

June 18, 2020

Board of Governors



FAIRMONT STATE
UNIVERSITY™

AGENDA
 FSU BOARD OF GOVERNORS' MEETING
 JUNE 18, 2020, 9:00 A.M.
 LOCATION: WEBEX
<https://fairmontstate.webex.com/meet/bog>



- I. CALL TO ORDER**
 - A. Roll Call
 - B. Public Comment – Email Only @ publiccomment@fairmontstate.edu
 - C. Approval of Agenda *Action Item*
 - D. Approval of 2020-2021 Meeting Dates..... *Tab 1, Action Item*
Page 4

- II. APPROVAL OF MINUTES OF MAY 21, 2019.....** *Tab 2, Action Item*
Page 6

- III. ACADEMIC AFFAIRS COMMITTEE (Deborah Prezioso, Chair)**
 - A. Curriculum Proposal for Bachelor of Science
 In Strategic Leadership (BSSL)..... *Tab 3, Action Item*
Page 14
 - B. Discussion Concerning Status of Discontinuation of Music
 And Theater Programs

- IV. FINANCE COMMITTEE (John Schirripa, Chair)**
 - A. Financial Reports
 (Month Ending: April 30, 2020)..... *Tab 4, Action Item*
Page 46
 - B. Approval of Requested Fees for FY 2021..... *Tab 5, Action Item*
Page 57
 - C. Approval of Capital Projects for FY 2021..... *Tab 6, Action Item*
Page 68
 - D. Approval of FY 2021 Education and General (E&G) Budget..... *Tab 7, Action Item*
Page 72
 - E. Approval of FY 2021 Fund Manager Budgets..... *Tab 8, Action Item*
Page 75
 - F. Approval of FY 2021 Auxiliary Budgets..... *Tab 9, Action Item*
Page 78

V. NOMINATING COMMITTEE (Jay Puccio, Chair)

- A. Election of FSU Board of Governors' Officers
(Effective July 1, 2020 through June 30, 2021).....*Action Item*

VI. NEW BUSINESS

VII. POSSIBLE EXECUTIVE SESSION

Under the Authority of West Virginia Code §6-9A-4(b)(2)(A), (b)(9), and (b)(12) to discuss:

- a. Confidential, legal, personnel and deliberative matters regarding University strategic priorities, and the on-going COVID-19 response.
- b. Report by General Counsel.

VIII. ADJOURNMENT

NEXT MEETING: AUGUST 20, 2020, 9:00 A.M.

Tab 1

2020 - 2021 Board of Governors' Meeting Dates

Fairmont State University

Meeting Dates	Time	Location
August 20, 2020	9:00 a.m.	To Be Determined
October 15, 2020	9:00 a.m.	To Be Determined
December 3, 2020	9:00 a.m.	To Be Determined
February 18, 2021	9:00 a.m.	To Be Determined
April 15, 2021	9:00 a.m.	To Be Determined
June 17, 2021	9:00 a.m.	To Be Determined
August 19, 2021	9:00 a.m.	To Be Determined
October 21, 2021	9:00 a.m.	To Be Determined
December 2, 2021	9:00 a.m.	To Be Determined
		<i>Prepared May 2020</i>

Tab 2



FAIRMONT STATE UNIVERSITY
BOARD OF GOVERNORS
MEETING MINUTES
MAY 21, 2020
WEBEX MEETING

I. CALL TO ORDER

A. Roll Call

Chair Dixie Yann convened a meeting of the Fairmont State University Board of Governors on May 21, 2020, beginning at approximately 9:00 a.m. via WebEx.

At the request of Chair Yann, Serena Scully, Chief of Staff, conducted a roll call of the Board of Governors. Present for the meeting were board members Wendy Adkins, Maiya Bennett, Dr. Chris Courtney, Jon Dodds, David Goldberg, Rusty Hutson, Deborah Prezioso, Jay Puccio, Kevin Rogers, Dr. Budd Sapp, John Schirripa and Dixie Yann.

Others present were President Martin and President's Executive Leadership Team members Cindy Curry, Lyndsey Dugan, Richard Harvey, Joy Hatch, Merri Incitti, Christa Kwiatkowski, and Jacqueline Sikora. Susan Ross, Executive Director of Academic Programs; Laura Clayton, Associate Dean, School of Nursing; Chris Kast, Dean, College of Liberal Arts; Amanda Metcalf, Associate Dean, School of Education; Steve Roof, Dean, College of Science and Technology; Jessica Sharps, Executive Director of University Relations and Marketing; Jeff Greenham, faculty; Gary Zickefoose, faculty; Jackie Sherman, Assistant Library Director; Molly Barra, Librarian; Toru Chiba, Electronic Services Librarian; Kevin Webb, faculty; and M.E. Gamble, faculty.

B. Public Comment

Chair Yann advised that public comments had been received and had been forwarded to all board members prior to the meeting.

C. Approval of Agenda

Deborah Prezioso made a motion to approve the agenda. David Goldberg seconded. The motion passed.

II. APPROVAL OF MINUTES OF FEBRUARY 20, MARCH 12 AND APRIL 27, 2020

John Schirripa made a motion to approve the minutes of February 20, March 12, and April 27, 2020. Kevin Rogers seconded. The motion passed.

III. ACADEMIC AFFAIRS COMMITTEE (Deborah Prezioso, Chair)

Mrs. Deborah Prezioso, Chair of the Academic Affairs Committee, advised that the Academic Affairs Committee met on Monday, April 27th, and asked that Dr. Richard Harvey, Provost and Vice President for Academic Affairs, give an update.

Dr. Harvey advised that although the spring term was not as expected, the semester went well. There are currently no non-reported grades, which is excellent.

Dr. Harvey presented the Intent to Plan for the Bachelor of Science in Respiratory Care program. This program will be a degree completion program, with four programs in West Virginia that feed into this program. Dr. Laura Clayton advised that this is an online program.

David Goldberg asked if Fairmont State would be reaching out to the associate degree programs. Dr. Clayton advised that she would be reaching out and working with those institutions. In addition, the board was advised that VP Incitti is working with Dr. Clayton to create program-to-program articulation agreements to ensure seamless transition from community colleges to the institution.

David Goldberg made a motion to accept the following:

A. Intent to Plan – Bachelor of Science in Respiratory Care

Dr. Chris Courtney seconded. The motion passed.

Dr. Harvey advised the Bachelor of Arts in Studio Art program review is the standard HEPC program review. The outlook for the program is very good.

David Goldberg inquired about the cost of the program. Dr. Harvey advised the yearly cost of the program is \$226,743, with 27.5 average enrollment and 10 average graduates. Dr. Harvey advised the students are covering the cost of the program. Further, the first annual High School Art and Design Day brought 246 prospective students to campus on February 17, 2020. The department has already seen an increase in recruiting applicants in Studio Art and Graphic Design of 150%.

Deborah Prezioso made a motion to accept the following:

B. Program Review – Bachelor of Arts in Studio Art

Jon Dodds seconded. The motion passed.

Dr. Budd Sapp inquired about the public comment that was submitted regarding the combining of the Architecture, Art & Design programs being revisited. President Martin advised the Board that after its approval of the reorganization plan for the Academic units of the University (6 colleges/schools combined into two) was placed on hold, the decision was made to create synergies and economies of scale by combining the Architecture, Art & Design programs and place them in the College of Science and Technology while moving Music and Theater to the College of Liberal Arts. This operational decision was yielding the appropriate oversight and leadership in those areas.

Dr. Budd Sapp also inquired about the number of students required to continue with a course for the fall semester at the undergraduate and graduate levels. President Martin advised that Christa Kwiatkowski and Jacob Abrams worked to complete a cost analysis and break-even point. The result of that was the 12 students per course for both undergraduate and graduate levels. She noted that it is recognized that because of accreditation, some courses may need to be less – those classes will be dealt with by exception.

Dr. Sapp inquired about the online graduate classes with less than the threshold of students. He inquired as to whether those faculty members were being furloughed. President Martin advised that those classes will continue to be evaluated, and the deans will work with faculty on a case by case basis.

David Goldberg requested that the cost analysis and break-even point documents be brought forward to the board during the next meeting.

Deborah Prezioso requested to move the focused program reviews to executive session for discussion.

IV. BYLAWS COMMITTEE (Dixie Yann, Chair)

Dixie Yann, Chair of the Bylaws Committee, advised that the Bylaws Committee had met and had reviewed the policies and all of the public comments that were received.

Mrs. Sikora discussed the Tuition and Fees policy. The comments received during the 30-day comment period were forwarded to all board members prior to the meeting.

Dr. Chris Courtney made a motion to accept the following:

A. Policy FA-01: Tuition and Fees

Jon Dodds seconded. The motion passed.

Mrs. Sikora presented the Freedom of Expression policy draft.

Deborah Prezioso made a motion to accept the following:

B. GA-04: Freedom of Expression Policy Draft for 30-Day Comment Period

Kevin Rogers seconded. The motion passed.

V. ENROLLMENT, HOUSING & STUDENT LIFE COMMITTEE (Kevin Rogers, Chair)

Kevin Rogers, Chair of the Enrollment, Housing & Student Life Committee, advised that the committee met on April 27th and asked that Dr. Joy Hatch, VP for IT and Enrollment Management, give an update.

Dr. Joy Hatch shared a PowerPoint presentation regarding enrollment data. Included in the presentation was historical data with comparisons over the last few years. She advised that the stretch goal for the fall 2020 incoming freshman class is 850 students.

David Golberg asked that other institutions (regional and national) be added to the report so that comparisons can be made.

Rusty Hutson inquired if Pierpont numbers are available. Mrs. Sikora advised that Pierpont's current numbers will not be available until December. President Martin also shared with the board that because the databases are now separate, Fairmont State no longer has access to Pierpont data. Rusty requested that the available Pierpont numbers be included.

Dr. Hatch provided information regarding the enrollment process and what happens at each stage in the process. She discussed the influx of applications received for the nursing program. There was a discussion of the nursing program and how Fairmont State needs to maximize efforts into the things we do very well.

Dr. Hatch provided that as of Monday, the current enrollment is 416 students. She pointed out that due to the online nature of everything happening now, and the rate at which students are being enrolled – that number is higher compared to this time last year.

David Goldberg inquired about what is being done differently because of COVID-19. Lyndsey Dugan explained the aggressive media campaigns that are being created and placed by the URM staff. The focus of the campaigns are on parents, students, and prospects.

Dr. Courtney inquired about the athletic recruitment that is taking place. Dr. Martin advised that most recruitment took place prior to COVID-19 issues and that it does not appear that there is a decline in athletic recruitment following the COVID-19 pandemic.

Dr. Hatch also discussed changes made to orientation since face-to-face orientations were not possible over the last few months.

Mrs. Jacqueline Sikora presented a housing and residence life summary. Housing numbers are currently at 83.9%, and while down from this time last year, they are beginning to trend a bit more positively. The number of Pierpont housing students has dramatically decreased – from 147 in FY19 to 73 in FY21.

Mrs. Sikora discussed the increase in requests for exemption from the two-year housing requirement, some because of COVID-19. A committee is now reviewing all requests and making decisions on those requests.

Dr. Goldberg inquired about reconfiguring and having all students live in singles as they return to campus. He inquired about our price point compared to other universities? Mrs. Sikora advised there have been discussions regarding reconfigurations, but no final decisions have been made. She also advised that Fairmont State is very competitive in regards to housing and meal plans.

Dr. Courtney inquired about the housing charges for students that need a double occupancy room turned into a single occupancy room. He asked if there was a higher charge for students who needed those rooms for accessibility services reasons. Mrs. Sikora advised that there is no policy which assesses a higher fee for a student with accessibility accommodations. However, when double occupancy rooms are turned into single occupancy rooms, the University does consider that room, based on occupancy, to be a single unit, and a higher rate is assessed.

VI. FINANCE COMMITTEE (John Schirripa, Chair)

John Schirripa, Chair of the Finance Committee, advised that the Finance committee met on April 29th and asked that Christa Kwiatkowski, CFO, provide a brief update.

The Finance Committee met on April 29th and reviewed the financial statements from January, February, and March.

Mrs. Kwiatkowski advised the January, February, and March financials have been provided in the board packet. In addition, a financial summary document that summarizes the detailed information in the board packet was shared.

Rusty Hutson made a motion to accept the following:

- A. Financial Reports for the periods ending January 31, 2020, February 29, 2020, and March 31, 2020

Jon Dodds seconded. The motion passed.

Mrs. Kwiatkowski gave an update on the CARES Act funding that was provided. She advised that half of the funding had to be used for emergency grants directly to students. Also, part of the funding is being used for the housing and meal plan refunds that were given for housing students.

VII. NEW BUSINESS

Chair Yann named Jay Puccio (chair), Kevin Rogers, and Deborah Prezioso to serve on the nominating committee. The committee will report back to the board in June.

VIII. POSSIBLE EXECUTIVE SESSION

Deborah Prezioso made a motion to go into Executive Session “I move this board to go into executive session to discuss confidential and deliberative matters regarding University strategic priorities, personnel matters, and program reviews for theater and music.”

John Schirripa seconded. The motion passed.

Rusty Hutson made a motion to rise from Executive Session. Jon Dodds seconded. The motion passed.

Chair Yann advised that multiple items were discussed in executive session, including confidential matters related to personnel and financial matters associated with the focused program reviews.

After Chair Yann called for further discussion, David Goldberg made a motion to accept the following:

Option 2: Community Theater and Community Music, including Academy of the Arts and Marching Band.

John Schirripa seconded.

11 approved, 0 opposed, 1 abstained. The motion passed.

Tab 3

**Fairmont State University
Board of Governors
June 18, 2020**

Item: Approval of Bachelor of Science in Strategic Leadership Curriculum Proposal

Committee: Academic Affairs

Recommended Resolution: Resolved, that the Fairmont State University Board of Governors receive and consider the Curriculum Proposal for a B.S. in Strategic Leadership.

Staff Member: Richard Harvey, Provost and Vice President of Academic Affairs

Background: The School of Business & Aviation is proposing to offer a new online adult degree completion program, a Bachelor of Science in Strategic Leadership (BSSL), providing an opportunity for students to obtain a bachelor's degree who possess an associate degree from a regionally accredited institution, or who have 60 or more hours of transferable college credit at one, or more, regionally accredited institutions.

Approved by the Faculty Senate on April 14th, 2020

MEMORANDUM

TO: Faculty Senate

FROM: Susan Ross

DATE: April 14, 2020

SUBJECT: Curriculum Proposal #19-20-20

The School of Business & Aviation is proposing to offer a new online adult degree completion program – Bachelor of Science in Strategic Leadership (BSSL) – through online delivery, providing an opportunity for students to obtain a bachelor’s degree who possess an associate degree from a regionally accredited institution, or who have 60 or more hours of transferable college credit at one, or more, regionally accredited institution. This degree is similar in design to the Regents Bachelor of Arts, except that it provides a specific concentration, or focus, to offer completers a credential for workplace readiness or career advancement.

The School of Business & Aviation will provide a minimum of 10 three-credit hour core online courses in strategic leadership through an eight-week format on a static rotation. This proposal requests to apply the same general education standards as the Regents Bachelor of Arts to further allow completers flexibility in attaining credits toward degree completion.

cc: Richard Harvey
Lori Schoonmaker
Laura Ransom
Cheri Gonzalez
Tim Oxley

CURRICULUM PROPOSAL
FOR
**BACHELOR OF SCIENCE IN
STRATEGIC LEADERSHIP (BSSL) DEGREE**

FEBRUARY 1, 2020
REVISION #1 – MARCH 26, 2020



Submitted by:

**Dr. Timothy R. Oxley, Interim Dean, Professor of Business
Dr. Macgorine Cassell, Professor of Business Administration**

with assistance from

**Professor M.E. Yancosek Gamble, Associate Professor of Business
Ms. Billie Shepherd, Adjunct Professor of Business
Dr. Sunil Surendran, Professor of Marketing and Management**

PREPARING CURRICULUM PROPOSALS

INSTRUCTIONS

Draft your proposal in accordance with the guidelines below and the format shown on the following pages. Should any item under the several headings not pertain to your proposal, write N/A. **Number the second and subsequent pages of your proposal.**

Supply the preliminary information about the proposal as indicated below:

PROPOSAL NUMBER: Leave this space blank. A number will be assigned to the proposal by the Associate Provost.

