contribute with a donation;
- Provide the necessary resources for student-athletes to compete academically and athletically at the highest level;
- Operate with strong core values in order to meet optimal student-athlete welfare; and
- Meet minimum average actual or paid attendance at WKU home football games as specified by NCAA membership standards.

Enrollment & Student Experience



Mission Statement

The Division of Enrollment and Student Experience is a community of learners who exemplify the guiding principles of the profession by creating environments where students:

- Learn about themselves and others;
- Experience meaningful connections; and
- Realize their peak potential.

Organizational and Program Information

Departments reporting directly to the Vice President include the following:

- Office of Sustainability
- The Chief Diversity Officers report to both the Provost and the Vice-President for Enrollment and Student Experience.
- Assistant Vice President for Enrollment Management
- Assistant Vice President for Student Life & Dean of Students
- Assistant Vice President for Student Success
- Assistant Vice President for Student Engagement & Executive Director of Housing & Dining

The Assistant Vice President for Enrollment Management will oversee the Office of Admissions, Student Financial Assistance, and College and School Relations.

The Assistant Vice President for Student Life, Dean of Students provides leadership to the Counseling Center, Office of Student Conduct, Student Accessibility Resource Center, and the Intercultural Student Engagement Center and TRIO Programs.

The Assistant Vice President for Student Success oversees the Advising and Career Development Center, Adult Learners, the Transfer Center, and the Student-Athlete Success Center.

The Assistant Vice President for Student Engagement & Executive Director for Housing and Dining oversees the Department of Housing and Residence Life, the WKU Restaurant Group, along with Campus Recreation & Wellness, the ID Center, and Student Activities, Organizations and Leadership.

Goals and Anticipated Program Activities

To accomplish the mission and vision from initial contact through commencement, the Division of Enrollment and Student Experience has the following goals:

- We will administer the WKU Summer Scholars Program. It is a five-week summer transition program. Students selected for the program will be prepared for their first semester at WKU and get a head start on coursework.
- We will enhance the ISEC Academy, supported by the Intercultural Student Engagement Center, to reach more underrepresented, minoritized students. Retention rates are higher for Academy participants than for those of similar demographics.
- Through comprehensive advising, programming, and out of the classroom engagement, we will work with students to close the achievement gap in the classroom. We will work to identify students at-risk of attrition and provide intervention and support.
- We will expand our career development efforts and WKU's footprint in the surrounding community by broadening our career development interventions and facilitating more internship opportunities for interested students and employers.
- We will use financial aid instruments to increase affordability for students attending WKU.
- We will collaborate with experts in the field to examine, review, and implement best practices in our recruiting efforts.
- By leveraging discretionary and need-based scholarships, we will provide students with last-mile funding to complete their degrees.
- We will work to remove barriers inhibiting student success and develop human resources to enhance the student experience.
- We will collaborate with academic deans and faculty to develop living-learning communities within the residence halls and in the classroom for students with similar academic interests.
- We will administer the new First-Year Village Program for incoming first-time, first-year in partnership with Academic Affairs.
- We will collaborate with consultants, academic partners, and members of the campus community to implement the Strategic Enrollment Plan for WKU.

Philanthropy & Alumni Engagement



Mission Statement

The Division of Philanthropy and Alumni Engagement supports the overall strategic mission of WKU by **creating opportunities to transform lives.**

Organizational and Program Information

Functional areas include:

- Alumni Engagement
- Marketing, Communications & Donor Engagement
- Philanthropy
- Strategic Operations & Appeals

Goals and Anticipated Program Activities

Organizational Efficiency:

- Exhibit division's core values in all that we do.
- Reimagined the work of the Advancement Services (now Strategic Operations and Appeals) team to align with current business needs to include: reporting, analytics, data integrity, database management and annual solicitations.
- Transitioned gift processing to the Foundation to create efficiencies in processes and strategically deploy our limited human resources.
- Focused on the evaluation and creation of standard operating procedures across the division.
- Evaluated personnel vs. operational budget needs and adjusted to support the overarching goals.
- Continued evaluation of alumni engagement programs to identify efficient and effective strategies to grow engagement within key alumni market segments.

Impactful Philanthropy:

- Shifted annual solicitation strategy following the devastation of the December 11th severe weather and tornadoes, resulting in over \$121K raised to support the Student Emergency Assistance Fund (Opportunity Fund) and a specialized video stewardship that was sent to over 400 donors with an 81% open-rate.
- Surpassed the original Opportunity Fund Campaign goal of \$50 million and have now raised over \$61 million toward the increased goal of \$100 million to remove barriers for access to a WKU education.
- Digital Engagement Officer (DXO) program continues to grow and evolve with over \$1.2M raised year-to-date, which is a 20.5% increase in revenue vs prior year. (Currently have 43 proposals totaling \$4.6M in asks.)
- DXO program has focused on building relationships with donors in an effort to build our donor pipeline through personalized outreach to over 10,000 constituents including: 24,654 emails, 5,672 phone calls and 1,186 LinkedIn messages.
- Created specialized acknowledgements for hundreds of donors, including:
 - 1,118 first-time donors utilizing Student Alumni Ambassadors via ThankView.
 - 170 new members to the President's Circle.
 - 42 new members to the Cherry Society.
 - 94 donors of \$10,000 or more with personal acknowledgement letters from the President.

Meaningful Alumni Engagement:

- Hosted various donor stewardship and alumni events, including Philanthropist of the Year luncheon, Hall of Distinguished Alumni luncheon, dedication of the Julie and Gary Ransdell Living and Learning Community at LifeWorks at WKU, Scholarship Celebration, and the annual WKU Sisterhood luncheon. More than 750 donors, alumni, students, and friends attended these events.
- Delivered two issues of WKU SPIRIT that spotlighted 295 alumni, 106 University programs and initiatives, and were mailed to approximately 60,000 homes.
- Completed 9 issues of News from the Hill e-newsletter that were deployed to more than 85,000 alumni and highlighted 52 University programs and initiatives, as well as 91 alumni.
- Created 1,415 social posts across Facebook, Twitter, and Instagram to grow engagement by 9.6%.
- Executed alumni engagement portfolios to create engagement plans for volunteer leaders and activate their alumni network to increase connection, engagement and investment by assigned alumni.
- Celebrated WKU alumni and their achievements through expanded alumni recognition programs and content features.

Closer Collaborations

- Drafted and finalized gift agreements for all new endowed and non-endowed gifts, working cross-functionally with the Division, University, and foundations.

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- Completed 675 job requests through InMotion/Ignite to support divisional, volunteer, and University priorities.
 - Deployed 465 emails including 58 sent to support WKU Deans, department heads, and programs.
 - Establish cross-functional teams and partnerships to expand alumni engagement with diversity, equity, and inclusion initiatives throughout campus.
 - Created a comprehensive plan to promote student engagement and philanthropy and expand alumni support of student recruitment, mentoring, and career development efforts.

Presidential



Mission Statement

The Bylaws of the Western Kentucky University Board of Regents provide that “the President is the chief executive and academic officer of the University and has direct charge of and is responsible to the Board for the operation of the University.” The President is held responsible by the Board of Regents for planning and administering all programs and budgets for WKU. Administrative and planning responsibility for budgetary units is delegated by the President to members of the President’s Cabinet and by members of the President’s Cabinet to the deans, directors, and department heads.

Organizational and Program Information

The President’s Office staff is responsible for the day-to-day operations and performance of tasks related to and in support of the Board of Regents and the President. The President’s division includes Board of Regents, President’s Office, President’s Home, and General Counsel.

The Office of the General Counsel (OGC) is responsible for all matters pertaining to the University’s legal affairs and provides advice and counsel to the Board of Regents, to the President, and to other officers and employees on all legal matters affecting the University. The Equal Opportunity / Affirmative Action Office reports to the OGC. The OGC is also responsible for coordination of the University’s Title IX compliance.