SCHOOL: Enter the name of the College or School (e.g., *Liberal Arts*), Department (e.g., Language and Literature), and Program (e.g., English).

PREPARER/CONTACT PERSON: Enter the name of the person who prepared the proposal and his/her telephone extension number.

COPIES OF MEMOS SENT TO AFFECTED DEPARTMENTS: Attach these to the back of your proposal.

LETTERS OF SUPPORT FROM DEANS OF AFFECTED DEPARTMENTS: If the Curriculum Committee requests these letters, attach them to the back of your proposal.

DATE SUBMITTED: The Curriculum Committee meets on the fourth Tuesday of each month. **Proposals are due in the Office of the Associate Provost on or before the second Tuesday of the month.**

REVISION SUBMISSION DATE: If changes are required to the original proposal, enter the date the proposal was resubmitted.

IMPLEMENTATION DATE REQUESTED: Enter the first day of the semester (or summer term) and year in which the proposed curriculum change(s) would take effect.

CURRICULUM PROPOSAL (Submit one hard copy and an electronic copy to the Associate Provost by the second Tuesday of the month.)

Proposal Number: 19-20-20

School/Department/Program: School of Business & Aviation

Preparer/Contact Person: Dr. Timothy R. Oxley, Interim Dean

Telephone Extension: 4239

Date Originally Submitted: _____

**Revision (Indicate date and label it
Revision #1, #2, etc.):** Revision #1 – March 26, 2020

Implementation Date Requested: Fall 2020

- I. **PROPOSAL.** Write a brief abstract, not exceeding 100 words, which describes the overall content of the proposal.

The School of Business & Aviation is proposing to offer a new online adult degree completion program – Bachelor of Science in Strategic Leadership (BSSL) – through online delivery, providing an opportunity for students to obtain a bachelor’s degree who possess an associate degree from a regionally accredited institution, or who have 60 or more hours of transferable college credit at one, or more, regionally accredited institution. This degree is similar in design to the Regents Bachelor of Arts, except that it provides a specific concentration, or focus, to offer completers a credential for workplace readiness or career advancement.

The School of Business & Aviation will provide a minimum of 10 three-credit hour core online courses in strategic leadership through an eight-week format on a static rotation. This proposal requests to apply the same general education standards as the Regents Bachelor of Arts to further allow completers flexibility in attaining credits toward degree completion.

- II. **DESCRIPTION OF THE PROPOSAL.** Provide a response for each letter, A-H, and for each Roman Numeral II–V. If any section does not apply to your proposal, reply N/A.

A. Deletion of course(s) or credit(s) from program(s)

Total hours deleted. N/A

B. Addition of course(s) or credit(s) from program(s)

Total hours added. 30

C. Provision for interchangeable use of course(s) with program(s)

Courses proposed for inclusion in the BSSL program will be reserved for students in the program. Depending on seat availability and with instructor permission, RBA and School of Business & Aviation students may be permitted to enroll in one or more for use as elective credit. BSSL courses are not intended to be used as a substitute for any core or concentration course in one of the School’s regular undergraduate degree programs.

- D. Revision of course content. Include, as an appendix, a revised course description, written in complete sentences, suitable for use in the university catalog.

Not applicable

- E. Other changes to existing courses such as changes to title, course number, and elective or required status.

None

- F. Creation of new course(s). For each new course

1. Designate the course number, title, units of credit, prerequisites (if any), ownership (FSU or shared) and specify its status as an elective or required course. If you are creating a shared course, attach a memo from the Deans of the affected Schools explaining the rationale for the course being shared.

Table 1 – Proposed New Courses for BSSL Program

Course Number	Title	Cr. Hrs.	Prerequisite	Status
BSSL 3100	Dimensions of Strategic Leadership	3	None	Required
BSSL 3200	Strategic Leadership: Theory and Perspectives	3	None	Required
BSSL 3300	Strategic Communication for Effective Leaders	3	ENGL 1101	Required
BSSL 3400	Negotiation & Conflict Transformation Skills for Leaders	3	BSSL 3100	Required
BSSL 3500	Group Dynamics & Team Building Efficacy for Leaders	3	BSSL 3300	Required
BSSL 3600	Cross-Cultural Leadership	3	BSSL 3200	Required
BSSL 3700	Global Business Strategies	3	BSSL 3600	Required
BSSL 3800	Leading Strategic Innovation and Change Initiatives	3	BSSL 3500	Required
BSSL 3900	Strategic Leadership: Responsible Governance	3	BSSL 3800	Required
BSSL 4000	Strategic Leadership Capstone	3	BSSL 3800	Required

2. Include, as an appendix, a course description, written in complete sentences, suitable for use in the college catalog.

Please refer to Appendix B for course descriptions.

3. Include, as an appendix, a detailed course outline consisting of at least two levels.

Please refer to Appendix C for detailed course outcomes, two-level outlines, and assessment measures.

4. In order to meet the requirements as outlined in Goal One of the Strategic Plan, please include Outcome Competencies and Methods of Assessment as an appendix. Examples are available upon request from the Chair of the Curriculum Committee.

Please refer to Appendix D for Program Outcomes and Assessment Plan; Rotation Schedule.

- G. Attach an itemized summary of the present program(s) affected, if any, and of the proposed change(s).

Describe how this proposal affects the hours needed to complete this program. Specifically, what is the net gain or loss in hours? Use the format for Current and Proposed Programs in Appendix A.

The B.S. in Strategic Leadership is a new program requiring a total of 120 credit hours to complete. Refer to Appendix A for details.

III. **RATIONALE FOR THE PROPOSAL.**

A. **Quantitative Assessment:** Indicate the types of assessment data, i.e., surveys, interviews, capstone courses, projects, licensure exams, nationally-normed tests, locally developed measurements, accreditation reports, etc., that were collected and analyzed to determine that curricular changes were warranted. Quantitative data is preferred.

According to HEPC’s 2017 Report Card, there has been a 30% decrease in the number of community college students entering baccalaureate programs during the 2012 to 2016 year period after enrolling in a community and technical college. During this same time period, a slight increase of 2.6% was reported for students who completed an associate’s degree program in a career-technical field. During the 2012 – 2016 period, a total of 12,463 degrees were awarded. Many of these associate degrees in an applied field do not have a baccalaureate option without incurring a significant number of additional credits. Examples of such fields would include Applied Manufacturing Technology, Applied Design, Emergency Medical Services, Industrial Technology, Paralegal Studies, Welding Technology, or Veterinary Technology.

In addition to individuals with completed associate degrees in applied technology fields, many in West Virginia hold college-credit but do not have a completed degree. Individuals in West Virginia with at least 60 hours or more of college credit would benefit from additional options for online degree completion.

According to the U.S. Census Bureau’s 2018 American Community Survey, it is estimated that 332,568 West Virginians over the age of 25 hold some college credit or a completed associate degree representing 25.3% of the total subject population. This number represents a potential market for an online adult degree completion program. See Table 2 below.

Table 2 – West Virginia Select Educational Attainment, 2018 American Community Survey

Population Subject	Total Subject Population		Percent of Population	
	Estimate	Margin of Error	Estimate	Margin of Error
25 years and over				
Some college, no degree	240,593	+/-4,549	18.6%	+/-0.4
Associate’s degree	91,975	+/-1,894	7.1%	+/-0.1
Total	332,568		25.3%	

Source: Educational Attainment 2018 American Community Survey 5-year Estimates Data Profile, U. S. Census Bureau

West Virginians who are 25 years of age or older with a bachelor’s degree earn approximately 38% more per year than someone with some college or an associate’s degree. According to the 2010-2016 American Community Survey 5-Year Estimates, Median Earnings in the Past 12 Months, West Virginians with some college or associate’s degree have median earnings of \$30,568 versus \$42,248 for someone with a Bachelor’s degree (<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>). Payscale.com reports that the return on investment (ROI) of a bachelor’s degree is greater due to higher earning potential throughout the holder’s career than those with only an associate’s degree credential.

Nine private baccalaureate and 10 public baccalaureate granting institutions were included in a review of their websites to determine if similar adult degree completion programs are offered. Table 3 provides a summary of this information. Other than for nursing programs and Regents Bachelor of Arts, only West Liberty University offers a similar program – Bachelor of Arts in Organizational Leadership. West Liberty University’s program is offered on an accelerated format but is not an online program.

The Bachelor of Science in Strategic Leadership being proposed will be fully online with course content developed around and focused on strategic leadership as an academic discipline. It is this strategic focus of program content that will differentiate the BSSL from programs with a general business or organizational administration focus.

While management can be a passive process, strategic leadership never is. Strategic leaders by definition play an active role in guiding a business to success. These individuals develop a vision for advancement by exploring areas in which the business needs to improve and developing clear and systematic plans. As the name suggests, a strategic leader develops a defined strategy to enhance success, unlike a manager who may simply seek to keep workers in line in a more passive fashion (Schreiner, n.d.).

Reference:

Schreiner, E. (n.d.) *Differences Between a Manager & a Strategic Leader*. Retrieved from <https://smallbusiness.chron.com/differences-between-manager-strategic-leader-17461.html>

Table 3 – Institutions Offering Similar Programs

Institution Name	Degree Completion Program	Name(s) of the Program(s)
Alderson Broaddus University	Yes	LPN to BSN
		RN to BSN
		Petroleum Management
American Public University	No	
Bethany College	No	
Bluefield State College	Yes	LPN to BSN
University of Charleston	No	
Concord University	Yes	Regents Bachelor of Arts
Davis & Elkins College	Yes	RN to BSN
Glennville State College	Yes	Regents Bachelor of Arts
Marshall University	Yes	Regents Bachelor of Arts
		RN to BSN
Ohio Valley University	No	
Salem University	Yes	RN to BSN
Shepherd University	Yes	Regents Bachelor of Arts
West Liberty University	Yes	Dental Hygiene
		Bachelor of Arts in Organizational Leadership
		Regents Bachelor of Arts
West Virginia State University	Yes	Regents Bachelor of Arts
West Virginia University	Yes	RN to BSN
		Regents Bachelor of Arts
WVU at Parkersburg	Yes	RN to BSN
		Regents Bachelor of Arts
WVU Institute of Technology	No	
West Virginia Wesleyan College	No	
Wheeling Jesuit University	No	

Source: Information retrieved from each respective institution website.

- B. Qualitative Assessment:** Based upon the assessment data above, indicate why a curricular change is justified. Indicate the expected results of the change. Be sure to include an estimate of the increased cost, or reduction in cost of implementation. FOR EXAMPLE: Will new faculty, facilities, equipment, or library materials be required?

It is anticipated that this degree program will be offered through the School of Business with existing full-time faculty augmented by adjunct faculty as needed. Program coordination will be assumed by the Dean of the School, with program oversight and advising being coordinated through Pamela Stephens, Coordinator, Regents Bachelor of Arts (RBA) Degree Program. Additional administrative and marketing materials for this new program will be covered by existing budget allocations of the School of Business & Aviation.


The required and elective courses of the BSSL program will be delivered in an online eight-week format on a cohort basis. The course rotation schedule will allow for a new cohort to be admitted each academic cycle beginning with the fall term. This approach will minimize the number of course sections needing to be offered each academic year and the number of additional faculty needed to launch the program until the program reaches a sustainable level of growth.

All courses designed for the BSSL program will meet *Quality Matters*[™] standards and will be delivered by Blackboard®, the current Learning Management System employed by Fairmont State University.

The BSSL program complements, not competes, with the Regents Bachelor of Arts. Students desiring to pursue the RBA degree, who need at least 30 or more upper division hours may benefit from having a program of study focusing on knowledge and skills applicable to mid- and upper-level managers in contemporary organizations.

- IV. Should this proposal affect any course or program in another school, a memo must be sent to the Dean of each school impacted and a copy of the memo(s) must be included with this proposal. In addition, the Deans of the affected schools must sign below to indicate their notification of this proposal.

By signing here, you are indicating your college's/school's notification of this proposal.

College/School	Dean	Signature
School of Business & Aviation	Dr. Timothy R. Oxley	

It is not anticipated that the BSSL program being proposed will affect any course or program in another school outside of the Regents Bachelor of Arts program, which is administered through the Provost's office.

- V. Should this proposal affect any course to be added or deleted from the general studies requirements, a memo from the chair of the General Studies Committee indicating approval of the change must be included with this proposal.

For the BSSL program to have maximum appeal to working adults as a degree completion program, the School of Business & Aviation is requesting a waiver of the institution's general studies program and instead, follow the basic general education components totaling 30 credit hours similar to that being employed by the Regents Bachelor of Arts (RBA) program. Students matriculating through the BSSL program, would be required to complete, or provide transfer credit, for the following:

- Communications: 6 hours
- Natural Science: 3 hours
- Mathematics – 3 hours
- Computer/Information Technology – 3 hours
- Social Science – 9 hours
- Humanities/Fine Arts – 6 hours

VI. ADDITIONAL COMMENTS.

A student must complete a minimum of 30 hours from Fairmont State University in order to meet the residency requirement.

	SOCY 2200 or any course in VI	
Attribute VIIA - Arts		3
	Any course in VIIA	
Attribute VIIB - Humanities		3
	Any course in VIIB	
Attribute VIIC – Social Sciences		X
	Major Course - PSYC 1101	
Attribute VIID - Natural Science		3
	Any course in VIID	
Attribute VIII – Cultural Awareness		3
	Any GEOG course in VIII	
Additional General Studies hours		X
	Major Course - PSYC 3390 writing intensive course	
TOTAL GENERAL STUDIES HOURS		39
TOTAL FREE ELECTIVES		XX
TOTAL HOURS		120

NOTE:

The text highlighted in yellow is to serve as an example. Please replace the text with your current program requirements using the format indicated. When an Attribute is satisfied by a major course, simply place an “X” in the hours column, since the hours have already been counted in the major. Otherwise, indicate how the Attribute will be satisfied and insert the hours to be counted in General Studies. Before submitting your proposal, please remove the highlighting and this paragraph.