The Office of Government and Community Relations serves as the University’s primary advocate for the public interests of WKU and higher education in Kentucky and seeks to build goodwill at all levels of government and among the communities in our service region. The office serves as WKU’s liaison to local, state, and federal governments, maintaining a presence in Frankfort, KY, in Washington, DC, and

throughout the University's service region. In 2021-22, staff will lead advocacy efforts in Frankfort and in Washington, DC, with a primary goal of achieving stable, predictable, and adequate funding.

The Office of Communications and Marketing at Western Kentucky University serves the University community by providing honest, timely and useful information to all internal and external stakeholders and is committed to building positive relationships on behalf of WKU among the communities we serve, the media, and the general public. The Division supports all aspects of the University's strategic plan. These offices provide vital services to all division and college of WKU and the public.

WKU Public Broadcasting delivers public service broadcasting to the community, provides professional training to students, and creates and distributes media content that serves WKU and the citizens of Kentucky. This unit is responsible for the operation of WKU Public Radio, WKU-PBS, The Hilltopper Sports Satellite Network, and WKU's two CATV systems.

Goals and Anticipated Program Activities

Strategic Communications supports overarching University messaging. The office coordinates communication activities for University leadership, along with campus partners, to ensure a consistent and compelling institutional narrative.

Media Relations seeks to ensure regional, state, and national media exposure to promote and publicize WKU programs, faculty and student achievements and academic quality, and service and research initiatives.

Marketing and Communications is responsible for developing, updating, and implementing WKU's marketing plan, coordinating and designing University publications, and developing and maintaining the University's website as a comprehensive communications vehicle for internal and external constituents. Staff continue to market WKU through a ongoing campaign designed around the theme "Climb with us" in direct partnership with WKU Admissions. Staff will lead and assist with planning and execution of strategic marketing initiatives for multiple campus departments. Staff also lead engagement efforts on all social media platforms in a strategic student recruitment and retention effort in partnership with staff in the Division of Enrollment and Student Experience.

Campus and Community Events supports all events hosted by the President of WKU and/or involving WKU as a primary event host or sponsor. Events staff provide logistical and technical support for WKU events and are responsible for promoting WKU's involvement in the community.

WKU Public Radio serves a population of 1.3 million people, providing high-quality news and information services to more than 60% of Kentucky as well as southern Indiana and northern Tennessee. WKU NPR presents news, information, cultural and entertainment programs, with a particular focus on issues of importance and interest to our region. WKU Public Radio also, through the Kentucky Public

Radio Network, contributes content to an audience of 9 million. Additionally, story content is distributed nationally through NPR.

WKU-PBS, WKU's public television station, broadcasts informative, educational, and culturally diverse television programs in a high quality, non-commercial broadcast format. WKU-PBS broadcasts on Channel 24.1, 24.2, and 24.3 to a population of over 500,000 citizens of Kentucky and Tennessee and is carried on over 20 cable systems throughout south-central Kentucky and northern Tennessee. Our music series, Lost River Sessions, continue to be distributed nationally. WKU-PBS has established a collaborative partnership with members of the Kentucky Public Radio Network, WOUB (Ohio University), Appalshop and West Virginia Public Broadcasting to establish a regional journalism center to better serve the news needs of our region.

Strategy, Operations and Finance



Mission Statement

The Division of Strategy, Operations and Finance (SOF) provides essential services in support of WKU's Strategic Plan, Climbing to Greater Heights 2018-2028, and the University's student-centered mission, statement of purpose, and core values. We strive for excellence in our daily operations and are committed to enhancing the experiences of those we serve and employ. Our SOF strategic goals are as follows:

- Develop a mission-centered culture among our workforces;
- Automate, streamline, and centralize processes for improved efficiency and performance;
- Create and maintain an innovative, efficient, safe, and environmentally friendly infrastructure;
- Enhance University and Community awareness of SOF services and capabilities.

Organizational and Program Information

The Division of Strategy, Operations and Finance plays a vital role in supporting and advancing the University's commitment to academic excellence, administrative efficiency, and enabling meaningful student engagement in a digital age. Departments reporting to the Executive Vice President include Budget, Finance and Analytics; Business Services; Chief Facilities Officer; Human Resources; Information Technology Services; the Innovation Campus; WKU Police; and Strategy, Performance & Accountability.

The Assistant Vice President for Budget, Finance and Analytics oversees the following departments: Budget and Financial Planning, Bursar, and University Controller/Treasurer.

The Assistant Vice President of Business Services oversees Inventory Control, Materials Management, Parking & Transportation Services, Postal Services (including Passport Services and Post

Office), Printing Services, Purchasing, Shipping & Receiving, Vending Services, the BN-WKU Store, and University Properties.

Departments reporting directly to the Chief Facilities Officer include: Facilities Management; Planning, Design, and Construction; and Environmental, Health and Safety.

The Assistant Vice President of Human Resources is responsible for human resources, self-insured employee health plan, workers compensation, employee wellness programs, and personnel transactions.

The Assistant Vice President for Information Technology Services leads the following departments: Applications and Programming Services, Technical Support Services, and Infrastructure & Operations.

The Innovation Campus at WKU serves to facilitate corporate/private sector engagement with faculty, staff, and students; enhance tech-based economic development in the region; manage WKU intellectual property; and develop the Innovation Campus at WKU assets.

The WKU Police Department is a professional full-service agency operating 24 hours a day, 365 days a year. The Chief of Police also oversees Access Control.

The Associate Vice President for Strategy, Performance & Accountability plays a formative role in strategic planning, and the continued development, implementation, assessment, and accountability of initiatives and ongoing practices under the WKU Strategic Plan Climbing to Greater Heights, 2018-2028.

Goals and Anticipated Program Activities

- Update Banner records management system to assist with RAMP and continue decentralization with the use of the budget management tool *Axiom*;
- Realign carry forward and reserve policies to incorporate RAMP;
- Development of an long-term forecasting model
- Continued implementation of security best practices such as increased anti-phishing capabilities, elimination of legacy email protocols, and elimination of legacy operating systems;
- Continued enhancement of remote learning and work capabilities contributing to student success. Increased efficiencies through the implementation of new services and improved functional alignment within ITS and with our campus partners;
- Increased capability and resiliency of technology infrastructure including connectivity, systems, and storage in addition to strategic use of cloud services.
- Provide and maintain an integrated maintenance deferred/critical project list for the Capital Allocation Committee.
- Complete Service Level Agreements for each department under the Chief Facilities Officer.

University Wide



Organizational and Program Information

University-Wide reflects a conglomerate of expenditure accounts that primarily support WKU's Strategic Plan in its entirety rather than any individual vice-presidential area.

University-Wide includes funding for the following:

- Debt service obligations on Educational and General buildings;
- General institutional expenses including leases, insurance, and contracts for legal and accounting services;
- Contingencies (institutional, instructional and staff benefits) to fund planned campus-wide programs (e.g., faculty/staff and dependent child tuition waivers) and activities and nonrecurring expenditure needs that occur throughout the year;
- Mandated (legislative) scholarships and institutional scholarships;
- Future funding commitments from carry forward funds; and
- Strategic Investment Fund.

Capital Budget Summary

INTRODUCTION:

Capital expenditures are expenditures that create assets with a multi-year life (i.e., assets that will last for more than one budget period). Capital projects are budgeted separately from the operating budget since the source of funding for capital projects is generally different from the source of funding for operating expenditures. For selected projects, there is a link between the operating budget and the capital budget. For example, the State or WKU may choose to finance capital projects, which results in a debt service or lease/purchase payment obligation in the operating budget.

Notwithstanding KRS 45.760, the governing board may authorize a capital construction project or a major item of equipment even though it is not specifically listed in any branch budget bill, subject to the following conditions and procedures:

- a. The full cost shall be funded solely by non-general fund appropriations;
- b. Moneys specifically budgeted and appropriated by the General Assembly for another purpose shall not be allotted or reallocated for expenditure on the project or major item of equipment. Moneys utilized shall not jeopardize any existing program and shall not require the use of any current general funds specifically dedicated to existing programs; and
- c. The institution's president, or designee, shall submit the project or major item of equipment to the Capital Projects and Bond Oversight Committee for review as provided by KRS 45.800.

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. Most of the following projects reflect scopes equal to legislative authorization; projects may be started at an amount less than the authorized amount based on funds availability.

2022-24 Authorized Projects (22 RS, HB 1)

Project Name	Estimated Cost	Status
Asset Preservation Pool	\$34,040,000 annually	In-Planning and Construction
Asset Preservation Pool – Agency Bonds	\$5,106,000	Authorization
Construct New Gordon Ford College of Business	\$74,400,000	In Design
Henry Hardin Cherry Hall Asset Preservation	\$30,000,000	Authorization
Improve Softball and Soccer Complex	\$5,500,000	In Design
Construct, Renovate and Improve Athletic Facilities Reauthorization	\$52,000,000	In-Planning

2020-22 Authorized Projects (HB 352)

Project Name	Estimated Cost	Status
Demolish Garrett Conference Center / Improve Site	\$5,800,000	In-Construction

2018-20 Authorized Projects (HB 200)

Project Name	Estimated Cost	Status
Capital Renewal Pool	\$10,000,000	As needed
Upgrade Underground Infrastructure	\$1,500,000	Construction

- Demolish Garrett Conference Center/Improve Site – This project is under construction and is in the final Improve Site phase which will provide the university with new and exciting spaces for everyone. Improving both pedestrian and vehicular circulation. Providing improved barrier free and ADA pathways. This is a multi-year, multi phased project improving the site per the Hilltop



Study approved in our 2021-2031 WKU Campus Master Plan. The budget established for this project is \$5,800,000. Our design team for this project is Cannon & Cannon Inc.

- Asset Preservation Pool - In the 2022-2024 Budget of the Commonwealth (22 RS, HB 1), the Kentucky General Assembly authorized \$683.5 million in General Fund supported bond funds for a Postsecondary Education Asset Preservation Pool to provide funding for individual asset preservation, renovation, and maintenance projects at Kentucky public postsecondary institutions. Allocated pool funds were appropriated to institutions in both years of the biennium, with each institution receiving an appropriation for half (50%) of its allocation in 2022-23 and receiving an appropriation for the other half (50%) of its allocation in 2023-24. Western Kentucky University asset preservation pool allocation each year is \$34,040,000 for a total of \$68,080,000. Potential Projects under review and planning
 - Henry Hardin Cherry Hall and other E&G Facilities
 - Steam Line Replace/Repairs
 - Roofing Projects
 - High Voltage Upgrade
 - Generator Replacements
 - HVAC Systems
- Capital Renewal Pool – This project is a multi-phased, multi-year pool listing including exterior windows, boiler repairs, HVAC, roofing, pedestrian paving, roadways, life/safety/controls, and elevators. Other infrastructure and major maintenance over \$1,000,000 as needed.
- Upgrade Underground Infrastructure - This project continues the multi-year, multi-phased replacement of the existing 5kv underground electrical distribution infrastructure; replacement of campus underground steam lines; and replacement of underground domestic water, sanitary sewer and storm lines.

Total Capital Budget \$218,346,000

Projects Authorized including past authorizations but not Scheduled for FY 2022-24 until Funds are Identified:

- Renovate and Expand Innovation Campus
- Construct Parking Structure IV
- Renovate Grise Hall
- Renovate and Expand Clinical Education Complex
- Renovate Center for Research and Development Phase 1
- Replace Underground Infrastructure
- Renovate South Campus
- Construct South Plaza
- Renovate Raymond Cravens Library
- Acquire Fixtures, Furnishings, and Equipment Pool
- Renovate Ogden College of Science & Engineering Facility
- Renovate Potter College Arts & Letters Facilities
- Renovate Academic Complex
- Purchase Property for Campus Expansion
- Improve Life Safety Pool/Academic Buildings
- Purchase Property/Parking and Street Improvements
- Repair/Replace Roof at Center for Research and Development
- Remove and Replace Student Housing at Farm
- Renovate Kentucky Building
- Renovate State and Normal Street Properties
- Renovate Central Heat Plant
- Renovate Jones Jagers Interior
- Guaranteed Energy Savings Performance Contracts
- Capital Renewal Pool

CONSTRUCT NEW GORDON FORD COLLEGE OF BUSINESS

REQUEST:

Seeking approval to move forward with the design and construction for the new Gordon Ford College of Business.

FACTS:

The 2022 General Assembly wrapped up their work in Frankfort which included House Bill 1 (HB1), executive branch biennial budget. The budget includes substantial investments in postsecondary education for the first time in over a decade. WKU will receive \$74.4M to construct a new Gordon Ford College of Business building.

This project consists of a new 144,000 square foot facility to house the Gordon Ford College of Business on the main campus of Western Kentucky University. The new building will support both undergraduate and graduate programs to meet the increased need for professional business education, educating the next generation of business leaders in Finance, Business Management, Marketing, Economics, Accounting, and Business Data Analytics. In addition, the College provides innovative and applied business programs with select Outreach Centers of Excellence that have a strong community presence and outreach to the local business community. These Centers include: the Center for Entrepreneurship and Innovation, which is focused on developing entrepreneurial students through engaged learning, by enhancing connections across campus, and in strengthening community relationships. This center is especially important given the strength of south central Kentucky as a base for entrepreneurs; the Center for Professional Selling, one of only around two-dozen programs of its kind in the country, prepares students for careers in sales and enhances the sales skills of all of our graduates; the Center for the Study of Capitalism includes both research and public outreach to study and educate students, faculty, and the general public regarding the moral foundations of capitalism; Center for Financial Success shares knowledge and expertise in a wide range of financial and literary topics to the campus and surrounding communities; the Center for Applied Economics serves as an economic information access point for Bowling Green and South Central Kentucky, provides a bridge between technical research in economics and the local community on relevant topics, provides fee-based studies, and engages graduate students in applied analysis; and the Center for Leadership Excellence provides outreach for leadership development and executive education.

The space for the building includes: 1) classroom space 2) Centers of Excellence 3) faculty office/administrative space 4) general use space 5) structure and non assignable space. The existing Tate Page site, which was razed during the summer of 2021, has been selected for this facility because it is conveniently located for undergraduate students and those within the surrounding business community, and it will allow the College to host speakers, conferences, and other events of interest to the local community. The site supports the current campus master plan that was updated in 2021. This project helps the Gordon Ford College of Business meet its mission “to be a leader in providing high quality, applied undergraduate business education and select graduate programs that meet the needs of the business community.” A modern space undergirds all four of the college’s strategic objectives: • Recruit and retain well-prepared students and highly qualified faculty and staff. • Offer high-quality applied business programs that prepare students for lifelong learning and success in a diverse global workplace. • Build a recognized culture of professionalism among students, faculty, and staff • Develop, broaden, and strengthen significant relationships with all internal and external stakeholders with a focus on alumni, business, and governmental organizations. This project further supports the first stated goal of House Bill 1: “A seamless, integrated system of postsecondary education strategically planned and adequately funded to enhance economic development and quality of life.” Today’s model of business education requires tiered classrooms and case discussion rooms, case breakout rooms, seminar rooms, executive classrooms, learning labs, experiential learning and student venture spaces, outreach centers to the community, and spaces for students to study and collaborate. A high level of technology will be integrated into the entire building with interactive capabilities. Faculty offices are designed to promote interaction and collaboration. The planned larger classrooms will enhance the ability of the college to increase enrollment to meet the growing demands of business programs at both the undergraduate and graduate levels. The building design provides flexible space that provides places for students to study individually and in teams, interact on projects, prepare for formal business presentations, and meet and interview with business partners. The Outreach Centers will be easily accessible to the local community and businesses that desire training in leadership, financial literacy and consultation, sales training and executive education, and economic and regional data analysis. There will be spaces for executive education for business professionals and the growing MBA program.