APPENDIX A
B. S. in Strategic Leadership
Proposed Program

Required Major Courses			HRS
BSSL	3100	Dimensions of Strategic Leadership	3
BSSL	3200	Strategic Leadership: Theory and Perspectives	3
BSSL	3300	Strategic Communication for Effective Leaders	3
BSSL	3400	Negotiation & Conflict Transformation Skills for Leaders	3
BSSL	3500	Group Dynamics & team Building Efficacy for Leaders	3
BSSL	3600	Cross-Cultural Leadership	3
BSSL	3700	Global Business Strategies	3
BSSL	3800	Leading Strategic Innovation and Change Initiatives	3
BSSL	3900	Strategic Leadership: Responsible Governance	3
BSSL	4000	Strategic Leadership Capstone	3
TOTAL Required Major Courses			30
Major Electives			60
<i>Major electives will consist of previously earned/transferred college credit, general (free) electives, or additional courses suggested or recommended by the advisor to total 60 hours.</i>			
Minor Requirements/Electives (Minor Not Required)			0
TOTAL HOURS FOR MAJOR			90

Required General Studies Courses (may be satisfied from previously earned or transfer credit)	
Communications	6 hours
Natural Science	3 hours
Mathematics	3 hours
Computer/Information Systems	3 hours
Social Science	9 hours
Humanities/Fine Arts	6 hours
TOTAL GENERAL STUDIES HOURS	30
TOTAL FREE ELECTIVES – See note under “Major Electives” above	
TOTAL HOURS	120

APPENDIX B
COURSE DESCRIPTIONS

BSSL 3100 – Dimensions of Strategic Leadership **3 hrs.**

This course examines strategic leadership fundamentals and skills that enable students and practitioners to lead by working effectively with and through others. Students develop a general knowledge framework and understanding of strategic leadership and the skills possessed by authentic leaders to inspire others to attain the organization's shared vision and future direction. *PR:* None

BSSL 3200 – Strategic Leadership: Theory and Perspectives **3 hrs.**

This course provides an overview of leadership theories and dimensions as well as macro- and micro-management theories and concepts to equip students and practitioners with the theoretical background necessary to think strategically and challenge viewpoints to make transcending strategic decisions that address organizational challenges. *PR:* None

BSSL 3300 – Strategic Communication of Effective Leaders **3 hrs.**

This course equips students and practitioners with the skills to communicate effectively through clear and concise written and oral communications, persuasive delivery of reasoned and factually supported arguments, active listening skills, and thought-provoking questions to clarify understanding and seek divergent points of view. Students hone emotional intelligence skills to target messages and styles to audiences, interpret verbal and non-verbal cues, convey authentic and empathetic messages in the digital world, and adapt communications as necessary. *PR:* ENGL 1101

BSSL 3400 – Negotiation & Conflict Transformation Skills for Leaders **3 hrs.**

This course equips students and practitioners with the collaborative and agile leadership competencies necessary to exemplify commitment to collaborate and build communal spirit, identify opportunities, cultivate cross-functional and cross-organizational strategic partnerships, nurture team leadership development to encourage a combination of task and relationship leadership, and develop high performance teams to execute strategic initiatives. *PR:* BSSL 3100

BSSL 3500 – Group Dynamics & Team Building Efficacy for Leaders **3 hrs.**

This course equips students and practitioners with quintessential influential and persuasion skills requisite for strategic leaders to be transformative and encourage cooperative working relationships through creation of psychologically safe working environments, negotiating strategically and skillfully, channeling constructive conflicts into a productive exchange of ideas, and facilitating the transformation of destructive conflicts. *PR:* BSSL 3300

BSSL 3600 – Cross-Cultural Leadership **3 hrs.**

This course provides students and practitioners the opportunity to explore and develop global intercultural competence as well as the cross-cultural leadership skills necessary to be an effective global leader to inspire across differences. *PR:* BSSL 3200

BSSL 3700 – Global Business Strategies **3 hrs.**

This course examines the role of strategic leaders to drive results by examining the business environment, defining strategic measures of success, engaging in innovative decision-making, and putting strategy into leadership action. *PR:* BSSL 3600

BSSL 3800 – Leading Strategic Innovation and Change Initiatives **3 hrs.**

This course instills creative leadership competencies to perceive, analyze, and execute innovative solutions and positive and lasting change to address complex organizational problems and issues in the rapidly changing business environment. Students embrace the role of a strategic leader to inspire innovation and catalyze change, create and

sustain organizational alignment, and invest the time and effort to align stakeholders for success when implementing innovation and change initiatives. *PR:* BSSL 3500

BSSL 3900 – Strategic Leadership: Responsible Governance

3 hrs.

This course critically analyzes legal, ethical, and social responsibility dynamics to equip students and practitioners with the leadership core values and character to lead responsibly and with integrity. *PR:* BSSL 3800

BSSL 4000 – Strategic Leadership Capstone

3 hrs.

The BSSL capstone course provides students and practitioners with the opportunity to demonstrate their strategic leadership mindset and competencies through portfolio development. It is intended that this course be completed after 24 hours of required BSSL courses have been completed. *PR:* BSSL 3800

APPENDIX D

COURSE OUTCOMES, COURSE OUTLINES, and COURSE ASSESSMENTS

BSSL 3100 – Dimensions of Strategic Leadership

3 hrs.

This course examines strategic leadership fundamentals and skills that enable students and practitioners to lead by working effectively with and through others. Students develop a general knowledge framework and understanding of strategic leadership and the skills possessed by authentic leaders to inspire others to attain the organization’s shared vision and future direction. *PR:* None

Course Outline:

- I. Strategic Leadership Fundamentals
 - a. Principles
 - b. “Laws”
 - c. Contexts
 - d. Fundamental Competencies

- II. Working With and Through Others
 - a. Empowerment
 - b. Coaching
 - c. Mentoring
 - d. Team Leadership
 - e. Collaboration

- III. Leadership Effectiveness
 - a. Appropriate Leadership Style
 - i. Individual Level
 - ii. Organizational Level
 - b. Embody Leadership Qualities
 - c. Assess Strategic Leadership Effectiveness

- IV. Authentic Leadership Development
 - a. Authentic Leadership
 - b. Leadership Point of View
 - c. Personal Leadership Development Plan

Course Outcomes & Assessments:

Course Outcome	Alignment to Program Learning Goals	Assessment Measure
LO1 – Illustrate strategic leadership principles, “laws,” and contexts.	PLG1 – LEAD BY WORKING EFFECTIVELY WITH AND THROUGH OTHERS: Strategic leaders inspire others to attain the organization’s shared vision and future direction.	Self-Discovery Assignments Self-Disclosure Discussions
LO2 – Examine the strategic leader’s role to garner alignment between the strategic vision and operations through instilling trust, transforming the culture, and inspiring and motivating others.	PLG1 – LEAD BY WORKING EFFECTIVELY WITH AND THROUGH OTHERS: Strategic leaders inspire others to attain the organization’s shared vision and future direction.	Self-Discovery Assignments Self-Disclosure Discussions
LO3 – Examine strategic leadership’s effectiveness to work with and through others utilizing empowerment,	PLG1 – LEAD BY WORKING EFFECTIVELY WITH AND THROUGH OTHERS: Strategic leaders inspire others to attain	Self-Discovery Assignments

<p>coaching, mentoring, team leadership, and strategic collaboration to curate a continuous learning environment.</p>	<p>the organization's shared vision and future direction.</p>	<p>Self-Disclosure Discussions</p>
<p>LO4 – Cultivate enhanced self-awareness and a repertoire of leadership styles and pragmatic leadership skills.</p>	<p>PLG1 – LEAD BY WORKING EFFECTIVELY WITH AND THROUGH OTHERS: Strategic leaders inspire others to attain the organization's shared vision and future direction.</p>	<p>Self-Discovery Assignments</p>

BSSL 3200 – Strategic Leadership: Theory and Perspectives

3 hrs.

This course provides an overview of leadership theories and dimensions as well as macro- and micro-management theories and concepts to equip students and practitioners with the theoretical background necessary to think strategically and challenge viewpoints to make transcending strategic decisions that address organizational challenges. *PR:* None

Course Outline:

- I. Self-Awareness - Identifying Personal Styles
 - a. Personality Style Instrument
 - b. Leadership Style Instrument
- II. Early Leadership Thought
 - a. Trait Approach
 - b. Skills Approach
 - c. Behavioral Approach
- III. Evolution of Leadership Ideology
 - a. Situational Approach
 - b. Path-Goal Theory
 - c. Leader Member Exchange Theory
 - d. Contingency Theory
- IV. Transformational Leadership
 - a. Overview
 - b. Contrast Transactional Leadership
 - c. Key Competencies
- V. Contemporary/Emerging Leadership Approaches
- VI. Think Like A Strategic Leader
 - a. Drucker’s Five Most Important Questions
 - b. Review of the Literature
- VII. Make Transcending Decisions
 - a. Comprehensive Decision-Making Interactive Exercise
 - b. New Venture Simulation: The Food Truck Challenge
- VIII. Experience Flow
 - a. Fligby Simulation

Course Outcomes & Assessments:

Course Outcome	Alignment to Program Learning Goals	Assessment Measure
LO1 – Explain the breadth and depth of key leadership theories, concepts, and practices.	PLG2 - THINK STRATEGICALLY AND CHALLENGE VIEWPOINTS TO MAKE TRANSCENDING DECISIONS: Strategic leaders possess the academic expertise to critically analyze organizational problems/issues, challenge the status quo and divergent viewpoints, and determine optimal solutions.	Self-Discovery Assignments Self-Disclosure Discussions New Venture Simulation: The Food Truck Challenge Fligby Simulation
LO2 – Review strategic leadership literature to draw meaningful inferences and generalizations.	PLG2 - THINK STRATEGICALLY AND CHALLENGE VIEWPOINTS TO MAKE TRANSCENDING DECISIONS: Strategic leaders possess the academic expertise to critically analyze	Self-Discovery Assignments

	organizational problems/issues, challenge the status quo and divergent viewpoints, and determine optimal solutions.	
LO3 – Utilize strategic leadership acumen to engage in critical thinking and challenge existing/counter viewpoints to make transcending strategic decisions to address organizational challenges.	PLG2 - THINK STRATEGICALLY AND CHALLENGE VIEWPOINTS TO MAKE TRANSCENDING DECISIONS: Strategic leaders possess the academic expertise to critically analyze organizational problems/issues, challenge the status quo and divergent viewpoints, and determine optimal solutions.	New Venture Simulation Fligby Simulation

This course equips students and practitioners with the skills to communicate effectively through clear and concise written and oral communications, persuasive delivery of reasoned and factually supported arguments, active listening skills, and thought-provoking questions to clarify understanding and seek divergent points of view. Students hone emotional intelligence skills to target messages and styles to audiences, interpret verbal and non-verbal cues, convey authentic and empathetic messages in the digital world, and adapt communications as necessary. *PR: ENGL 1101*

Course Outline:

- I. Core Leadership Communication
 - a. What is Leadership Communication?
 - b. Leadership Communication Strategy and Structure
 - c. The Language of Leaders
 - d. Social Media and Other Leadership Correspondence
 - e. Leadership Documents and Reports
 - f. Leadership Presentations in Person and Online
 - g. Graphics with a Leadership Edge
 - h. Emotional Intelligence and Interpersonal Skills for Leadership
 - i. Diversity and Intercultural Communication Leadership

- II. Group and Organizational Leadership Communication
 - a. High-Performing Team Leadership
 - b. Meetings: Leadership and Productivity
 - c. Leadership in an Organizational Context
 - d. Leadership through Strategic Internal Communication
 - e. Leadership through Effective External Relations

Course Outcomes & Assessments:

Course Outcome	Alignment to Program Learning Goals	Assessment Measure
LO1 – Develop your ability to use clear, concise, and grammatically correct language in multiple business communication modalities.	PLG3 - Demonstrate the ability to communicate effectively: Strategic leaders are powerful, influential communicators.	Discussions Board assignments; Written Assignments; Self-Assessments; Video recorded presentations;
LO2 – Develop your ability to orally deliver information in a businesslike and professional manner.	PLG3 - Demonstrate the ability to communicate effectively: Strategic leaders are powerful, influential communicators.	Video recorded presentations
LO3 – Develop your ability to exercise effective interpersonal communication skills in business and organizational contexts	PLG3 - Demonstrate the ability to communicate effectively: Strategic leaders are powerful, influential communicators.	Discussions Board assignments; Written Assignments; Self-Assessments; Video recorded presentations; Communication Analysis Paper

BSSL 3400 – Negotiation & Conflict Transformation Skills for Leaders

3 hrs.

This course equips students and practitioners with the collaborative and agile leadership competencies necessary to exemplify commitment to collaborate and build communal spirit, identify opportunities, cultivate cross-functional and cross-organizational strategic partnerships, nurture team leadership development to encourage a combination of task and relationship leadership, and develop high performance teams to execute strategic initiatives. *PR: BSSL 3100*

Course Outline:

- I. Persuade Artfully
 - a. Influence: The Psychology of Persuasion
 - i. Cialdini’s Six Principles of Influence
 - ii. Applicability of the Principles
 - b. Interpersonal Influence Inventory

- II. Negotiate Skillfully
 - a. Getting to Yes: Negotiating Agreement Without Giving In
 - i. Principled Negotiation
 - ii. Six Integrative Negotiation Skills
 - b. Negotiating Style Profile
 - c. Strategy Simulation: The Negotiator’s Dilemma

- III. Transform Conflict
 - a. Conflict Resolution Theory & Practice
 - b. Conflict Transformation
 - c. Comprehensive Difficult Interactions Interactive Exercise

- IV. Promote Fearless Organizations
 - a. Psychologically Safe Workplaces
 - i. Voice
 - ii. Impact on Continuous Learning, Innovation, and Growth
 - b. Creation of Fearless Organizations

Course Outcomes & Assessments:

Course Outcome	Alignment to Program Learning Goals	Assessment Measure
LO1 – Illustrate the role of power and strategic influence to leadership as well as the nuances underlying negotiation and conflict transformation.	PLG4 – BE TRANSFORMATIVE: Strategic leaders possess formidable strategic influence, negotiation, and conflict transformation skills.	Self-Discovery Assignments; Self-Disclosure Discussions; Simulation
LO2 – Examine strategic leadership’s effectiveness in utilizing artful persuasion to motivate and inspire others to work cooperatively, engage in integrative problem-solving to satisfy strategic initiatives, negotiate skillfully, and facilitate the transformation of conflicts.	PLG4 – BE TRANSFORMATIVE: Strategic leaders possess formidable strategic influence, negotiation, and conflict transformation skills.	Self-Discovery Assignments; Self-Disclosure Discussions; Simulation
LO3 – Examine the strategic leader’s role to nurture a healthy, psychologically safe climate to transcend conflicts and foster a fearless organization.	PLG4 – BE TRANSFORMATIVE: Strategic leaders possess formidable strategic influence, negotiation, and conflict transformation skills.	Self-Discovery Assignments; Self-Disclosure Discussions; Simulation
LO4 – Apply theories and concepts of negotiation and conflict transformation to real-life scenarios.	PLG4 – BE TRANSFORMATIVE: Strategic leaders possess formidable strategic influence, negotiation, and conflict transformation skills.	Self-Discovery Assignments; Self-Disclosure Discussions; Simulation

BSSL 3500 – Group Dynamics & Team Building Efficacy for Leaders**3 hrs.**

This course equips students and practitioners with quintessential influential and persuasion skills requisite for strategic leaders to be transformative and encourage cooperative working relationships through creation of psychologically safe working environments, negotiating strategically and skillfully, channeling constructive conflicts into a productive exchange of ideas, and facilitating the transformation of destructive conflicts. *PR: BSSL 3300*

Course Outline:

- I. Team Ice Breaker
 - a. Determine Personal Team Member Style
 - b. Tsunami Survival Situation Team Simulation
- II. Collaborate Effectively Utilizing The Strategic Doing Cycle
 - a. 4 Questions and Ten Rules
 - b. Team Presentation
- III. Work Cohesively With All
 - a. Working With Diverse People
 - b. Global Collaboration Team Simulation
- IV. Overcome Team Dysfunctions
 - a. Overcome 5 Dimensions of a Team Dysfunctions
 - b. Minimum Effort Team Simulation
- V. Team Synergy
 - a. Comprehensive Team Management Interactive Exercise
 - b. Evaluate Team Synergy
 - i. Team Simulation Reflection Paper
 - ii. Team Effectiveness Questionnaire

Course Outcomes & Assessments:

Course Outcome	Alignment to Program Learning Goals	Assessment Measure
LO1 – Explain internal group dynamics and the benefits of high performing teams.	PLG5 - COLLABORATE : Strategic leaders build communal spirit and create effective collaborations to execute strategic initiatives.	Self-Discovery Assignments; Self-Disclosure Discussions; Team Simulations; Team Presentation
LO2 – Examine strategic leadership’s effectiveness to employ agile leadership abilities to engage in complex, strategic collaborations with internal and external stakeholders at all levels, and create an inspiring environment that fosters synergistic problem solving, innovation, and ownership to deliver value.	PLG5 - COLLABORATE : Strategic leaders build communal spirit and create effective collaborations to execute strategic initiatives.	Self-Discovery Assignments; Self-Disclosure Discussions; Team Simulations; Team Presentation
LO3 - Collaborate effectively to develop a high performing team, monitor team performance, and resolve common culprits in dysfunctional teams.	PLG5 - COLLABORATE : Strategic leaders build communal spirit and create effective collaborations to execute strategic initiatives.	Self-Discovery Assignments; Team Simulations; Team Presentation