The Gordon Ford College of Business has a mission to not only educate new generations of business leaders, but also provide the resources to educate external constituents in business and financial literacy, assist new business creation and development, and directly contribute to the economic growth and success in the region and state. The planned new facility is designed to support the College’s ability to fulfill this mission.

BUDGETARY IMPLICATIONS:

Based upon actual building cost tracked over the past few years, this facility operational cost is being estimated at \$3.17 per gross square foot or \$456,480 annually. These funds will be identified as part of the FY 25 Operating Budget.

RECOMMENDATION:

President Timothy C. Caboni recommends that the Board of Regents approve the construction of the new Gordon Ford College of Business.

MOTION:

Move that the Board approve the construction for the new Gordon Ford College of Business.

HENRY HARDIN CHERRY HALL ASSET PRESERVATION

REQUEST:

Seeking approval to preserve, renovate, or renew Henry Hardin Cherry Hall as an E&G asset preservation project for up to \$30,000,000 of authorization.

FACTS:

In the 2022-2024 Budget of the Commonwealth (22 RS, HB 1), the Kentucky General Assembly authorized \$683.5 million in General Fund supported bond funds for a Postsecondary Education Asset Preservation Pool to provide funding for individual asset preservation, renovation, and maintenance projects at Kentucky public postsecondary institutions. Allocated pool funds were appropriated to institutions in both years of the biennium, with each institution receiving an appropriation for half (50%) of its allocation in 2022-23 and receiving an appropriation for the other half (50%) of its allocation in 2023-24. Western Kentucky University asset preservation pool allocation each year is \$34,040,000 for a total of \$68,080,000.

Included in the 2022-2024 budget bill (HB 1) is language, specifying institutional matching requirements for accessing allocated Asset Preservation Pool funds: each project for comprehensive institutions shall be matched at 15 percent from funds provided by each comprehensive institution.

Henry Hardin Cherry Hall, a 105,268 square foot, 3 floor facility originally constructed in 1937 is a historic building now 85 years old and is iconic to the top of the hill.

The first phase shall be to conduct a feasibility study for master planning purposes. Project phase budgets and schedules shall be determined from this initial feasibility study.

This project to renew the facility is needed to address major infrastructure upgrades, and extensive interior and exterior work. This project is a multi-phase, multi-year project that will involve various types of improvements in the existing buildings including modifications to spaces, equipment or building systems, and materials, including fire safety-exits, emergency lighting, detectors and alarm systems, and sprinklers, asbestos and lead paint abatement, air duct system cleaning, and lighting improvements. Accommodations will also be made to address ADA accessibility to better serving our students, faculty, staff, and visitors.

BUDGETARY IMPLICATIONS:

No impact on existing M/O budget and expenses

RECOMMENDATION:

President Timothy C. Caboni recommends that the Board of Regents approve to preserve, renovate, or renew Henry Hardin Cherry Hall.

MOTION:

Move that the Board approve to preserve, renovate, or renew Henry Hardin Cherry Hall.

REFINANCING OF ATHLETIC DEBT TO UPGRADE FACILITIES

REQUEST:

Accept the resolution providing for the authorization, issuance and sale of general receipts obligations in an aggregate principal amount not to exceed \$52,000,000.

FACTS:

This obligation has multiple purposes: refund obligation related to Diddle Area and terminate Memorandum of Agreement with City of Bowling Green, update and renovate press box in Houchens Smith Stadium, and construction of Hilltopper Fieldhouse.

Refunding the remaining principal due on the Diddle Arena obligation will allow the University to achieve interest savings of approximately \$400,000. The new project goals can be achieved with no increase to the current student fee and no significant increase to annual debt service requirements over the life of the project. The University has received guidance and approval from State Budget Office and Office of Financial Management to proceed with new projects.

The resolution allows President Caboni and Executive Vice President Howarth the ability to execute the bond agreements for refunding and new projects that are determined to be economically feasible, with the advice of the Financial Advisor and bond counsel.

RECOMMENDATION:

President Timothy C. Caboni recommends that the Board of Regents accept the resolution providing for the authorization, issuance and sale of general receipts refunding obligations in an aggregate principal amount not to exceed \$52,000,000.

MOTION:

Accept the resolution providing for the authorization, issuance and sale of general receipts refunding obligations in an aggregate principal amount not to exceed \$52,000,000.

SERIES RESOLUTION

A RESOLUTION PROVIDING FOR THE AUTHORIZATION, ISSUANCE, AND SALE OF GENERAL RECEIPTS REFUNDING OBLIGATIONS OF WESTERN KENTUCKY UNIVERSITY, IN ONE OR MORE SERIES, IN AN AGGREGATE PRINCIPAL AMOUNT NOT TO EXCEED \$52,000,000 PURSUANT TO THE TRUST AGREEMENT DATED AS OF DECEMBER 1, 2006; APPROVING THE SOLICITATION OF BIDS FOR THE AWARD OF THE OBLIGATIONS: AUTHORIZING THE EXECUTION OF VARIOUS DOCUMENTS RELATED TO THE OBLIGATIONS.

WHEREAS, Western Kentucky University (the “University”), a public body corporate and an educational institution and agency of the Commonwealth of Kentucky, by the General Bond Resolution adopted by the Board of Regents of the University on November 2, 2006 (the “General Bond Resolution”), and by a Trust Agreement, dated as of December 1, 2006, as supplemented (the “Trust Agreement”), has provided for the issuance from time to time of Obligations (as defined in the Trust Agreement) of the University secured by a pledge of the University’s “General Receipts” (as defined in the Trust Agreement), each such issue to be authorized by a Series Resolution, as required by the Trust Agreement; and

WHEREAS, by authority of Sections 162.340 to 162.380 of the Kentucky Revised Statutes, Chapter 56 of the Kentucky Revised Statutes, and Sections 58.010 to 58.140 of the Kentucky Revised Statutes (collectively, the “Act”), the University is authorized to issue its obligations to finance or refinance all or part of the costs of educational buildings, and to secure such obligations by a pledge of and lien on all or such part of the revenues and receipts of the University; and

WHEREAS, the General Assembly, pursuant to H.B. 352 of the General Assembly of the Commonwealth of Kentucky, 2020 Regular Session, as enacted and vetoed in part, and as reauthorized pursuant to H.B. 1 of the General Assembly of the Commonwealth of Kentucky, 2022 Regular Session, as enacted and vetoed in part (collectively, the “Budget Act”) authorized certain expenditures by the University to be financed with Agency Bonds described therein as “Construct, Renovate, and Improve Athletic Facilities” (the “New Project”); and

WHEREAS, the General Assembly, pursuant to S.B. 54 of the General Assembly of the Commonwealth of Kentucky 2002 Regular Session, as enacted and vetoed in part (the “2002 Act”) authorized the University to enter into a Memorandum of Agreement dated April 15, 2002, as supplemented by the Supplement No. 1 to Memorandum of Agreement dated as of June 1, 2002 (collectively, the “Memorandum of Agreement”), by and among the University and the City of Bowling Green, Kentucky (the “City”), to finance the costs of improvements to E. A. Diddle Arena, related parking improvements, and improvements to Feix Field (collectively, the “Prior Projects”), by the City’s issuance of its General Obligation and Special Revenue Refunding Bonds, Series 2010 (the “Prior Obligations”) and the University’s payment of debt service therefor by means of the Memorandum of Agreement; and

WHEREAS, the Board, in order to achieve debt service savings has determined, if prevailing interest rates and lending terms and conditions at the time of sale of the Obligations

hereby authorized are favorable, to refund some or all of the Prior Obligations so that the University's related obligations under the Memorandum of Agreement will be terminated; and

WHEREAS, the Board of Regents, in order to pay or reimburse the costs of financing the New Project and to refund all or a portion of the costs of the Prior Projects financed or refinanced by the Prior Obligations, desires to provide for issuance and sale of its Western Kentucky University General Receipts Bonds, in one or more series, and for other matters in connection therewith, by the adoption of this Resolution;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF REGENTS OF WESTERN KENTUCKY UNIVERSITY, AS FOLLOWS:

SECTION 1. Definitions and Interpretations. All words and terms defined in Section 1 of the Trust Agreement and all interpretations therein provided shall have the same meanings, respectively, and be subject to the same interpretations as therein provided where used in this Resolution, unless the context or use clearly indicates another or different meaning or intent, except that this Resolution is sometimes herein called and may be known as the "2022 Series B Bond Resolution," the Obligations authorized by this Resolution are referred to herein (and in the Supplemental Trust Agreement or Supplemental Trust Agreements hereby authorized) as the "Obligations" and the terms "hereof," "hereby," "hereto," "herein," and "hereunder," and similar terms, mean this Resolution.