This course provides students and practitioners the opportunity to explore and develop global intercultural competence as well as the cross-cultural leadership skills necessary to be an effective global leader to inspire across differences. *PR:* BSSL 3200

Course Outline:

- I. Social Identity
 - a. Significance of Social Identity Theory
 - b. In-group/Out-group Phenomenon
 - c. Personal Social Identity Map
- II. Triggers and Faultlines
 - a. Five Types of Triggers
 - b. Triggers at the Personal, Organizational, and Societal Levels
 - c. Faultlines
 - d. Two Types of Conflict in Faultline Groups
 - e. Leadership Styles and Strategies to Address Faultlines
- III. Leadership Response Cycle
 - a. Collective Responsibility to Recognize Identity Based Conflict in Organizations
 - b. Six Step Leadership Response Cycle
 - c. Three Predominant Beliefs Concerning the Organization’s Role in Managing Cross-Group Relationships
 - d. Leadership Practices for Managing Social Identity Conflict
- IV. Cultural Values & Tolerance
 - a. Cultural Values
 - b. Cultural Value Dimensions Influence on Leadership
 - c. Xenophobia and Allophilia in Organizations
- V. Cultural Intelligence
 - a. Emotional Intelligence vs. Cultural Intelligence
 - b. Four-Factor Model of Cultural Intelligence
- VI. Social Justice, Dignity, & Equality
 - a. Systems of Privilege and Oppression
 - b. Personal and Professional Impact of Social Identity
 - c. Miasma in Organizations
 - d. Mitigating Miasma
- VII. Cultural Identity & Cross-Cultural Adaptability
 - a. Self-Concept
 - b. Analyze Cross-Cultural Adaptability Inventory Results
 - c. Action Plan Development
- VIII. Leading Through Paradox
 - a. Authentic Leaders in Organizations
 - b. Importance of Paradoxical Mindset and Improvisational Routines to Effectively Lead in a Globally Diverse World
- IX. Global Intercultural Competence
 - a. Comprehensive Diversity Interactive Exercise
 - b. Group Presentation

Course Outcomes & Assessments:

Course Outcome	Alignment to Program Learning Goals	Assessment Measure
LO1 – Identify global cultural differences.	PLG6 – INSPIRE ACROSS DIFFERENCES: Strategic leaders capitalize on diversity.	Self-Discovery Assignments; Self-Disclosure Discussions ; Group Presentation

<p>LO2 – Examine strategic leadership’s effectiveness in utilizing cultural intelligence; cross-cultural adaptability; and a paradoxical mindset to inspire across differences and promote social justice, dignity and equality for all.</p>	<p>PLG6 – INSPIRE ACROSS DIFFERENCES: Strategic leaders capitalize on diversity.</p>	<p>Self-Discovery Assignments; Self-Disclosure Discussions; Group Presentation</p>
<p>LO3 – Apply global intercultural competence and skills to cross-cultural scenarios.</p>	<p>PLG6 – INSPIRE ACROSS DIFFERENCES: Strategic leaders capitalize on diversity.</p>	<p>Self-Discovery Assignments; Self-Disclosure Discussions; Group Presentation</p>
<p>LO4 – Cultivate the personal leadership skills necessary to succeed in multicultural environments.</p>	<p>PLG6 – INSPIRE ACROSS DIFFERENCES: Strategic leaders capitalize on diversity.</p>	<p>Self-Discovery Assignments; Self-Disclosure Discussions; Group Presentation</p>

This course examines the role of strategic leaders to drive results by examining the business environment, defining strategic measures of success, engaging in innovative decision-making, and putting strategy into leadership action.
 PR: BSSL 3600

Course Outline:

- I. Section A: Concepts and Techniques for Crafting and Executing Strategy Section A: Introduction and Overview
 - a. What is Strategy and Why is it Important
 - b. Charting a Company's Direction
 - c. Evaluating a Company's External Environment
- II. Section B: Core Concepts and Analytical Tools
 - a. Evaluating a Company's External Environment
 - b. Evaluating a Company's Resources, Capabilities, and Competitiveness
- III Section C: Crafting a Strategy
 - a. The Five Generic Competitive Strategies
 - b. Strengthening a Company's Competitive Position
 - c. Strategies for Competing in International Markets
 - d. Corporate Strategy
 - e. Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy
- IV. Section D: Executing the Strategy
 - a. Building an Organization Capable of Good Strategy Execution: People, Capabilities, and Structure
 - b. Managing Internal Operations
 - c. Corporate Culture and Leadership

Course Outcomes & Assessments

Course Outcome	Alignment to Program Learning Goals	Assessment Measure
LO1 – Analyze and develop vision and mission statements.	PLG7 – FORMULATE STRATEGIES TO DRIVE RESULTS: Strategic leaders put strategy into leadership action.	Exam Questions; Discussion Thread; Research Paper component
LO2 – Evaluate industry structure	PLG7 – FORMULATE STRATEGIES TO DRIVE RESULTS: Strategic leaders put strategy into leadership action.	Exam Questions; Discussion Thread; Research Paper component
LO3 – Evaluate internal environment	PLG7 – FORMULATE STRATEGIES TO DRIVE RESULTS: Strategic leaders put strategy into leadership action.	Exam Questions; Discussion Thread; Research Paper component
LO4 – Formulate global business strategies	PLG7 – FORMULATE STRATEGIES TO DRIVE RESULTS: Strategic leaders put strategy into leadership action.	Exam Questions; Discussion Thread; Research Paper component

LO5 - Assess implementation strategies	PLG7 – FORMULATE STRATEGIES TO DRIVE RESULTS: Strategic leaders put strategy into leadership action.	Exam Questions; Discussion Thread; Research Paper component
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BSSL 3800 – Leading Strategic Innovation and Change Initiatives

3 hrs.

This course instills creative leadership competencies to perceive, analyze, and execute innovative solutions and positive and lasting change to address complex organizational problems and issues in the rapidly changing business environment. Students embrace the role of a strategic leader to inspire innovation and catalyze change, create and sustain organizational alignment, and invest the time and effort to align stakeholders for success when implementing innovation and change initiatives. *PR: BSSL 3500*

Course Outline:

- I. Personal Change
 - a. Covey's 7 Habits of Highly Effective People
- II. Organizational Change
 - a. Kotter's 8-Step Process for Successful Change
- III. The Leadership Challenge's 5 Practices of Exemplary Leadership
 - a. Practice 1 - Model the Way
 - b. Practice 2 - Inspire a Shared Vision
 - c. Practice 3 - Challenge the Process
 - d. Practice 4 - Enable Others to Act
 - e. Practice 5 - Encourage the Heart
- IV. Creative Leadership
 - a. Innovation & Creative Leadership
 - b. Pixar's Success Story
- V. Develop Strategic Change Competencies
 - a. Assess Personal Skill Level & Develop 5 Behaviors of Effective Change Leaders
 - b. Change Management Simulation: Power and Influence
 - c. Comprehensive Change Management Interactive Exercise

Course Outcomes & Assessments:

Course Outcome	Alignment to Program Learning Goals	Assessment Measure
LO1 – Demonstrate the complexity and dynamics of strategic change initiatives.	PLG8 – ALIGN STAKEHOLDERS FOR SUCCESS: Strategic leaders inspire innovation and are masterful change catalysts with the ability to create and sustain organizational alignment.	Self-Discovery Assignments Self-Disclosure Discussions Simulation
LO2 – Examine the strategic leader's role to assess the need for innovation or change; strategically forecast; collaborate with stakeholders to inspire a shared vision and foster alignment to overcome resistance; and construct effective innovation and change initiatives despite ambiguous, complex, or volatile conditions.	PLG8 – ALIGN STAKEHOLDERS FOR SUCCESS: Strategic leaders inspire innovation and are masterful change catalysts with the ability to create and sustain organizational alignment.	Self-Discovery Assignments Self-Disclosure Discussions Simulation
LO3 – Examine strategic leadership's effectiveness to lead change by establishing a process framework for leading the strategic change initiative, motivating and mobilizing the organization, sustaining the momentum of the change over time, and continuously adapting change strategies and personal leadership accordingly.	PLG8 – ALIGN STAKEHOLDERS FOR SUCCESS: Strategic leaders inspire innovation and are masterful change catalysts with the ability to create and sustain organizational alignment.	Self-Discovery Assignments Self-Disclosure Discussions Simulation

BSSL 3900 – Strategic Leadership: Responsible Governance

3 hrs.

This course critically analyzes legal, ethical, and social responsibility dynamics to equip students and practitioners with the leadership core values and character to lead responsibly and with integrity. PR: BSSL 3800

Course Outline:

- I. Foundations of the Legal and Regulatory Environment
 - a. Law, Value Creation, and Risk Management
 - b. Ethics and the Law
 - c. Sources of Law, Courts, and Dispute Resolution
 - d. Constitutional Bases for Business Regulation
 - e. Agency
 - f. Administrative Law
- II. The Legal Environment
 - a. Contracts
 - b. Sales, Licensing, and E-Commerce
 - c. Torts and Privacy Protection
 - d. Product Liability
 - e. Intellectual Property
- III. Human Resources
 - a. The Employment Agreement
 - b. Civil Rights and Employment Discrimination
- IV. The Regulatory Environment
 - a. Criminal Law
 - b. Antitrust
 - c. Consumer Protection
- V. Corporate Governance, Ownership, and Control
 - a. Forms of Business Organizations
 - b. Directors, Officers, and Controlling Shareholders
- VI. Securities and Financial Transactions
 - a. Public and Private Offerings of Securities
 - b. Securities Fraud and Insider Trading
- VII. Introduction to Ethics in Business
 - a. Ethics and Business
 - b. Ethical Decision Making: Personal and Professional Contexts
- VIII. Origins of Ethical Decision Making
 - a. Philosophical Ethics and Business
- IX. Corporate Applications of Ethics
 - a. The Corporate Culture - Impact and Implications
 - b. Corporate Social Responsibility
- X. Application of Ethical Decision Making in Business Environments
 - a. Ethical Decision Making: Employer Responsibilities and Employee Rights
 - b. Ethical Decision Making: Technology and Privacy in the Workplace
 - c. Ethics and Marketing
 - d. Ethical Decision Making: Corporate Governance, Accounting, and Finance

Course Outcomes & Assessments:

Course Outcome	Alignment to Program Learning Goals	Assessment Measure
LO1 – Explain legal concepts and terminology related to business	PLG9 - Apply a process to lead responsibly and with integrity: Strategic leaders exemplify admirable stances on legal, ethical, and social responsibility matters.	Exam Questions; Reflective Ethical Analysis written assignment; Discussion Questions
LO2 – Explain elements of Constitutional authority, individual rights, law, and their implication in the business context	PLG9 - Apply a process to lead responsibly and with integrity: Strategic leaders exemplify admirable stances on legal, ethical, and social responsibility matters.	Exam Questions; Reflective Ethical Analysis written assignment; Discussion Questions
LO3 – Apply a process for ethically responsible decision-making in personal and professional contexts.	PLG9 - Apply a process to lead responsibly and with integrity: Strategic leaders exemplify admirable stances on legal, ethical, and social responsibility matters.	Exam Questions; Reflective Ethical Analysis written assignment; Discussion Questions
LO4 – Examine the role of ethics and corporate social responsibility in today’s business environments.	PLG9 - Apply a process to lead responsibly and with integrity: Strategic leaders exemplify admirable stances on legal, ethical, and social responsibility matters.	Exam Questions; Reflective Ethical Analysis written assignment; Discussion Questions

The BSSL capstone course provides students and practitioners with the opportunity to demonstrate their strategic leadership mindset and competencies through portfolio development. It is intended that this course be completed after 24 hours of required BSSL courses have been completed and serve as a summative program assessment. *PR:* BSSL 3800

Course Outcome:

1. Students will demonstrate their knowledge and skills of strategic leadership through development of a comprehensive capstone portfolio addressing each of the ten program outcomes:
 - a. The ability to lead by working effectively with and through others.
 - b. To think strategically and challenge viewpoints to make transcending decisions.
 - c. The ability to communicate effectively: Strategic leaders are powerful, influential communicators.
 - d. Skills needed to be transformative: Strategic leaders possess formidable negotiation and conflict transformation skills.
 - e. Leader's role and abilities needed to collaborate.
 - f. Personal leadership skills to inspire across differences.
 - g. Strategies to drive results.
 - h. Align stakeholders for success.
 - i. Lead responsibly and with integrity.
 - j. Demonstrate strategic proficiency.

Evidence and artifacts from each BSSL course will be incorporated into the capstone portfolio. The evidence and artifacts to be included will be determined by faculty for each course and highlighted in their respective syllabi. Students are expected to retain artifacts for incorporation into their portfolio. Artifacts may include formal writing assignments, research notes or papers, reflective writing, recorded video, or written exam responses. The capstone portfolio should demonstrate a progression of learning throughout the program.

2. Students will demonstrate their professional readiness through the development of a showcase portfolio which may be used to leverage entry into, or augment, their career.

Evidence and artifacts from their BSSL coursework will be chosen by the student to exemplify their best work and performance as a student. The evidence and artifacts for this showcase portfolio is intended to highlight the student's knowledge, skills, or experiences most related to their intended employment opportunity or current position. Artifacts would include a variety of assignments including, but not limited to, written assignments, research assignments, reflective assignments, recorded videos, and positive feedback from course instructors.

3. Students will formulate a written reflection on their professional self, including their values, ethics, goals, and experiences, and the perceived impact their participation in the program will have on their professional self.
4. Students will create a professional resume suitable for presentation to prospective or current employers in their chosen fields.

Course Assessment:

A comprehensive rubric will be developed to assess the quality of each of the components of the capstone course. The final grade of this course will consist of a weighted score on each component:

- | | |
|------------------------|-----|
| 1. Capstone Portfolio | 30% |
| 2. Showcase Portfolio | 25% |
| 3. Written Reflection | 25% |
| 4. Professional Resume | 20% |

APPENDIX D

PROGRAM OUTCOME AND ASSESSMENT PLAN; COURSE ROTATION SCHEDULE

Graduates with a B. S. in Strategic Leadership will be able to:

1. **Demonstrate the ability to lead by working effectively with and through others:** Strategic leaders act with integrity and inspire others to attain the organization’s shared vision and future direction.
2. **Explain essential concepts to think strategically and challenge viewpoints to make transcending decisions:** Strategic leaders possess the academic expertise to critically analyze organizational problems/issues, challenge the status quo and divergent viewpoints, and determine optimal solutions.
3. **Demonstrate the ability to communicate effectively:** Strategic leaders are powerful, influential communicators.
4. **Examine skills needed to be transformative:** Strategic leaders possess formidable negotiation and conflict transformation skills.
5. **Evaluate leader’s role and abilities needed to collaborate:** Strategic leaders build communal spirit and create effective collaborations to execute strategic initiatives.
6. **Develop personal leadership skills to inspire across differences:** Strategic leaders capitalize on diversity
7. **Formulate strategies to drive results:** Strategic leaders put strategy into leadership action.
8. **Evaluate the leader’s role to align stakeholders for success:** Strategic leaders inspire innovation and are masterful change catalysts with the ability to create and sustain organizational alignment.
9. **Apply a process to lead responsibly and with integrity:** Strategic leaders exemplify admirable stances on legal, ethical, and social responsibility matters.
10. **Demonstrate strategic proficiency:** Strategic leaders can translate strategic thinking into aspired outcomes.