SECTION 2. Authority. This Resolution is adopted pursuant to the General Bond Resolution, the Trust Agreement, and the Act.

SECTION 3. Authorization, Designation, and Purpose of Obligations. It is hereby declared to be necessary to, and the Board of Regents shall, issue, sell, and deliver, as provided and authorized herein, General Receipts Obligations in one or more series in an aggregate principal amount not to exceed \$52,000,000, which shall be issued as General Receipts Bonds (the "Obligations"). Such Obligations shall be designated "Western Kentucky University General Receipts Bonds, 2022 Series []" and shall bear such further designations, if any, as the Fiscal Officer (as defined in the Trust Agreement) deems appropriate. If the Obligations are issued in one or more series, (i) the series issued to refund the Prior Obligations shall be designated "Western Kentucky University General Receipts Refunding Bonds, 2022 Series []" and (ii) their designations shall be numbered sequentially (e.g., "2022 Series B," "2022 Series C," etc.). If any of the Obligations are issued after calendar year 2022, such Obligations shall be designated "2023 Series A" (or as otherwise necessary) such that their calendar year of issuance is reflected in their designation. The Obligations shall be collectively issued for the purposes of (i) financing all or a portion of the costs of the New Project, including the reimbursement of any costs related thereto, (ii) refunding the costs of the Prior Projects financed or refinanced by the Prior Obligations, (iii) funding capitalized interest, if any, and (iv) paying costs of issuance in connection with the Obligations. The proceeds from the sale of such Obligations shall be deposited and allocated as provided in Section 6 hereof.

SECTION 4. Terms and Provisions Applicable to the Obligations.

(a) Form, Numbering, and Designation. The Obligations shall be issued in the form of fully registered Obligations as approved by the Fiscal Officer, shall be numbered from 1 upwards, by series, and shall bear such series designations as the Fiscal Officer deems appropriate.

(b) Denomination and Dates. The Obligations shall, in accordance with Section 5 below, be in such denominations as requested by the successful bidder for the Obligations, shall be dated on the date or dates determined by the Fiscal Officer, and may be issued in installments (each installment being a part of the Obligations, as applicable, herein authorized) with maturity dates approved by the Fiscal Officer; provided that the Obligations shall have a final maturity that is no later than the last day of the fiscal year in which the refunded Prior Obligations are scheduled to mature.

(c) Interest. The Obligations shall bear interest from their respective dates payable on dates approved by the Fiscal Officer, beginning on a date approved by the Fiscal Officer, at the rate or rates per annum determined pursuant to Section 5 hereof.

(d) Maturities. The Obligations shall mature on such dates, in the years and in the principal amounts set forth in the maturity schedule approved by the Fiscal Officer pursuant to Section 5 hereof.

(e) Redemption Terms and Prices. The Obligations shall be subject to optional and mandatory redemption on such dates and terms as approved by the Fiscal Officer, with the advice of Robert W. Baird & Co. Incorporated (the "Financial Advisor") and set forth in the related Supplemental Trust Agreement. If less than all of the outstanding Obligations, as applicable, are called for redemption at one time, they shall be called in the order of the maturities and series as directed by the Fiscal Officer. If less than all of the outstanding Obligations of one maturity are to be called, the selection of such Obligations or portions of Obligations of such maturity to be called shall be made by lot in the manner provided in the Trust Agreement. Notice of call for redemption of Obligations shall be given in the manner provided in the Trust Agreement.

(f) Other Provisions. Any of the Obligations may, at the option of the Fiscal Officer, be secured by municipal bond insurance or similar instrument issued by a financial or insurance institution acceptable to the Fiscal Officer.

(g) Place of Payment and Paying Agents. The principal, interest, and any redemption premium on registered Obligations shall be payable by check or draft, as provided in the Trust Agreement.

(h) Execution. The Obligations shall be executed in the manner provided in the General Bond Resolution.

SECTION 5. Sale of Obligations. The Obligations shall be offered publicly for sale upon the basis of competitive bids at such time as the Fiscal Officer, upon advice of the Financial Advisor to the University, shall designate. The Fiscal Officer is hereby authorized and directed to

cause an appropriate form or forms of Notices of Bond Sale to be published in accordance with the meaning and provisions of Section 424.360 of the Kentucky Revised Statutes.

The Obligations shall be sold, as provided by law, to the bidder offering the best proposal (the “Purchaser”) pursuant to the published Notice or Notices of Bond Sale and a solicitation for proposals distributed by the University and the Financial Advisor. The Fiscal Officer shall award the Obligations to the respondent who provides the best response to the Request for Proposals for such Obligations prepared for the University by the Financial Advisor and not necessarily to the lowest bidder. Evaluation of responses by the Fiscal Officer shall consider the following criteria, and which criteria are not exclusive: (i) the net interest cost to the University achieved by the refunding of the Prior Obligations on the terms proposed by each bidder; (ii) the complexity of the legal structure and administration of the proposed financing and refunding; (iii) closing fees and charges to be charged by each bidder; (iv) optional redemption and prepayment terms, premiums, conditions, and restrictions to be imposed by each bidder; and (v) other material terms and conditions required by bidders that impact the value or effectiveness of the financing and refunding and issuance of the Obligations for the University. If the Obligations are issued in separate series for purposes of the proposed financing and refinancing described above, the Fiscal Officer shall consider only those criteria applicable to the purpose of such series when selecting the winning bidder for such series. Bidders shall be limited to institutions or persons having knowledge and experience in financial and business matters who are capable of evaluating the merits and risks of the Obligations, who are not purchasing for more than one account, and do not intend to redistribute the Obligations. To the extent deemed necessary by the Financial Advisor, the University hereby approves the preparation of any necessary documents related to the solicitation for the purchase of the Obligations (collectively, the “Offering Documents”) to be prepared by the University or its bond counsel or Financial Advisor in the usual and customary forms, and approves the distribution of such Offering Documents to potential bidders. Upon application from any prospective bidder for one or more of the Obligations, the University will furnish any material information about the University and its finances which may be reasonably requested, but no official statement or similar documents will be provided.

SECTION 6. Allocation of Proceeds of Obligations. All of the proceeds from the sale of the Obligations and other lawfully available funds of the University shall be received and receipted for by the Fiscal Officer and shall be deposited and allocated as set forth in the applicable Supplemental Trust Agreement approved hereby.

SECTION 7. Additional Covenants with Respect to Internal Revenue Code of 1986, as Amended. This Board hereby finds and determines that all of the proceeds from the sale of the Obligations will be used as set forth in Section 6 hereof. This Board hereby covenants for and on behalf of the University, that, unless it is determined by the Fiscal Officer with the advice of bond counsel to the University that compliance with the requirements of the Code cannot be accomplished with respect to a particular installment of the Obligations, it will restrict the use of the proceeds of the Obligations in such manner and to such extent, if any, and take such other actions as may be necessary, in view of reasonable expectations at the time of issuance of such Obligations, so that the Obligations will not constitute obligations the interest on which is subject to federal income taxation or “arbitrage bonds” under Sections 103(b)(2) and 148 of the Internal Revenue Code of 1986, as amended (the “Code”), and regulations prescribed under such

Sections. The Fiscal Officer or any other officer of the University having responsibility with respect to issuance of the Obligations is hereby authorized and directed to give an appropriate certificate for inclusion in the transcript of proceedings with respect to the Obligations, setting forth the facts, estimates, and reasonable expectations pertinent under Sections 103(b)(2) and 148 of the Code. The Fiscal Officer is hereby authorized and directed to create a Rebate Account (which shall be held by either the University or the Trustee, at the discretion of the Fiscal Officer) if the Fiscal Officer determines such account is necessary so that the University complies with the rules concerning “rebate” as set forth in the Code, as they apply to the Obligations.

SECTION 8. Supplemental Trust Agreements. The President of the University is authorized and directed to execute, acknowledge, and deliver to the Trustee, in the name of and on behalf of the University, one or more Supplemental Trust Agreements pursuant to the Trust Agreement and in connection with the issuance of each series or subseries of the Obligations, in the prescribed form, with such changes therein not substantially adverse to the University as may be permitted by the Act and the Trust Agreement and approved by the officer executing the same on behalf of the University. The approval of such changes, and that such changes are not substantially adverse to the University, shall be conclusively evidenced by the execution of such Supplemental Trust Agreement by such officer.

SECTION 9. Pledge of Student Athletic Fees. Pursuant to the Trust Agreement and in order to further secure the payment of Debt Service Charges (as defined in the Trust Agreement) on the Obligations, there is hereby pledged to the payment of the Obligations those fees assessed and collected from University students and dedicated to University athletics, including the costs of the Prior Projects (the “Student Athletic Fees”). So long as the Obligations remain Outstanding, the University covenants that it shall maintain the Student Athletic Fees and will not make any pledge or assignment of or create or suffer any lien or encumbrance upon the Student Athletic Fees prior to or on a parity with the pledge thereof hereunder and in the Supplemental Trust Agreement. The pledge herein made of the Student Athletic Fees shall be a special and limited pledge for the Obligations and shall not be deemed or constitute a pledge for any other Obligations issued under the Trust Agreement. The University further covenants that it shall at all times, to the extent permitted by law, defend, preserve, and protect the pledge of the Student Athletic Fees under the Supplemental Trust Agreement and all the rights of the Holders under the Supplemental Trust Agreement against all claims and demands of all persons whomsoever.

SECTION 10. Purchase Agreement. The President of the University and the Fiscal Officer are each separately authorized and directed, if the financing of the New Project and the refunding of the Prior Obligations is determined to be economically feasible, to execute, acknowledge, and deliver, in the name of and on behalf of the University, one or more purchase agreements with the Purchaser of the Obligations (the “Purchase Agreement”). Any such purchase agreement may take the form of a bond purchase agreement, continuing covenants agreement, or other form permitted by the Act and acceptable to the President of the University or Fiscal Officer, with the advice of the Financial Advisor and bond counsel. The Purchase Agreement shall be approved by the officer executing the same on behalf of the University and the final approval thereof shall be conclusively evidenced by the execution of such Purchase Agreement by such officer.

SECTION 11. Open Meetings. This Board hereby finds and determines that all formal actions relative to the adoption of this Resolution were taken in an open meeting of this Board, and that all deliberations of this Board and of its committees, if any, which resulted in formal action, were taken in meetings open to the public, in full compliance with applicable legal requirements.

SECTION 12. Further Authorization. That the proper and appropriate officers of the Board and of the University, to the extent authorized by law, are hereby authorized to execute and deliver the closing certificates, if any, with such modifications thereto as may be required by the purchasers of the Obligations and approved by special bond counsel to the University as well as such other documents, certificates, and statements as may be so required and so approved in connection with sale and delivery of the Obligations.

SECTION 13. Provisions in Conflict are Repealed. All resolutions or parts thereof in conflict with the provisions of this Resolution are hereby rescinded to the extent of such conflict.

SECTION 14. Effective Date. This resolution shall take effect from and after its passage.

SECTION 15. Copy to be Filed with Trustee. A certified copy of this Resolution shall be filed with the Trustee.

(Signature page to follow)

SIGNATURE PAGE TO BOARD OF REGENTS RESOLUTION

Adopted June 10, 2022.

Chair, Board of Regents
Western Kentucky University

(Seal)

Attest:

Secretary, Board of Regents
Western Kentucky University

CERTIFICATION

The undersigned, Secretary of the Board of Regents of Western Kentucky University, Bowling Green, Kentucky, hereby certifies that the foregoing is a true copy of a Resolution adopted by the Board of Regents of the University at a meeting of the Board of Regents held on June 10, 2022, as recorded in the official Minute Book of the Board of Regents, which is in my custody and under my control, that the meeting was held in accordance with all applicable requirements of Kentucky law, including KRS 61.800 to 61.850, that a quorum was present at said meeting, and that the aforesaid Resolution is of record in the office of the Board of Regents, has not been modified, amended, or rescinded, and is in full force and effect at this date.

WITNESS my signature and the Seal of the Board this June 10, 2022.

Secretary, Board of Regents
Western Kentucky University

REFINANCING OF BONDS FOR PHASE III OF DSU RENOVATION

REQUEST:

Accept the resolution providing for the authorization, issuance and sale of general receipts refunding obligations in an aggregate principal amount of approximately \$20,500,000.

FACTS:

On June 6, 2012, the University issued Western Kentucky University General Receipts Bonds, Series 2012A. The \$35,860,000 proceeds generated from the bond issue were used for Phase 3 renovation of Downing Student Union.

Interest rates on borrowing are tracking to be considerably lower than the time of the initial borrowing. Refunding the remaining principal due will allow the University to achieve interest savings of over \$1,000,000 until maturity.

The resolution allows President Caboni and Executive Vice President Howarth the ability to execute the bond refunding agreements that are determined to be economically feasible, with the advice of the Financial Advisor and bond counsel.

RECOMMENDATION:

President Timothy C. Caboni recommends that the Board of Regents accept the resolution providing for the authorization, issuance and sale of general receipts refunding obligations in an aggregate principal amount of approximately \$20,500,000.

MOTION:

Accept the resolution providing for the authorization, issuance and sale of general receipts refunding obligations in an aggregate principal amount of approximately \$20,500,000.

SERIES RESOLUTION

A RESOLUTION PROVIDING FOR THE AUTHORIZATION, ISSUANCE, AND SALE OF GENERAL RECEIPTS REFUNDING OBLIGATIONS OF WESTERN KENTUCKY UNIVERSITY, IN ONE OR MORE SERIES, IN AN AGGREGATE PRINCIPAL AMOUNT OF APPROXIMATELY \$20,500,000 PURSUANT TO THE TRUST AGREEMENT DATED AS OF DECEMBER 1, 2006; APPROVING THE SOLICITATION OF BIDS FOR THE AWARD OF THE OBLIGATIONS: AUTHORIZING THE EXECUTION OF VARIOUS DOCUMENTS RELATED TO THE OBLIGATIONS.