COURSE ROTATION:

Course Rotation Schedule				
Fall Term		Spring Term		Summer Term
1 st 8- Weeks	2 nd 8-Weeks	1 st 8-Weeks	2 nd 8-Weeks	Full Term
BSSL 3100 <i>Dimensions of Strategic Leadership</i>	BSSL 3300 <i>Strategic Communication for Effective Leaders</i>	BSSL 3500 <i>Group Dynamics & Team Building Efficacy for Leaders</i>	BSSL 3700 <i>Global Business Strategies</i>	BSSL 3900 <i>Strategic Leadership: Responsible Governance</i>
BSSL 3200 <i>Strategic Leadership: Theory and Perspectives</i>	BSSL 3400 <i>Negotiation & Conflict Transformation Skills for Leaders</i>	BSSL 3600 <i>Cross-Cultural Leadership</i>	BSSL 3800 <i>Leading Strategic Innovation and Change Initiatives</i>	BSSL 4000 <i>Strategic Leadership Capstone</i>

ASSESSMENT PLAN:

PROGRAM OUTCOME	COURSE	METHODS
11. <u>Demonstrate</u> the ability to lead by working effectively with and through others: Strategic leaders act with integrity and inspire others to attain the organization's shared vision and future direction.	BSSL 3100 – Dimensions of Strategic Leadership	Self-Discovery Assignments; Self-Disclosure Discussions
12. <u>Explain</u> essential concepts to think strategically and challenge viewpoints to make transcending decisions: Strategic leaders possess the academic expertise to critically analyze organizational problems/issues, challenge the status quo and divergent viewpoints, and determine optimal solutions.	BSSL 3200 – Strategic Leadership: Theory and Perspectives	Self-Discovery Assignments; Self-Disclosure Discussions; Simulations
13. <u>Demonstrate</u> the ability to communicate effectively: Strategic leaders are powerful, influential communicators.	BSSL 3300 – Strategic Communication of Effective Leaders	Written Assignments; Video recorded presentations
14. <u>Examine</u> skills needed to be transformative: Strategic leaders possess formidable negotiation and conflict transformation skills.	BSSL 3400 – Negotiation & conflict Transformation Skills for Leaders	Self-Discovery Assignments; Self-Disclosure Discussions; Simulation
15. <u>Evaluate</u> leader's role and abilities needed to collaborate: Strategic leaders build communal spirit and create effective collaborations to execute strategic initiatives.	BSSL 3500 – Group Dynamics & Team Building Efficacy for Leaders	Self-Discovery Assignments; Team Simulations; Team Presentation
16. <u>Develop</u> personal leadership skills to inspire across differences: Strategic leaders capitalize on diversity.	BSSL 3600 – Cross-Cultural Leadership	Self-Discovery Assignments; Self-Disclosure Discussions; Group Presentation
17. <u>Formulate</u> strategies to drive results: Strategic leaders put strategy into leadership action.	BSSL 3700 – Global Business Strategies	Exam Questions; Discussion Thread; Research Paper component
18. <u>Evaluate</u> the leader's role to align stakeholders for success: Strategic leaders inspire innovation and are masterful change catalysts with the ability to create and sustain organizational alignment.	BSSL 3800 – Leading Strategic Innovation and Change Initiatives	Self-Discovery Assignments; Self-Disclosure Discussions; Simulation
19. <u>Apply</u> a process to lead responsibly and with integrity: Strategic leaders exemplify admirable stances on legal, ethical, and social responsibility matters.	BSSL 3900 – Strategic Leadership: Responsible Governance	Exam Questions; Reflective Ethical Analysis written assignment; Discussion Questions
20. <u>Demonstrate</u> strategic proficiency: Strategic leaders can translate strategic thinking into aspired outcomes.	BSSL 4000 – Strategic Leadership Capstone	Portfolio Components

Tab 4

**Fairmont State University
Board of Governors
June 18, 2020**

Item: April Financial Reports

Committee: Committee of the Whole

Recommended Resolution: Be it resolved, that the Finance Committee recommend the Board of Governors recognize and accept the April Unrestricted and Restricted reports.

Staff Member: Christa Kwiatkowski

Background: A summary of the reports is attached.

Fairmont State University

Board of Governors

April 2020

Unrestricted Central E&G and Unrestricted Fund Manager

The unrestricted funds are resources of the institution which are expendable for any purpose in performing the primary objectives of the institution such as instruction, research, and public service.

Central E&G funds are the main operating budget of the institution. The sources of these revenues include tuition and fees, state appropriations, chargeback revenues from Pierpont, and other miscellaneous income. The funding supports academic units, student services, support services, information technology, library services, administration, and physical plant.

Fund Manager funds represent the funds assessed or earned by the academic schools or other departments that support costs specific to that department such as equipment and laboratory supplies.

April 2020

With 83% of the fiscal year completed, the Unrestricted Central E&G year to date operating revenues of \$24,820,399 represents 89.34% of the projected current budget. The year to date operating expenses of \$30,745,033 represents 69.46% of the projected current budget. The year to date non-operating revenues of \$17,130,058 represents 102.71% of the projected current budget. After adjusting for debt service, financial aid match and other transfers, the actual YTD balance at the end of April is a positive \$10,978,538. Last year at this time, the actual YTD balance was \$9,718,721.

Fund Manager funds year to date operating revenues of \$3,426,284 represents 100.15% of the projected current budget. The year to date operating expenses of \$2,523,955 represents 66.32% of the projected current budget. After non-operating revenues and other transfers, the actual YTD balance at the end of April is a positive \$802,806. Last year at this time, the actual YTD balance was \$894,107.

Auxiliary Funds

Auxiliary enterprises are self-supporting activities conducted to primarily to provide facilities or services to students, faculty, and staff. Auxiliary activities include: operation of residence halls, public safety, Falcon Center, bookstore, dining, and intercollegiate athletics.

April 2020

With 83% of the fiscal year completed, the Auxiliary year to date operating revenues of \$11,963,155 represents 87.38% of the projected current budget. The year to date operating expenses of \$6,731,837 represents 77.88% of the projected current budget. After non-operating revenues, the debt service payments and other transfers, the actual YTD balance at the end of April is a positive \$349,738, compared to this time last year of \$914,232. Transfer to reserves is currently budgeted at \$112,918. Actual transfers to reserves for FY19 were \$785,000.

Restricted Funds

The Restricted Fund group consists of those funds that are expendable for operating purposes by the University but are limited by grantors or an outside agency as to the specific purpose for which they may be expended. Restricted funds at FSU consist primarily of contracts and grants received from federal or state governments for financial aid, research, public service, or other restricted purpose.

April 2020

With 83% of the fiscal year completed, the Restricted year to date operating revenues of \$25,717,386 represents 79.81% of the projected current budget. The year to date operating expenses of \$31,207,980 represents 72.90% of the projected current budget. After adjusting for Pell Grant revenues and other transfers, the actual YTD balance is a positive \$695,736. The positive balance is due to financial aid revenues received but not yet disbursed.

New awards budget in April are as follows:

Federal CARES Act – Student	1,713,280
Federal CARES Act – Institutional	1,713,279
Federal CARES Act – Strengthening Institutions	167,330

Fairmont State University
Actual vs Budget Statement of Revenues and Expenses
Current Unrestricted - Central E&G

As of April 30, 2020

		Approved Budget	Current Budget	YTD Actual	YTD Actual to Current Budget
OPERATING REVENUE					
	Tuition and Fees	26,300,765	26,005,257	23,399,446	89.98
	Student Activity Support Revenue	393,334	341,227	304,548	89.25
	Faculty Services Revenue	0	0	0	
	State/Local Grants and Contracts	0	0	0	
	Operating Costs Revenue	0	0	114,492	#DIV/0!
	Support Services Revenue	0	0	0	#DIV/0!
	Other Operating Revenues	61,271	1,435,171	1,001,914	69.81
	Total:	26,755,370	27,781,655	24,820,399	89.34
OPERATING EXPENSE					
	Salaries	24,720,548	24,932,825	16,402,911	65.79
	Benefits	6,141,818	6,041,275	3,942,894	65.27
	Student financial aid-scholarships	3,883,028	3,883,028	3,691,840	95.08
	Utilities	1,360,676	1,364,178	1,154,898	84.66
	Supplies and Other Services	6,938,585	6,818,099	4,850,872	71.15
	Equipment Expense	586,134	880,505	398,696	45.28
	Fees retained by the Commission	185,560	0	0	#DIV/0!
	Assessment for Faculty Services	0	0	0	#DIV/0!
	Assessment for Student Activity Costs	366,227	341,227	302,921	88.77
	Total:	44,182,576	44,261,138	30,745,033	69.46
OPERATING INCOME / (LOSS)		(17,427,206)	(16,479,483)	(5,924,633)	35.95
NONOPERATING REVENUE (EXPENSE)					
	State Appropriations	18,600,341	18,600,341	18,600,341	100.00
	Gifts	3,000	3,000	120	4.00
	E&G Capital & Debt Service Support Revenue	0	0	0	#DIV/0!
	Investment Income	69,245	69,245	203,019	293.19
	Assessment for E&G Capital & Debt Service Costs	(1,994,319)	(1,994,240)	(1,673,422)	83.91
	Total:	16,678,267	16,678,346	17,130,058	102.71
TRANSFERS & OTHER					
	Capital Expenditures	(290,878)	(340,878)	(86,000)	25.23
	Construction Expenditures	0	0	0	#DIV/0!
	Transfers for Debt Service	(64,942)	(64,942)	(64,625)	99.51
	Transfers for Financial Aid Match	(38,764)	(38,764)	(35,684)	92.05
	Indirect Cost Recoveries	602	602	0	0.00
	Transfers - Other	(7,550)	(7,550)	(40,577)	537.43
	Total:	(401,532)	(451,532)	(226,886)	50.25
BUDGET BALANCE		(1,150,472)	(252,669)	10,978,538	(4,345.02)
Add: Estimated Unfilled Position Savings:		0	0		
Capitalized Expenses		0	0		
ADJUSTED BUDGET BALANCE		(1,150,472)	(252,669)		
* Add: UNRESTRICTED NET ASSETS - Beginning of Year		9,071,076	9,071,076		
Less: USE OF RESERVE		0	0		
Equals: PROJECTED UNRESTRICTED NET ASSETS - End of Year		7,920,604	8,818,407		

Fairmont State University
Actual vs Budget Statement of Revenues and Expenses
Current Unrestricted - Fund Manager

As of April 30, 2020

		Approved Budget	Current Budget	YTD Actual	YTD Actual to Current Budget
OPERATING REVENUE	Tuition and Fees	3,240,061	3,275,347	3,298,105	100.69
	Other Operating Revenues	141,553	145,924	128,179	87.84
	Total:	3,381,614	3,421,271	3,426,284	100.15
OPERATING EXPENSE	Salaries	1,483,437	1,804,006	1,304,213	72.30
	Benefits	277,554	296,193	225,357	76.08
	Student financial aid-scholarships	27,440	29,940	3,000	10.02
	Utilities	4,500	4,500	1,359	30.20
	Supplies and Other Services	1,480,225	1,512,920	862,464	57.01
	Equipment Expense	104,661	157,997	127,561	80.74
	Total:	3,377,817	3,805,556	2,523,955	66.32
OPERATING INCOME / (LOSS)		3,797	(384,285)	902,329	(234.81)
NONOPERATING REVENUE (EXPENSE)	Gifts	583	218,285	220,431	100.98
	Interest on capital asset related debt	0	0	(90,643)	
	Total:	583	218,285	129,788	59.46
TRANSFERS & OTHER	Capital Expenditures	(20,000)	(382,116)	(348,197)	91.12
	Construction Expenditures	(4,400)	(3,400)	0	0.00
	Indirect Cost Recoveries	31,421	70,664	70,785	100.17
	Transfers - Other	7,550	70,510	48,101	68.22
	Total:	14,571	(244,341)	(229,310)	93.85
BUDGET BALANCE		18,951	(410,341)	802,806	(195.64)
Add: Estimated Unfilled Position Savings:		0	0		
ADJUSTED BUDGET BALANCE		18,951	(410,341)		
Add: UNRESTRICTED NET ASSETS - Beginning of Year		2,259,367	2,259,367		
Less: USE OF RESERVE		0	0		
Equals: PROJECTED UNRESTRICTED NET ASSETS - End of Year		<u>2,278,318</u>	<u>1,849,026</u>		

Auxiliary
Actual vs Budget Statement of Revenues and Expenses
Board of Governors
As of April 30, 2020

	Approved Budget	Current Budget	YTD Actual	YTD Actual to Current Budget
OPERATING REVENUE				
Student Activity Support Revenue	0	0	0	#DIV/0!
Auxiliary Enterprise Revenue	9,229,375	8,523,452	7,067,093	82.91
Auxiliary Fees & Debt Service Support Revenue	5,241,471	4,925,471	4,579,272	92.97
Other Operating Revenues	242,535	242,535	316,790	130.62
Total:	14,713,381	13,691,458	11,963,155	87.38
OPERATING EXPENSE				
Salaries	2,868,218	2,789,051	2,203,935	79.02
Benefits	652,044	568,677	389,718	68.53
Student financial aid-scholarships	799,077	823,077	755,047	91.73
Utilities	1,008,306	1,008,306	679,609	67.40
Supplies and Other Services	3,538,104	3,391,233	2,645,928	78.02
Equipment Expense	63,710	63,423	57,601	90.82
Assessment for Auxiliary Fees & Debt Service	0	0	0	#DIV/0!
Total:	8,929,459	8,643,767	6,731,837	77.88
NONOPERATING REVENUE (EXPENSE)				
Gifts	0	0	0	#DIV/0!
Interest on capital asset related debt	0	0	0	#DIV/0!
Total:	0	0	0	#DIV/0!
TRANSFERS & OTHER				
Capital Expenditures	(62,046)	(50,046)	(8,542)	17.07
Transfers for Debt Service	(4,891,957)	(4,891,957)	(4,869,613)	99.54
Transfers for Financial Aid Match	(3,425)	(3,425)	(3,425)	100.00
Transfers for Capital Projects	0	0	0	#DIV/0!
Transfers to Plant Reserves	(826,495)	(112,918)	0	0.00
Transfers - Other	0	0	0	#DIV/0!
Total:	(5,783,923)	(5,058,345)	(4,881,580)	96.51
BUDGET BALANCE - Projected Transfer to Reserves	0	(10,654)	349,738	
* Add: NET ASSETS - Beginning of Year	<u>6,280,657</u>	<u>6,280,657</u>		
Equals: PROJECTED NET ASSETS - End of Year	<u>6,280,657</u>	<u>6,270,003</u>		

* Net Assets - Beginning of Year is after adding back the projected OPEB liability at June 30, 2017 in the amount of \$1,081,994

* Auxiliary Net Assets are required to support future repair and replacement costs. Planning activities continue to document a 20 year plan to support each auxiliary enterprise capital repair/replacement need.

FAIRMONT STATE UNIVERSITY
Actual vs Budget Statement of Revenues and Expenses
Current Restricted
For Period Ending April 30, 2020

	Approved Budget*	Current Budget	YTD Actual	YTD Actual to Current Budget
OPERATING REVENUE				
Federal Grants and Contracts	23,109,271	23,984,332	16,849,154	70.25
State/Local Grants and Contracts	6,230,017	6,334,273	5,736,601	90.56
Private Grants and Contracts	1,734,982	1,809,859	3,051,436	168.60
Other Operating Revenue	70,642	94,041	80,196	85.28
Total:	31,144,912	32,222,506	25,717,386	79.81
OPERATING EXPENSE				
Salaries	200,218	706,455	426,674	60.40
Benefits	99,366	154,574	63,714	41.22
Student financial aid - scholarships	37,037,477	38,747,373	30,147,638	77.81
Supplies and Other Services	758,717	3,159,600	554,836	17.56
Equipment Expense	(5,512)	40,866	15,118	36.99
Total:	38,090,265	42,808,868	31,207,980	72.90
OPERATING INCOME/ (LOSS)	(6,945,353)	(10,586,363)	(5,490,594)	51.86
NONOPERATING REVENUE				
Federal Pell Grant Revenues	7,000,000	7,000,000	6,266,827	89.53
Federal CARES Act Revenues	0	3,593,889	0	0.00
Gifts	108,494	164,823	73,919	44.85
Investment Income	0	0	0	0.00
Total:	7,108,494	10,758,712	6,340,746	58.94
TRANSFERS & OTHER				
Capital Expenditures	0	(170,000)	(120,438)	70.85
Construction Expenditures	0	0	0	0.00
Transfers for Fin Aid Match	33,431	33,431	39,109	116.98
Indirect Cost Recoveries	(42,426)	(105,362)	(70,785)	67.18
Transfers - Other	62,301	62,301	(2,302)	-3.69
Total:	53,307	(179,630)	(154,416)	85.96
BUDGET BALANCE	216,448	(7,280)	695,736	-9557.01
Add: PROJECTED RESTRICTED NET ASSETS - Beginning of Year	18,551	18,551		
PROJECTED RESTRICTED NET ASSETS - End of Year	<u>234,999</u>	<u>11,271</u>		

*Approved budget is listed at the July budget due to no approvals being required for restricted funds.