WHEREAS, Western Kentucky University (the "University"), a public body corporate and an educational institution and agency of the Commonwealth of Kentucky, by the General Bond Resolution adopted by the Board of Regents of the University on November 2, 2006 (the "General Bond Resolution"), and by a Trust Agreement, dated as of December 1, 2006, as supplemented (the "Trust Agreement"), has provided for the issuance from time to time of Obligations (as defined in the Trust Agreement) of the University secured by a pledge of the University's "General Receipts" (as defined in the Trust Agreement), each such issue to be authorized by a Series Resolution, as required by the Trust Agreement; and

WHEREAS, by authority of Sections 162.340 to 162.380 of the Kentucky Revised Statutes, Chapter 56 of the Kentucky Revised Statutes, and Sections 58.010 to 58.140 of the Kentucky Revised Statutes (collectively, the "Act"), the University is authorized to issue its obligations to pay all or part of the costs of financing or refinancing educational buildings, and to secure such obligations by a pledge of and lien on all or such part of the revenues and receipts of the University; and

WHEREAS, the University, under the General Bond Resolution and certain Series Resolutions (as defined in the Trust Agreement) heretofore adopted by the Board, has previously issued, and there are outstanding, certain General Receipts Bonds under the Trust Agreement, including Western Kentucky University General Receipts Bonds, 2012 Series A currently outstanding in an aggregate principal amount of \$20,300,000 (the "Prior Obligations"); and

WHEREAS, the Board, in order to achieve debt service savings has determined, if prevailing interest rates and lending terms and conditions at the time of sale of the Obligations hereby authorized are favorable, to refund some or all of the Prior Obligations so that the Prior Obligations will no longer be outstanding under the Trust Agreement; and

WHEREAS, the Board of Regents, in order to refund all or a portion of the Prior Obligations, desires to provide for issuance and sale of Western Kentucky University General Receipts Refunding Bonds, in one or more series, and for other matters in connection therewith, by the adoption of this Resolution;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF REGENTS OF WESTERN KENTUCKY UNIVERSITY, AS FOLLOWS:

SECTION 1. Definitions and Interpretations. All words and terms defined in Section 1 of the Trust Agreement and all interpretations therein provided shall have the same meanings,

respectively, and be subject to the same interpretations as therein provided where used in this Resolution, unless the context or use clearly indicates another or different meaning or intent, except that this Resolution is sometimes herein called and may be known as the “2022 Series A Refunding Bond Resolution,” the Obligations authorized by this Resolution are referred to herein (and in the Supplemental Trust Agreement or Supplemental Trust Agreements hereby authorized) as the “Obligations” and the terms “hereof,” “hereby,” “hereto,” “herein,” and “hereunder,” and similar terms, mean this Resolution.

SECTION 2. Authority. This Resolution is adopted pursuant to the General Bond Resolution, the Trust Agreement, and the Act.

SECTION 3. Authorization, Designation, and Purpose of Obligations. It is hereby declared to be necessary to, and the Board shall, issue, sell, and deliver, as provided and authorized herein, General Receipts Refunding Bonds in the principal amount or respective principal amounts required to accomplish the refunding of all or a portion of the Prior Obligations, which shall be issued as General Receipts Bonds (the “Obligations”), and which shall be issued in an aggregate principal amount of approximately \$20,500,000, which amount may be increased by \$2,050,000 or decreased by any amount. Such Obligations shall be designated as “Western Kentucky University General Receipts Refunding Bonds, Series” may be issued in one or more series and shall bear such further series designation or designations as the Fiscal Officer (as defined in the Trust Agreement) deems appropriate. Such Obligations shall be issued for the purpose of (i) refunding all or a portion of the Prior Obligations, and (ii) paying costs of issuance or reimbursing the University for payment of costs of issuance in connection with such Obligations. The proceeds from the sale of such Obligations shall be deposited and allocated as provided in Section 6 hereof.

SECTION 4. Terms and Provisions Applicable to the Obligations.

(a) Form, Numbering, and Designation. The Obligations shall be issued in the form of fully registered Obligations as approved by the Fiscal Officer, shall be numbered from 1 upwards, by series, and shall bear such series designations as the Fiscal Officer deems appropriate.

(b) Denomination and Dates. The Obligations shall, in accordance with Section 5 below, be in such denominations as requested by the successful bidder for the Obligations, shall be dated on the date or dates determined by the Fiscal Officer, and may be issued in installments (each installment being a part of the Obligations, as applicable, herein authorized) with maturity dates approved by the Fiscal Officer; provided that the Obligations shall have a final maturity that is no later than the last day of the fiscal year in which the refunded Prior Obligations are scheduled to mature.

(c) Interest. The Obligations shall bear interest from their respective dates payable on dates approved by the Fiscal Officer, beginning on a date approved by the Fiscal Officer, at the rate or rates per annum determined pursuant to Section 5 hereof.

(d) Maturities. The Obligations shall mature on such dates, in the years and in the principal amounts set forth in the maturity schedule approved by the Fiscal Officer pursuant to Section 5 hereof.

(e) Redemption Terms and Prices. The Obligations shall be subject to optional and mandatory redemption on such dates and terms as approved by the Fiscal Officer, with the advice of Robert W. Baird & Co. Incorporated (the “Financial Advisor”) and set forth in the related Supplemental Trust Agreement. If less than all of the outstanding Obligations, as applicable, are called for redemption at one time, they shall be called in the order of the maturities and series as directed by the Fiscal Officer. If less than all of the outstanding Obligations of one maturity are to be called, the selection of such Obligations or portions of Obligations of such maturity to be called shall be made by lot in the manner provided in the Trust Agreement. Notice of call for redemption of Obligations shall be given in the manner provided in the Trust Agreement.

(f) Other Provisions. The Obligations may, at the option of the Fiscal Officer, be secured by municipal bond insurance or similar instrument issued by a financial or insurance institution acceptable to the Fiscal Officer.

(g) Place of Payment and Paying Agents. The principal, interest, and any redemption premium on registered Obligations shall be payable by check or draft, as provided in the Trust Agreement.

(h) Execution. The Obligations shall be executed in the manner provided in the General Bond Resolution.

SECTION 5. Sale of Obligations. The Obligations shall be offered publicly for sale upon the basis of competitive bids at such time as the Fiscal Officer, upon advice of the Financial Advisor to the University, shall designate. The Fiscal Officer is hereby authorized and directed to cause an appropriate form or forms of Notices of Bond Sale to be published in accordance with the meaning and provisions of Section 424.360 of the Kentucky Revised Statutes.

The Obligations shall be sold, as provided by law, to the bidder offering the best proposal (the “Purchaser”) pursuant to the published Notice or Notices of Bond Sale and a solicitation for proposals distributed by the University and the Financial Advisor. The Fiscal Officer shall award the Obligations to the respondent who provides the best response to the Request for Proposals prepared for the University by the Financial Advisor and not necessarily to the lowest bidder. Evaluation of responses by the Fiscal Officer shall consider the following criteria, and which criteria are not exclusive: (i) the net interest cost to the University achieved by the refunding of the Prior Obligations on the terms proposed by each bidder; (ii) the complexity of the legal structure and administration of each proposed refunding; (iii) closing fees and charges to be charged by each bidder; (iv) optional redemption and prepayment terms, premiums, conditions, and restrictions to be imposed by each bidder; and (v) other material terms and conditions required by bidders that impact the value or effectiveness of the refunding and issuance of the Obligations for the University. Bidders shall be limited to institutions or persons having knowledge and experience in financial and business matters who are capable of evaluating the merits and risks of the Obligations, who are not purchasing for more than one account, and do

not intend to redistribute the Obligations. To the extent deemed necessary by the Financial Advisor, the University hereby approves the preparation of any necessary documents related to the solicitation for the purchase of the Obligations (collectively, the "Offering Documents") to be prepared by the University or its bond counsel or Financial Advisor in the usual and customary form, and approves the distribution of such Offering Documents to potential bidders. Upon application from any prospective bidder for the Obligations, the University will furnish any material information about the University and its finances which may be reasonably requested, but no official statement or similar documents will be provided.

SECTION 6. Allocation of Proceeds of Obligations. All of the proceeds from the sale of the Obligations and other lawfully available funds of the University shall be received and receipted for by the Fiscal Officer and shall be deposited and allocated as set forth in the applicable Supplemental Trust Agreement approved hereby.