Statement of Revenue, Expenses and Changes in Net Position Summary
Unrestricted Central E&G Budgets

	Current Budget	July	August	September	October	November	December	January	February	March	April	May	June	June Accrual	% Actual to Budget
FY 2020															
Total Operating Revenues	27,781,655	11,723,553	13,003,726	12,673,422	12,966,378	13,082,745	13,897,547	24,505,721	24,597,389	24,714,398	24,820,399				89.34%
Total Operating Expenses	(44,261,138)	(3,779,710)	(5,857,409)	(8,886,397)	(11,821,384)	(14,671,239)	(17,353,320)	(22,855,585)	(25,456,153)	(28,211,217)	(30,745,033)				69.46%
Total NonOp Rev (Exp) and Transfers	16,226,814	3,524,258	2,978,098	2,880,314	6,938,269	6,727,060	6,692,437	10,820,087	10,698,365	10,802,660	16,903,172				104.17%
Total Net Income (Loss)	(252,669)	11,468,101	10,124,415	6,667,339	8,083,263	5,138,566	3,236,664	12,470,223	9,839,601	7,305,841	10,978,538	0	0	0	-4345.03%
FY 2019															
Total Operating Revenues	29,250,741	12,069,906	12,867,310	13,129,773	13,346,227	13,666,265	13,888,946	24,934,279	25,694,239	25,939,480	27,252,646	27,921,318	28,373,324	28,556,209	97.63%
Total Operating Expenses	(43,405,531)	(1,869,134)	(5,436,348)	(8,389,579)	(11,374,614)	(14,247,054)	(17,493,873)	(23,281,946)	(25,480,327)	(28,104,041)	(30,821,973)	(33,881,619)	(36,339,438)	(39,827,898)	91.76%
Total NonOp Rev (Exp) and Transfers	12,994,489	2,782,336	2,119,256	1,827,295	5,030,704	5,337,557	5,267,950	8,391,796	8,332,233	8,024,322	13,288,048	13,230,441	13,337,740	13,991,180	107.67%
Total Net Income (Loss)	(1,160,301)	12,983,108	9,550,218	6,567,489	7,002,317	4,756,768	1,663,023	10,044,129	8,546,145	5,859,761	9,718,721	7,270,140	5,371,626	2,719,491	-234.38%
FY 2018															
Total Operating Revenues	29,319,311	11,301,182	12,501,504	12,638,289	13,238,291	13,442,781	13,808,708	25,277,329	25,655,950	25,992,580	26,124,469	27,712,532	28,336,660	28,557,324	96.65%
Total Operating Expenses	(43,954,239)	(1,227,947)	(6,974,592)	(10,850,065)	(12,891,923)	(15,603,782)	(17,867,272)	(23,657,433)	(26,445,288)	(29,022,679)	(31,911,084)	(35,111,179)	(37,794,047)	(41,018,932)	85.98%
Total NonOp Rev (Exp) and Transfers	12,319,393	2,911,115	2,282,702	2,169,662	5,163,749	5,118,964	5,035,062	8,320,541	8,244,376	7,990,111	12,722,042	12,698,185	12,474,202	12,845,054	101.26%
Total Net Income (Loss)	(2,315,535)	12,984,350	7,809,614	3,957,886	5,510,117	2,957,963	976,498	9,940,437	7,455,038	4,960,012	6,935,427	5,299,538	3,016,815	383,447	-130.29%
FY 2017															
Total Operating Revenues	29,782,736	11,427,958	12,549,934	12,948,287	13,393,073	13,750,934	14,175,513	25,223,570	25,593,013	26,172,435	26,599,562	27,974,147	28,676,731	28,734,994	96.29%
Total Operating Expenses	(43,510,396)	(2,625,036)	(5,310,115)	(9,204,597)	(12,296,524)	(15,427,001)	(18,344,549)	(22,993,489)	(25,875,352)	(30,203,198)	(33,160,005)	(36,079,302)	(38,856,117)	(41,493,351)	89.30%
Total NonOp Rev (Exp) and Transfers	12,635,392	3,043,335	2,344,177	2,165,505	5,274,834	5,191,553	5,148,645	8,458,223	8,047,962	7,932,517	12,814,099	12,762,342	12,587,541	12,766,347	99.62%
Total Net Income (Loss)	(1,092,268)	11,846,257	9,583,996	5,909,195	6,371,383	3,515,486	979,609	10,688,304	7,765,623	3,901,754	6,253,656	4,657,187	2,408,155	7,990	-220.47%

Statement of Revenue, Expenses and Changes in Net Position Summary
Unrestricted Fund Manager Budgets

	Current Budget	July	August	September	October	November	December	January	February	March	April	May	June	June Accrual	% Actual to Budget
FY 2020															
Total Operating Revenues	3,421,271	1,709,097	1,895,437	1,875,366	1,739,984	1,819,469	1,905,625	3,414,362	3,405,941	3,415,197	3,426,284				100.15%
Total Operating Expenses	(3,805,556)	(286,811)	(338,161)	(573,012)	(823,070)	(1,125,310)	(1,389,427)	(1,766,173)	(2,057,614)	(2,306,369)	(2,523,955)				66.32%
Total NonOp Rev (Exp) and Transfers	(26,056)	(18,898)	(8,966)	186,857	(27,775)	(41,288)	(30,268)	(28,951)	(25,159)	(24,276)	(99,522)				381.95%
Total Net Income (Loss)	(410,341)	1,403,388	1,548,310	1,489,211	889,139	652,871	485,930	1,619,238	1,323,168	1,084,552	802,807	0	0	0	-195.64%
FY 2019															
Total Operating Revenues	3,036,346	1,548,956	1,653,509	1,695,392	1,711,895	1,710,452	1,728,118	3,202,269	3,256,904	3,265,391	3,508,012	3,590,967	3,644,948	3,643,103	119.98%
Total Operating Expenses	(3,390,138)	(33,084)	(205,309)	(418,165)	(617,086)	(826,808)	(1,009,525)	(1,273,831)	(1,662,150)	(1,917,346)	(2,209,295)	(2,499,009)	(2,768,335)	(2,995,679)	88.36%
Total NonOp Rev (Exp) and Transfers	(436,489)	(8,721)	(55,735)	(45,583)	(43,569)	(61,467)	(61,467)	(63,523)	(65,470)	(400,102)	(404,610)	(592,973)	(698,174)	(714,501)	163.69%
Total Net Income (Loss)	(790,281)	1,507,151	1,392,465	1,231,644	1,051,240	822,177	657,126	1,864,915	1,529,284	947,943	894,107	498,985	178,439	(67,077)	8.49%
FY 2018															
Total Operating Revenues	2,121,717	1,081,565	1,120,909	1,173,554	1,193,102	1,209,572	1,285,212	2,375,386	2,393,179	2,442,519	2,466,419	2,718,516	2,752,462	2,682,409	129.73%
Total Operating Expenses	(2,728,832)	(92,024)	(205,621)	(594,267)	(794,380)	(951,731)	(1,132,988)	(1,340,648)	(1,621,099)	(1,802,302)	(2,054,690)	(2,281,281)	(2,455,507)	(2,616,585)	89.98%
Total NonOp Rev (Exp) and Transfers	167,973	6,360	878	27,275	16,263	40,260	56,737	61,415	66,452	55,414	64,760	99,320	115,820	237,535	68.95%
Total Net Income (Loss)	(439,142)	995,901	916,166	606,562	414,985	298,101	208,961	1,096,153	838,532	695,631	476,489	536,555	412,775	303,360	-94.00%
FY 2017															
Total Operating Revenues	2,289,847	882,241	937,246	977,093	989,899	1,031,618	1,074,524	1,999,935	2,018,191	2,051,911	2,075,428	2,228,086	2,293,170	2,283,923	100.15%
Total Operating Expenses	(3,365,084)	(104,596)	(222,568)	(400,005)	(592,954)	(695,168)	(818,555)	(1,085,591)	(1,251,438)	(1,504,292)	(1,786,374)	(2,018,102)	(2,208,125)	(2,259,481)	65.62%
Total NonOp Rev (Exp) and Transfers	138,800	0	(1,158)	(59,144)	(55,985)	(44,874)	(8,304)	(2,870)	(309)	3,704	24,937	22,946	54,682	57,367	39.40%
Total Net Income (Loss)	(936,437)	777,645	713,520	517,944	340,960	291,576	247,665	911,474	766,444	551,323	313,991	232,930	139,727	81,809	-14.92%

Statement of Revenue, Expenses and Changes in Net Position Summary
Auxiliary Budgets

	Current Budget	July	August	September	October	November	December	January	February	March	April	May	June	June Accrual	% Actual to Budget
FY 2020															
Total Operating Revenues	13,691,458	3,016,996	4,408,030	5,078,005	5,036,341	5,852,012	6,087,804	10,946,658	11,507,045	11,904,185	11,963,155				87.38%
Total Operating Expenses	(8,643,218)	(581,164)	(1,292,512)	(1,976,982)	(2,491,350)	(3,039,883)	(3,611,373)	(4,961,668)	(5,580,903)	(6,243,827)	(6,731,837)				77.89%
Total NonOp Rev (Exp) and Transfers	(5,058,893)	(20,000)	(30,925)	(30,925)	(2,462,990)	(2,466,240)	(2,463,866)	(2,476,186)	(2,493,844)	(2,444,032)	(4,881,580)				96.50%
Total Net Income (Loss)	(10,653)	2,415,832	3,084,593	3,070,098	82,001	345,889	12,565	3,508,804	3,432,298	3,216,326	349,738	0	0	0	-3283.00%
FY 2019															
Total Operating Revenues	14,327,687	5,783,063	7,788,556	5,831,624	6,012,649	6,333,337	6,333,337	11,927,482	12,745,853	12,313,506	12,878,515	13,164,591	13,957,620	14,008,117	97.77%
Total Operating Expenses	(8,671,914)	(384,053)	(1,265,117)	(1,879,244)	(2,823,472)	(3,729,274)	(3,729,274)	(5,298,013)	(6,176,430)	(6,284,459)	(7,000,094)	(7,286,736)	(7,836,864)	(8,155,012)	94.04%
Total NonOp Rev (Exp) and Transfers	(5,714,947)	(16,932)	(76,822)	(77,616)	(2,514,394)	(2,514,394)	(2,514,394)	(2,525,940)	(2,525,940)	(2,525,940)	(4,964,189)	(4,978,793)	(5,700,199)	(5,699,399)	99.73%
Total Net Income (Loss)	(59,174)	5,382,078	6,446,617	3,874,764	674,783	89,669	89,669	4,103,529	4,043,483	3,503,107	914,232	899,062	420,557	153,706	-259.75%
FY 2018															
Total Operating Revenues	13,816,817	5,375,099	5,018,529	5,737,930	6,107,951	6,233,868	6,521,582	11,675,956	12,018,855	12,535,270	12,697,010	12,849,280	13,439,803	13,562,512	97.27%
Total Operating Expenses	(8,407,478)	(390,737)	(1,291,353)	(2,014,522)	(3,010,015)	(4,019,419)	(4,125,797)	(5,090,122)	(5,631,042)	(6,294,077)	(6,934,435)	(7,378,503)	(7,893,853)	(8,198,984)	93.89%
Total NonOp Rev (Exp) and Transfers	(5,409,339)	(11,801)	(21,315)	(19,760)	(2,463,017)	(2,463,803)	(2,463,803)	(2,487,715)	(2,488,130)	(2,492,296)	(4,933,366)	(4,953,399)	(5,527,022)	(5,461,596)	102.18%
Total Net Income (Loss)	0	4,972,561	3,705,861	3,703,648	634,919	(249,354)	(68,018)	4,098,119	3,899,683	3,748,897	829,209	517,378	18,928	(98,068)	#DIV/0!
FY 2017															
Total Operating Revenues	14,241,782	3,221,853	4,968,951	5,539,293	6,116,178	6,373,133	6,528,967	11,327,249	11,735,048	12,301,262	12,575,854	12,844,784	13,453,064	13,604,111	94.46%
Total Operating Expenses	(8,563,121)	(546,286)	(2,301,934)	(2,234,814)	(3,179,619)	(3,542,379)	(4,044,516)	(4,896,839)	(5,417,670)	(6,198,215)	(6,831,346)	(7,623,392)	(8,103,518)	(8,231,317)	94.63%
Total NonOp Rev (Exp) and Transfers	(5,116,118)	(14,941)	(18,335)	(15,914)	(1,202,621)	(2,465,760)	(2,469,161)	(2,472,561)	(2,475,961)	(2,486,212)	(4,930,784)	(4,955,855)	(4,962,174)	(4,960,691)	96.99%
Total Net Income (Loss)	562,543	2,660,626	2,648,682	3,288,565	1,733,938	364,994	15,290	3,957,849	3,841,417	3,616,835	813,724	265,537	387,372	412,103	68.86%

Tab 5

**Fairmont State University
Board of Governors
June 18, 2020**

Item: 2020-21 Tuition and Fee Approval

Committee: Committee of the Whole

Recommended Resolution: Be it resolved, that the Finance Committee recommend the Board of Governors approve no increase in tuition and auxiliary fees for resident and non-resident, both at the undergraduate (UG) and graduate (GR) level for on-campus or virtual instruction. There is no requested increase for room and board plans.

Staff Member: Christa Kwiatkowski

Background: As a result of a review of tuition by the President and her Executive Leadership Team, we recommend that there be no increase in tuition and standard auxiliary fees for all students.

To ensure that Fairmont State remains competitive, we are requesting no increase to the room rental and meal plan fee schedule.

The following are the Fee Planning Schedules required by the Higher Education Policy Commission. These form reflect tuition and fee increases listed above. Requests of tuition and fee increases of ten percent (10%) or less in one year or a 3-year rolling average of more than seven percent (7%) requires no additional approval or documentation.

**Fee Planning Schedule- Per Semester
Academic Year 2020-21**

Institution: Fairmont State University

Student Institutional Level: Undergraduate
(Community College, Undergraduate, Graduate, Health Professions)

	Resident 2018-19	Resident 2019-20	Resident 2020-21	Increase (Decrease)	Non-Resident 2018-19	Non-Resident 2019-20	Non-Resident 2020-21	Increase (Decrease)	Metro 2020-21	Increase (Decrease)	Estimated Revenue 2019-20	Estimated Revenue Increase 2020-21	Estimated Number of Students 2020-21	Estimated Revenue 2020-21
I. Regular Fees Charged to All Students														
a. Tuition and Required Education and General Fees	\$2,704	\$2,796	\$2,796	\$0	\$6,408	\$6,633	\$6,633	\$0	\$4,583	\$4,583	\$17,959,800	-\$410,000	2,800	\$17,549,800
b. Required Educational and General Capital Fees														
i. System E&G Capital Fees	\$205	\$205	\$205	\$0	\$800	\$800	\$800	\$0	\$308	\$308	\$1,505,000	-\$98,400	2,800	\$1,406,600
ii. Special Institutional E&G Capital Fees	\$89	\$89	\$89	\$0	\$195	\$195	\$195	\$0	\$134	\$134	\$562,000	\$0	2,800	\$562,000
c. Auxiliary and Auxiliary Capital Fees														
i. Standard Auxiliary Fees	\$504	\$519	\$519	\$0	\$504	\$519	\$519	\$0	\$519	\$519	\$2,906,400	\$0	2,800	\$2,906,400
ii. Mandatory Auxiliary Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
iii. Auxiliary Capital Fee	\$110	\$110	\$110	\$0	\$110	\$110	\$110	\$0	\$110	\$110	\$616,000	\$0	2,800	\$616,000
d. Special Equity Fee	\$145	\$150	\$150	\$0	\$145	\$150	\$150	\$0	\$150	\$150	\$840,000	\$0	2,800	\$840,000
Total Student Fee Request	\$3,757	\$3,869	\$3,869	\$0	\$8,162	\$8,407	\$8,407	\$0	\$5,804	\$5,804				
Percentage of Increase Requested Over Previous Year	3.50%	2.98%	0.00%		6.01%	3.00%	0.00%		#DIV/0!					
Three-year Average Increase				2.16%				3.01%		#DIV/0!				

**Fee Planning Schedule- Per Semester
Academic Year 2020-21**

Institution: Fairmont State University

Student Institutional Level: Graduate

(Community College, Undergraduate, Graduate, Health Professions)

	Resident 2018-19	Resident 2019-20	Resident 2020-21	Increase (Decrease)	Non-Resident 2018-19	Non-Resident 2019-20	Non-Resident 2020-21	Increase (Decrease)	Estimated Revenue 2019-20	Estimated Revenue Increase 2020-21	Estimated Number of Students 2020-21	Estimated Revenue 2020-21
I. Regular Fees Charged to All Students												
a. Tuition and Required Education and General Fees	\$3,278	\$3,388	\$3,388	\$0	\$7,518	\$7,776	\$7,776	\$0	\$333,248	\$0	44	\$333,248
b. Required Educational and General Capital Fees												
i. System E&G Capital Fees	\$205	\$205	\$205	\$0	\$800	\$800	\$800	\$0	\$22,800	\$0	44	\$22,800
ii. Special Institutional E&G Capital Fees	\$89	\$89	\$89	\$0	\$195	\$195	\$195	\$0	\$8,680	\$0	44	\$8,680
c. Auxiliary and Auxiliary Capital Fees												
i. Standard Auxiliary Fees	\$504	\$519	\$519	\$0	\$504	\$519	\$519	\$0	\$45,672	\$0	44	\$45,672
ii. Mandatory Auxiliary Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0
iii. Auxiliary Capital Fee	\$110	\$110	\$110	\$0	\$110	\$110	\$110	\$0	\$9,680	\$0	44	\$9,680
d. Special Equity Fee	\$145	\$150	\$150	\$0	\$145	\$150	\$150	\$0	\$13,200	\$0	44	\$13,200
Total Student Fee Request	\$4,331	\$4,461	\$4,461	\$0	\$9,272	\$9,550	\$9,550	\$0				
Percentage of Increase Requested Over Previous Year	9.95%	3.00%	0.00%		9.98%	3.00%	0.00%					
Three-year Average Increase				4.32%				4.32%				

**Fee Planning Schedule- Per Semester
Academic Year 2020-21**

Institution: Fairmont State University

Student Institutional Level: Virtual - Undergraduate

(Community College, Undergraduate, Graduate, Health Professions)

	Resident 2018-19	Resident 2019-20	Resident 2020-21	Increase (Decrease)	Non-Resident 2018-19	Non-Resident 2019-20	Non-Resident 2020-21	Increase (Decrease)	Estimated Revenue 2019-20	Estimated Revenue Increase 2020-21	Estimated Number of Students 2020-21	Estimated Revenue 2020-21
I. Regular Fees Charged to All Students												
a. Tuition and Required Education and General Fees	\$2,712	\$2,930	\$2,930	\$0	\$4,144	\$2,930	\$2,930	\$0	\$1,640,800	\$0	280	\$1,640,800
b. Required Educational and General Capital Fees												
i. System E&G Capital Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ii. Special Institutional E&G Capital Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
c. Auxiliary and Auxiliary Capital Fees												
i. Standard Auxiliary Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ii. Mandatory Auxiliary Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
iii. Auxiliary Capital Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
d. Special Equity Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Student Fee Request	\$2,712	\$2,930	\$2,930	\$0	\$4,144	\$2,930	\$2,930	\$0				
Percentage of Increase Requested Over Previous Year	6.02%	8.04%	0.00%		9.98%	-29.30%	0.00%					
Three-year Average Increase				4.69%				-6.44%				

**Fee Planning Schedule- Per Semester
Academic Year 2020-21**

Institution: Fairmont State University

Student Institutional Level: Virtual - Graduate

(Community College, Undergraduate, Graduate, Health Professions)

	Resident 2018-19	Resident 2019-20	Resident 2020-21	Increase (Decrease)	Non-Resident 2018-19	Non-Resident 2019-20	Non-Resident 2020-21	Increase (Decrease)	Estimated Revenue 2019-20	Estimated Revenue Increase 2020-21	Estimated Number of Students 2020-21	Estimated Revenue 2020-21
I. Regular Fees Charged to All Students												
a. Tuition and Required Education and General Fees	\$3,060	\$3,305	\$3,305	\$0	\$4,120	\$3,305	\$3,305	\$0	\$991,500	\$0	150	\$991,500
b. Required Educational and General Capital Fees												
i. System E&G Capital Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ii. Special Institutional E&G Capital Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
c. Auxiliary and Auxiliary Capital Fees												
i. Standard Auxiliary Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ii. Mandatory Auxiliary Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
iii. Auxiliary Capital Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
d. Special Equity Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Student Fee Request	\$3,060	\$3,305	\$3,305	\$0	\$4,120	\$3,305	\$3,305	\$0	\$0	\$0	\$0	\$0
Percentage of Increase Requested Over Previous Year	7.41%	8.01%	0.00%		9.78%	-19.78%	0.00%			#DIV/0!		
Three-year Average Increase				5.14%				-3.33%				

**Fee Planning Schedule- Per Semester
Academic Year 2020-21**

Institution: Fairmont State University

	Rate Per Semester/ Occurrence 2018-19	Rate Per Semester/ Occurrence 2019-20	Requested Rate Per Semester/ Occurrence 2020-21	Increase (Decrease)	Estimated Revenue 2019-20	Estimated Revenue Increase 2020-21	Estimated Number of Students 2020-21	Estimated Revenue 2020-21
II. Special Fees and Charges								
Application Fee - Graduate	\$50	\$50	\$50	\$0				
Application Fee - Undergraduate	\$25	\$25	\$25	\$0				
Architecture Course Fee (per credit hour)			\$12	\$12	\$0	\$8,640	60	\$8,640
Art - Pottery Materials Fee (per credit hour)	\$20	\$20	\$40	\$20	\$7,500	\$7,500	375	\$15,000
Art - Painting/Drawing Materials Fee (per credit hour)	\$15	\$15	\$25	\$10	\$2,500	\$1,700	167	\$4,200
Credential Fee - Placement	\$3	\$3	\$3	\$0				
Credit for Life Experience Evaluation	\$300	\$300	\$300	\$0				
Course Fee (Per Credit Hour) (previously know as Technology Fee)	\$8	\$10	\$12	\$2	\$530,000	\$106,000	26,500	\$636,000
Debate - Materials Fee (per credit hour)	\$20	\$20	\$20	\$0				
Digital Resource Fee (per semester)	\$120	\$120	\$120	\$0				
Digital Equipment Fee (one time fee)	\$150	\$150	\$150	\$0				
Diploma Replacement	\$50	\$50	\$50	\$0				
Dual Enrollment Course Fee (per credit hour)	\$84	\$25	\$25	\$0				
E-Rate University (per 3 hour course)	\$972	\$972	\$972	\$0				
E-Rate Graduate (per 3 hour course)*	\$1,476	\$1,476	\$1,476	\$0				
E-Learning Course Fee (per 3 hour course) (FS students)	\$150	\$150	\$150	\$0				
English as a Second Language Fees (for 12 hours - does not include Auxiliary fees)		\$6,100	\$6,100	\$0				
Exam for Course Credit (per credit hour)	\$50	\$50	\$50	\$0				
Excess course withdrawal fee (per course assessed after 8 courses have been dropped)	\$50	\$50	\$50	\$0				
Faculty and Staff Parking Fee - Full-time (will ne prorated if less than full-time) Annual	\$180	\$180	\$180	\$0				
Falcon Fast Track Program (per credit hour - \$60 E&G - \$10 Parking)		\$70	\$70	\$0				
Foreign Language Course Fee (per credit hour)	\$8	\$8	\$12	\$4	\$7,000	\$3,500	850	\$10,500
Graduation Processing Fee - Graduate (formerly Graduation Fee)	\$70	\$70	\$70	\$0				
Graduation Processing Fee - Undergraduate (formerly Graduation Fee)	\$50	\$50	\$50	\$0				
Graduation Application Late Fee	\$50	\$50	\$50	\$0				
ID Card Replacement Fee	\$20	\$20	\$20	\$0				
Immobilization Fee (per instance)		\$70	\$70	\$0				
International Document Processing Fee (per instance)		\$150	\$150	\$0				
Late Registration	\$50	\$50	\$50	\$0				
Late Payment Fee	\$20	\$50	\$50	\$0				
MBA Course Fee (per credit hour)	\$0	\$0	\$0	\$0				

**Fee Planning Schedule- Per Semester
Academic Year 2020-21**

Institution: Fairmont State University

	Rate Per Semester/ Occurrence 2018-19	Rate Per Semester/ Occurrence 2019-20	Requested Rate Per Semester/ Occurrence 2020-21	Increase (Decrease)	Estimated Revenue 2019-20	Estimated Revenue Increase 2020-21	Estimated Number of Students 2020-21	Estimated Revenue 2020-21
II. Special Fees and Charges								
Music Lessons Fee (per credit hour)	\$15	\$15	\$35	\$20	\$3,500	\$4,700	233	\$8,200
New Student Fee	\$120	\$120	\$150	\$30	\$125,000	\$25,000	1,000	\$150,000
Nursing Lab Fee (per credit hour)	\$12	\$12	\$12	\$0				
Nursing Testing Fee (per semester)	\$166	\$166	\$166	\$0				
Nursing Uniform Fee (once per program)	\$175	\$175	\$175	\$0				
Occupational Development/Tech Studies Degree Evaluation	\$150	\$150	\$150	\$0				
Off-Campus Instruction (per credit hour up to 12 hours max)	\$15	\$15	\$15	\$0				
Regents BA Degree Evaluation	\$300	\$300	\$300	\$0				
Reinstatement Fee	\$25	\$25	\$25	\$0				
Returned Check Fee	\$15	\$15	\$15	\$0				
Senior Citizens Audit Fee (per credit hour)	\$22	\$22	\$22	\$0				
Teacher Cadet Dual Enrollment (per credit hour)	\$25	\$25	\$25	\$0				
Teacher Education - Clinical Experiences Fee (UG and GR)	\$150	\$200	\$200	\$0				
TEFL International Fee (per credit hour)	\$80	\$80	\$80	\$0				
The American University (Maritius) Fee (per credit hour)	\$80	\$80	\$80	\$0				
Theatre Materials Fee (per credit hour)	\$20	\$20	\$20	\$0				
Transcript Fee	\$10	\$10	\$10	\$0				
Police Academy Certification			\$6,500	\$6,500	\$0	\$195,000	30	\$195,000
Priority Transcript Fee	\$15	\$15	\$15	\$0				
University/Graduate Enhancement Fee (per credit hour)				\$0				
Resident	\$116	\$116	\$116	\$0				
Non-Resident	\$257	\$257	\$257	\$0				
HHP Equipment Course Fee (flat fee)		\$25	\$50	\$25	\$12,000	\$12,000	480	\$24,000
HHP Outdoor Course Fee (flat fee)	\$30	\$50	\$50	\$0				
Fine Arts Major Course Fee (per credit hour)	\$50	\$50	\$0	-\$50				
School of Education Portfolio Fee (one-time)	\$130	\$130	\$130	\$0				
Storytelling Course Fee (per credit hour)	\$40	\$40	\$40	\$0				
Tobacco Free Fine (2nd offense)	\$50	\$50	\$50	\$0				
Tobacco Free Fine (3rd offense)	\$100	\$100	\$100	\$0				
Supplemental Math Course Fee	\$75	\$75	\$75	\$0				
SCIE Course Fee	\$75	\$75	\$75	\$0				
Hybrid Course Fee (per 3 hour course)	\$75	\$75	\$75	\$0				

**Fee Planning Schedule- Per Semester
Academic Year 2020-21**

Institution: Fairmont State University

	Rate Per Semester/ Occurrence 2018-19	Rate Per Semester/ Occurrence 2019-20	Requested Rate Per Semester/ Occurrence 2020-21	Increase (Decrease)	Estimated Revenue 2019-20	Estimated Revenue Increase 2020-21	Estimated Number of Students 2020-21	Estimated Revenue 2020-21
II. Special Fees and Charges								
<u>Program Fees:</u>								
Undergraduate:								
School of Nursing	\$300	\$350	\$550	\$200	\$248,000	\$140,000	350	\$388,000
School of Business	\$200	\$200	\$200	\$0	\$180,000	\$0	450	\$180,000
College of Science & Technology	\$250	\$300	\$300	\$0	\$450,000	\$0	750	\$450,000
College of Liberal Arts	\$200	\$200	\$200	\$0	\$275,000	\$0	690	\$275,000
School of Education	\$100	\$200	\$300	\$100	\$175,000	\$88,000	440	\$263,000
School of Fine Arts	\$100	\$100	\$0	-\$100	\$15,000	-\$15,000		\$0
Exploratory	\$100	\$100	\$100	\$0	\$65,000		330	\$65,000
AIMSS - Tier 1		\$1,000	\$1,000	\$0				
AIMSS - Tier 2	\$5,000	\$5,000	\$5,000	\$0				
Graduate:								
School of Business	\$400	\$400	\$400	\$0	\$25,000		30	\$25,000
College of Science & Technology (Formerly Masters of Architecture)	\$400	\$400	\$400	\$0	\$2,100		-	\$2,100
College of Liberal Arts - Social Science (Formerly Masters of Criminal Justice)	\$400	\$400	\$400	\$0	\$19,000		20	\$19,000
School of Education	\$200	\$300	\$400	\$100	\$75,000	\$26,000	130	\$101,000
Program Specific:								
Masters of Architecture	\$0	\$0	\$0	\$0	\$0			
Masters of Criminal Justice	\$0	\$0	\$0	\$0	\$0			
Architecture Program Fee - UG and GR	\$200	\$200	\$400	\$200	\$25,000	\$25,000	60	\$50,000
Criminal Justice Program	\$0	\$0	\$0	\$0	\$0			
<u>Flight School Rates (FSU 141):</u>								
Private Pilot License	\$12,763	\$12,763	\$12,763	\$0	\$90,000		7	\$90,000
Instrument Rating License	\$12,920	\$12,920	\$12,920	\$0	\$135,000		10	\$135,000
Commercial License	\$27,683	\$27,683	\$27,683	\$0	\$165,000		6	\$165,000
Commercial Twin Add-On (per hour)		\$320	\$320	\$0				