SECTION 7. Additional Covenants with Respect to Internal Revenue Code of 1986, as Amended. This Board hereby finds and determines that all of the proceeds from the sale of the Obligations will be used as set forth in Section 6 hereof. This Board hereby covenants for and on behalf of the University, that, unless it is determined by the Fiscal Officer with the advice of bond counsel to the University that compliance with the requirements of the Code cannot be accomplished with respect to a particular installment of the Obligations, it will restrict the use of the proceeds of the Obligations in such manner and to such extent, if any, and take such other actions as may be necessary, in view of reasonable expectations at the time of issuance of such Obligations, so that the Obligations will not constitute obligations the interest on which is subject to federal income taxation or "arbitrage bonds" under Sections 103(b)(2) and 148 of the Internal Revenue Code of 1986, as amended (the "Code"), and regulations prescribed under such Sections. The Fiscal Officer or any other officer of the University having responsibility with respect to issuance of the Obligations is hereby authorized and directed to give an appropriate certificate for inclusion in the transcript of proceedings with respect to the Obligations, setting forth the facts, estimates, and reasonable expectations pertinent under Sections 103(b)(2) and 148 of the Code. The Fiscal Officer is hereby authorized and directed to create a Rebate Account (which shall be held by either the University or the Trustee, at the discretion of the Fiscal Officer) if the Fiscal Officer determines such account is necessary so that the University complies with the rules concerning "rebate" as set forth in the Code, as they apply to the Obligations.

SECTION 8. Supplemental Trust Agreements. The President of the University is authorized and directed to execute, acknowledge, and deliver to the Trustee, in the name of and on behalf of the University, one or more Supplemental Trust Agreements pursuant to the Trust Agreement and in connection with the issuance of each series or subseries of the Obligations, in the prescribed form, with such changes therein not substantially adverse to the University as may be permitted by the Act and the Trust Agreement and approved by the officer executing the same on behalf of the University. The approval of such changes, and that such changes are not substantially adverse to the University, shall be conclusively evidenced by the execution of such Supplemental Trust Agreement by such officer.

SECTION 9. Purchase Agreement. The President of the University and the Fiscal Officer are each separately authorized and directed, if the refunding of the Prior Obligations is

determined to be economically feasible, to execute, acknowledge, and deliver, in the name of and on behalf of the University, one or more purchase agreements with the Purchaser of the Obligations (the "Purchase Agreement"). Any such purchase agreement may take the form of a bond purchase agreement, continuing covenants agreement, or other form permitted by the Act and acceptable to the President of the University or Fiscal Officer, with the advice of the Financial Advisor and bond counsel. The Purchase Agreement shall be approved by the officer executing the same on behalf of the University and the final approval thereof shall be conclusively evidenced by the execution of such Purchase Agreement by such officer.

SECTION 10. Open Meetings. This Board hereby finds and determines that all formal actions relative to the adoption of this Resolution were taken in an open meeting of this Board, and that all deliberations of this Board and of its committees, if any, which resulted in formal action, were taken in meetings open to the public, in full compliance with applicable legal requirements.

SECTION 11. Further Authorization. That the proper and appropriate officers of the Board and of the University, to the extent authorized by law, are hereby authorized to execute and deliver the closing certificates, if any, with such modifications thereto as may be required by the purchasers of the Obligations and approved by special bond counsel to the University as well as such other documents, certificates, and statements as may be so required and so approved in connection with sale and delivery of the Obligations.

SECTION 12. Provisions in Conflict are Repealed. All resolutions or parts thereof in conflict with the provisions of this Resolution are hereby rescinded to the extent of such conflict.

SECTION 13. Effective Date. This resolution shall take effect from and after its passage.

SECTION 14. Copy to be Filed with Trustee. A certified copy of this Resolution shall be filed with the Trustee.

(Signature page to follow)

SIGNATURE PAGE TO BOARD OF REGENTS RESOLUTION

Adopted June 10, 2022.

Chair, Board of Regents
Western Kentucky University

(Seal)

Attest:

Secretary, Board of Regents
Western Kentucky University

CERTIFICATION

The undersigned, Secretary of the Board of Regents of Western Kentucky University, Bowling Green, Kentucky, hereby certifies that the foregoing is a true copy of a Resolution adopted by the Board of Regents of the University at a meeting of the Board of Regents held on June 10, 2022, as recorded in the official Minute Book of the Board of Regents, which is in my custody and under my control, that the meeting was held in accordance with all applicable requirements of Kentucky law, including KRS 61.800 to 61.850, that a quorum was present at said meeting, and that the aforesaid Resolution is of record in the office of the Board of Regents, has not been modified, amended, or rescinded, and is in full force and effect at this date.

WITNESS my signature and the Seal of the Board this June 10, 2022.

Secretary, Board of Regents
Western Kentucky University

ASSET PRESERVATION OF CAMPUS WIDE INFRASTRUCTURE

REQUEST:

Seeking approval to preserve, renovate, replace each individual campus wide infrastructure project such as steam, exterior lighting, high voltage distribution, fiber optic cabling, building automation, gas, sanitary sewer, storm water and domestic water.

Individual Authorization Amounts

Steam Distribution System: Up to \$3,000,000

Exterior Lighting: Up to \$1,500,000

High Voltage Distribution System: Up to \$6,000,000

Sanitary Sewer System: Up to \$1,500,000

Domestic Water Systems: Up to \$600,000

Fiber Optic Cabling System: Up to \$2,000,000

Building Automation System Upgrades: Up to \$2,000,000

Natural Gas Systems: Up to 500,000

Storm Water System: Up to 1,000,000

FACTS:

In the 2022-2024 Budget of the Commonwealth (22 RS, HB 1), the Kentucky General Assembly authorized \$683.5 million in General Fund supported bond funds for a Postsecondary Education Asset Preservation Pool to provide funding for individual asset preservation, renovation, and maintenance projects at Kentucky public postsecondary institutions. Allocated pool funds were appropriated to institutions in both years of the biennium, with each institution receiving an appropriation for half (50%) of its allocation in 2022-23 and receiving an appropriation for the other half (50%) of its allocation in 2023-24. Western Kentucky University asset preservation pool allocation each year is \$34,040,000 for a total of \$68,080,000.

Included in the 2022-2024 budget bill (HB 1) is language, specifying institutional matching requirements for accessing allocated Asset Preservation Pool funds: each project for comprehensive institutions shall be matched at 15 percent from funds provided by each comprehensive institution.

These projects continue the multi-year, multi-phased replacement of the existing campus wide infrastructure such as 5kv underground electrical distribution; replacement of campus underground steam lines; fiber optic cabling systems; exterior lighting; replace underground domestic water, sanitary sewer, and storm lines. WKU continues to experience deterioration of the existing infrastructure, and this give us a good opportunity to address and upgrade systems that have exceeded their useful life.

The statewide higher education Facilities Condition Assessment by VFA in 2006 listed these systems in poor condition and in need of replacement. The University has spent approximately \$35.0M to date replacing this failing infrastructure showing our commitment to protect the state asset but also demonstrating the need for funding to upgrade these 45–90-year-old systems.

The 1997 Electrical Upgrade Master Plan reflected a ten-year ten-phase overall completion scheme. Due to funding constraints, only eleven phases have been performed which amount to an approximately 80% completion of the overall project.

The reliability of the underground steam system is decreasing at a rapidly accelerated pace due to age. Distribution failures in the system and condensate return leaks are increasing and annual maintenance expenditures have rapidly increased. A catastrophic failure has potential to cause damage to campus buildings due to freezing. There is no redundant backup system for campus wide heating as is typical for these types of distribution systems. WKU currently has a total of 8 locations on campus where we started replacement work in May of 2022 to be completed this summer before Fall Semester.

BUDGETARY IMPLICATIONS:

No impact on existing M/O budget and expenses

RECOMMENDATION:

President Timothy C. Caboni recommends that the Board of Regents approve the Asset Preservation Projects for Campus Wide Infrastructure.

MOTION:

Move that the Board approve the Asset Preservation Projects for Campus Wide Infrastructure.