**Fee Planning Schedule- Per Semester
Academic Year 2020-21**

Institution: Fairmont State University

	Rate Per Semester 2018-19	Rate Per Semester 2019-20	Rate Per Semester 2020-21	Increase (Decrease)	Estimated Revenue 2019-20	Estimated Revenue Increase 2020-21	Estimated Number of Students 2020-21	Estimated Revenue 2020-21
III. Room and Board Charges								
Price per bed:								
Bryant Place - Singles	\$3,230	\$3,327	\$3,327	\$0	\$1,501,142	\$0	240	\$1,501,142
Bryant Place - Doubles	\$2,730	\$2,812	\$2,812	\$0	\$845,850	\$0	160	\$845,850
Prichard - Double	\$2,367	\$2,414	\$2,414	\$0	\$680,748	\$0	150	\$680,748
Morrow - Double	\$2,367	\$2,414	\$2,414	\$0	\$685,286	\$0	110	\$499,215
Morrow - Double w/Bath	\$2,519	\$2,569	\$2,569	\$0	\$57,957	\$0	8	\$38,638
Pence - Double	\$2,367	\$2,414	\$2,414	\$0	\$168,682	\$0	48	\$217,839
Pence - Double w/Bath	\$2,519	\$0	\$0					\$0
Pence - Single	\$3,230	\$3,295	\$3,295	\$0	\$293,675	\$0	35	\$216,811
Pence - Single w/ Bath		\$3,295	\$3,295	\$0	\$6,195	\$0	1	\$6,195
University Terrace - Semi-Suite		\$3,108	\$3,108	\$0	\$818,026	\$0	140	\$818,026
<i>Note: Damage Deposit Dorms \$200.00</i>								
Board:								
15 Meal Bronze Plan with \$150 Flex (7 day)	Not Offered	Not Offered						
15 Meal Silver Plan with \$250 Flex (7 day)	\$2,135	\$2,199	\$2,199	\$0	\$2,100,036	\$0	955	\$2,100,036
15 Meal Gold Plan with \$350 Flex (7 day)	Not Offered	Not Offered						
15 Meal Platinum Plan with \$450 Flex (7 day)	Not Offered	Not Offered						
19 Meal Bronze Plan with \$75 Flex (7 day)	Not Offered	Not Offered						
19 Meal Silver Plan with \$175 Flex (7 day)	\$2,220	\$2,287	\$2,287	\$0	\$523,920	\$0	229	\$523,920
19 Meal Gold Plan with \$275 Flex (7 day)	Not Offered	Not Offered						
19 Meal Platinum Plan with \$375 Flex (7 day)	Not Offered	Not Offered						
The Ultimate - 210 swipes with \$350 Flex	\$2,340	\$2,410	\$2,410	\$0	\$678,600	\$0	282	\$678,600
Eating Made Easy - 160 swipes with \$300 Flex	\$1,920	\$1,978	\$1,978	\$0	\$1,094,400	\$0	553	\$1,094,400
On the Go - 40 swipes with \$25 Flex (Commuter, Apts or Reload)	\$460	\$474	\$474	\$0	\$184,000	\$0	388	\$184,000
Falcon Fuel	\$195	\$210	\$210	\$0	\$3,900	\$0	19	\$3,900
12 Meal Plan with \$225 Flex (7 day)	Not Offered	Not Offered						

**Fee Planning Schedule- Per Semester
Academic Year 2020-21**

Institution: Fairmont State University

	Rate Per Month 2018-19	Rate Per Month 2019-20	Rate Per Month 2020-21	Increase (Decrease)	Estimated Revenue 2019-20	Estimated Revenue Increase 2020-21	Estimated Number of Students 2020-21	Estimated Revenue 2020-21
IV. Apartment and House Rental Room Rates								
<u>Listed as Per Unit Price:</u>								
University Terrace Apartment - Single	\$4,590	\$4,681	\$4,681	\$0	\$114,404			
University Terrace Apartment - Double	\$7,730	\$7,962	\$7,962	\$0	\$209,560			
University Terrace Apartment - Quad	\$14,608	\$15,044	\$15,044	\$0	\$1,159,592			
University Terrace Apartment - Semi-Suite	\$3,018	\$3,108	\$3,108	\$0	\$818,026			
<i>Note: Damage Deposit Apartments \$200.00</i>								
<u>Per bed price:</u>								
University Terrace Apartment - Single	\$4,590	\$4,681	\$4,681	\$0	\$114,404	\$0	13	\$114,404
University Terrace Apartment - Double	\$3,865	\$3,981	\$3,981	\$0	\$209,560	\$0	28	\$209,560
University Terrace Apartment - Quad	\$3,652	\$3,761	\$3,761	\$0	\$1,159,592	\$0	164	\$1,159,592
University Terrace Apartment - Semi-Suite	\$3,018	\$3,108	\$3,108	\$0	\$818,026	\$0	140	\$818,026

Tab 6

**Fairmont State University
Board of Governors
June 18, 2020**

Item: FY 2021 E&G, Infrastructure and Auxiliary Capital Projects Approval

Committee: Committee of the Whole

Recommended Resolution: Be it resolved, that the Finance Committee recommend the Board of Governors approve \$1,013,000 in funding for capital projects for FY 2021.

Staff Member: Christa Kwiatkowski

Background: Attached is a listing of capital project needs for the upcoming fiscal year that are necessary to the operation and maintenance of the physical plant of the institutions' shared and auxiliary facilities and grounds.

Please also note that Fairmont State University was awarded \$600,000 in proceeds from the refunding of the EAST bonds in FY2019. The projects funded are as follows:

Musick Library HVAC AHU #1 Replacement	\$200,000
Musick Library Elevator Upgrades (completed)	\$114,882
Hardway Hall Elevator Upgrades (completed)	\$ 68,882
Hunt Haught Hall HVAC	\$216,236

These projects must be completed by March 19, 2021.

**CAPITAL PROJECT PLAN
FY 2021**

INFRASTRUCTURE PRIORITY LIST

<i>Priority</i>	<i>Building</i>	<i>Project</i>	<i>Amount</i>
1	Campus Wide	Landscaping	\$ 50,000.00
			\$ 50,000.00

E&G PRIORITY LIST

<i>Priority</i>	<i>Building</i>	<i>Project</i>	<i>Amount</i>
1	Campus Wide	Small Projects	\$ 100,000.00
			\$ 100,000.00

**CAPITAL PROJECT PLAN
FY 2021**

FALCON CENTER PRIORITY LIST

<i>Priority</i>	<i>Building</i>	<i>Project</i>	<i>Amount</i>
1	Falcon Center	Elevator Upgrade	\$ 70,000.00
2	Falcon Center	Painting of Building - 1 floor	\$ 125,000.00
3	Falcon Center	Miscellaneous Projects	\$ 73,000.00
4	Falcon Center	Gym Floor Carpet Tile Covers	\$ 35,000.00
5	Falcon Center	Turnstile Replacement	\$ 20,000.00
6	Falcon Center	Fitness Equipment	\$ 60,000.00
			\$ 383,000.00

STUDENT HOUSING PRIORITY LIST

<i>Priority</i>	<i>Building</i>	<i>Project</i>	<i>Amount</i>
1	Bryant and UT	Painting and Coating	\$ 140,000.00
2	Prichard	Hot Water Tanks	\$ 25,000.00
3	Prichard	Surveillance Cameras	\$ 25,000.00
4	Student Housing	Miscellaneous Projects	\$ 75,000.00
			\$ 265,000.00

FACILITIES PRIORITY LIST

<i>Priority</i>	<i>Building</i>	<i>Project</i>	<i>Amount</i>
1	Parking Garage	Maintenance	\$ 195,000.00
2	Facililites	Miscellaneous Equipment	\$ 20,000.00
			\$ 215,000.00

Tab 7

**Fairmont State University
Board of Governors
June 18, 2020**

Item: FY 2021 Unrestricted Education & General (E&G) Budget Approval

Committee: Committee of the Whole

Recommended Resolution: Be it resolved, that the Finance Committee recommend the Board of Governors approve the attached FY 2021 Unrestricted E&G budget.

Staff Member: Christa Kwiatkowski

Background: Attached is the budget report which reflect the total changes in the budget requested for FY 2021 for the Unrestricted E&G funds. The budget accounts for a 20% decline in enrollment. It also reflects minimum revenue from Pierpont for shared services, which is the fee for services that Pierpont has already proposed to remit for FY21. Fairmont State has not agreed to this amount at this time.

The Unrestricted E&G budget plan includes a decrease in operating revenues of (\$5,780,073). A decrease in tuition is projected by forecasting a 20% decline in enrollment, the implementation of the metro rate of (\$5,594,697) and minimal increase in fee revenue of \$27,000 provided through the new student fee to support the SOAR courses. Additional decreases in other operating revenue of (\$212,376) are mostly related to a reduction of the fee for service due to expected reductions of support for IT services from Pierpont.

The Unrestricted E&G budget plan includes a decrease in operating expenses of (\$5,164,634). This includes an 11% decrease to salaries and benefits of (\$3,364,770), a 10% decrease in scholarships of (\$388,303), a 5% decrease in utilities of (\$68,209), a 17% decrease in supplies of (\$1,275,106) and an offsetting reduction to the assessments for student activity costs of (\$68,245).

Assessment for E&G Capital costs shows an offsetting decrease of (\$398,739).

After the adjustments outlined in the narrative above are made, the Unrestricted E&G budget is projected at a deficit of (\$476,127).

Fairmont State University
Actual vs Budget Statement of Revenues and Expenses
Current Unrestricted - Central E&G

		FY20 Budget As of May 28	FY21 Proposed Budget	Difference
OPERATING REVENUE	Tuition and Fees	26,005,257	20,505,806	(5,499,451)
	Student Activity Support Revenue	341,227	272,982	(68,245)
	Other Operating Revenues	1,435,171	1,222,795	(212,376)
	Total:	27,781,655	22,001,582	(5,780,073)
OPERATING EXPENSE	Salaries	24,924,629	22,221,914	(2,702,715)
	Benefits	6,050,959	5,388,904	(662,055)
	Student financial aid-scholarships	3,883,028	3,494,725	(388,303)
	Utilities	1,364,178	1,295,969	(68,209)
	Supplies and Other Services	6,823,505	5,743,641	(1,079,864)
	Equipment Expense	880,505	685,264	(195,242)
	Assessment for Student Activity Costs	341,227	272,982	(68,245)
	Total:	44,268,032	39,103,398	(5,164,634)
OPERATING INCOME / (LOSS)		(16,486,377)	(17,101,816)	(615,439)
NONOPERATING REVENUE (EXPENSE)	State Appropriations	18,600,341	18,600,341	0
	Gifts	3,000	3,000	0
	Investment Income	69,245	69,245	0
	Assessment for E&G Capital & Debt Service Costs	(1,994,240)	(1,595,501)	398,739
	Total:	16,678,346	17,077,085	398,739
TRANSFERS & OTHER	Capital Expenditures	(340,878)	(340,878)	0
	Construction Expenditures	0	0	0
	Transfers for Debt Service	(64,942)	(64,806)	136
	Transfers for Financial Aid Match	(38,764)	(38,764)	0
	Indirect Cost Recoveries	602	602	0
	Transfers - Other	(7,550)	(7,550)	0
	Total:	(451,532)	(451,396)	136
BUDGET BALANCE		(259,563)	(476,127)	(216,564)

Tab 8

**Fairmont State University
Board of Governors
June 18, 2020**

Item: FY 2021 Unrestricted Fund Manager Budget Approval

Committee: Committee of the Whole

Recommended Resolution: Be it resolved, that the Finance Committee recommend the Board of Governors approve the attached FY 2021 Unrestricted Fund Manager budgets.

Staff Member: Christa Kwiatkowski

Background: Attached is the Unrestricted Fund Manager budget reports which reflect the total changes in budgets requested for FY 2021 for these funds.

The Fund Manager Budget plan includes a decrease in fee revenue of (\$651,193), due to a projected decline in enrollment of 20%, offset with expected increases in revenue of \$262,850 from program and course fees to support accreditation and program growth. Along with a decrease in other operating revenue of (\$26,905), the total decrease in revenues is (\$473,974).

The budget also includes a decrease in operating expenses of (\$604,034). This includes a 10% decrease to salaries and benefits of (\$396,070), a 10% decrease in scholarships of (\$2,994), a 5% decrease in utilities of (\$225), and a 17% decrease in supplies of (\$204,745). There are additional decreases to gifts, capital expenses, indirect costs and transfers related to removal of one-time FY20 budgets. The budget balance is (\$244,951).

The cash balance available for carry over was \$2,848,518 as of April 30, 2020. It is requested that administration have the authority to adjust budgets for use of carryover cash balances as appropriate. The possible use of reserves will be closely monitored to ensure it will not adversely affect the HLC's Composite Financial Index rating.

Fairmont State University
 Actual vs Budget Statement of Revenues and Expenses
 Current Unrestricted - Fund Manager

		FY20 Budget As of May 28	FY21 Proposed Budget	Difference
OPERATING REVENUE	Tuition and Fees	3,275,347	2,828,278	(447,069)
	Other Operating Revenues	145,924	119,019	(26,905)
	Total:	3,421,271	2,947,297	(473,974)
OPERATING EXPENSE	Salaries	1,817,826	1,466,194	(351,633)
	Benefits	293,710	249,273	(44,437)
	Student financial aid-scholarships	29,940	26,946	(2,994)
	Utilities	4,500	4,275	(225)
	Supplies and Other Services	1,501,920	1,325,389	(176,531)
	Equipment Expense	157,997	129,783	(28,214)
	Total:	3,805,893	3,201,859	(604,034)
OPERATING INCOME / (LOSS)		(384,622)	(254,563)	130,059
NONOPERATING REVENUE (EXPENSE)	Gifts	218,285	583	(217,702)
	Interest on capital asset related debt	0	0	0
	Total:	218,285	583	(217,702)
TRANSFERS & OTHER	Capital Expenditures	(382,116)	(30,800)	351,316
	Construction Expenditures	(3,400)	(3,400)	0
	Indirect Cost Recoveries	70,664	35,679	(34,985)
	Transfers - Other	70,510	7,550	(62,960)
	Total:	(244,341)	9,029	253,370
BUDGET BALANCE		(410,678)	(244,951)	165,728

Tab 9

**Fairmont State University
Board of Governors
June 18, 2020**

Item: FY 2021 Auxiliary Budget Approval

Committee: Committee of the Whole

Recommended Resolution: Be it resolved, that the Finance Committee recommend the Board of Governors approves the attached FY 2021 Auxiliary budget.

Staff Member: Christa Kwiatkowski

Background: Attached is the Auxiliary budget report which reflect the total the changes in budgets requested for FY 2021 for the Auxiliaries collectively.

The auxiliary budget accounts for a 20% decline in enrollment for both Fairmont State and Pierpont, resulting in a decrease in revenue of (\$2,344,372). This loss is derived from fee revenue as well as housing, contractual service revenue from dining and bookstore operations. It also includes a decline in athletic revenue from operations.

To continue to meet bond debt coverage, the following adjustments to operating budgets must be made:

- 25% decrease in salaries and benefits (\$809,303)
- 35% decrease in scholarships (\$288,077)
- 15% decrease in utilities (\$151,246)
- 27% decrease in operating expenses (\$988,476)

Additionally, project budgets will also require adjustments to account for the loss of excess revenue to support repair and renovations.

Auxiliary
Actual vs Budget Statement of Revenues and Expenses
Board of Governors

		FY20 Budget As of May 28	FY21 Proposed Budget	Difference
OPERATING REVENUE	Auxiliary Enterprise Revenue	8,523,452	7,212,682	(1,310,770)
	Auxiliary Fees & Debt Service Support Revenue	4,925,471	3,940,377	(985,094)
	Other Operating Revenues	242,535	194,028	(48,507)
	Total:	13,691,458	11,347,086	(2,344,372)
OPERATING EXPENSE	Salaries	2,788,820	2,123,792	(665,029)
	Benefits	568,962	424,688	(144,275)
	Student financial aid-scholarships	823,077	535,000	(288,077)
	Utilities	1,008,306	857,060	(151,246)
	Supplies and Other Services	3,391,233	2,457,323	(933,909)
	Equipment Expense	63,423	43,888	(19,535)
	Total:	8,643,821	6,441,751	(2,202,070)
OPERATING INCOME / (LOSS)		5,047,637	4,905,335	(142,302)
NONOPERATING REVENUE (EXPENSE)	Gifts	0	0	0
	Interest on capital asset related debt	0	0	0
	Total:	0	0	0
TRANSFERS & OTHER	Capital Expenditures	(50,046)	(15,014)	35,032
	Transfers for Debt Service	(4,891,957)	(4,886,832)	5,125
	Transfers for Financial Aid Match	(3,425)	(3,425)	0
	Transfers to Plant Reserves	(113,466)	(65)	113,401
	Total:	(5,058,893)	(4,905,336)	153,558
BUDGET BALANCE - Projected Transfer to Reserves		(11,256)	(0)	11,256