



# 2025-2027 OPERATING BUDGET REQUEST



**Western Washington University**

## 2025-27 Operating Budget Request

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September 10, 2024

The Honorable Jay Inslee  
Office of the Governor  
PO Box 40002  
Olympia, WA 98504-0002

Dear Governor Inslee:

I am pleased to submit Western Washington University's 2025-27 Biennial Operating Budget request. Western's priorities focus on support for the core operations of the university. As a public institution, Western is reliant on state investment to maintain strong academic quality and meet the demand for critical student support services. With the lowest amount of state investment on a per student basis, compensation policies that spend student tuition dollars, and increasing fixed costs, Western is at risk of drawing down programming and services to meet current budget challenges. The items below are critical to fulfilling our mission as a public institution of higher education and to achieving statewide educational attainment and workforce goals.

### **Per Student Funding**

Western Washington University has consistently received the lowest level of state funding on a per student basis when compared with other public institutions of higher education over the past three decades. Over time, this practice of underfunding Western has eroded the University's base budget causing a serious structural budget deficit. This implicit disincentivizing of increasing enrollments works against statewide educational attainment goals.

### **Compensation**

Public institutions of higher education are aligned in requests to secure full funding for compensation increases. Serving students and state educational attainment goals is dependent on attracting and retaining qualified employees. Given the constraints on local funds due to reasonably limited tuition increases, Western requests full funding of cost-of-living adjustments and collective bargaining agreements, including the most recent agreement between WWU and the University's Educational Student Employees. Providing 100% of compensation increases will allow the university to avoid further erosion of the base budget, avoiding further cuts to academic programming and student services.

### **Enterprise Resource Planning Conversion**

Western Washington University is requesting funding to replace our aging enterprise resource planning (ERP) system, in place since early 1991, with modern software built on cloud-based architecture. A new ERP system will give Western the administrative foundation for a better customer experience and, ultimately, support our institutional strategic plan.

**Maintenance & Operation Fund Shift**

Maintenance and operations activities are currently funded out of the Western Washington University Capital Projects Account to the tune of \$4.154 million each biennium. Instead of spending these fees on necessary capital improvements and minor works projects, these dollars are being appropriated to cover preventative maintenance, which is an operating expense. Western requests full funding of maintenance and operations costs to restore the original intent of the building fees account.

Thank you for your consideration of this request and recognition of the powerful role that public higher education plays in the economic future of our State, and for your continuing support of Western Washington University. Please do not hesitate to contact me should you or your team have any questions or require additional information.

Sincerely,

A handwritten signature in black ink that reads "Sabah Randhawa". The signature is written in a cursive, flowing style.

Sabah Randhawa  
President

## 2018 - 2028 Strategic Plan



### Mission and Values

Western Washington University is a public comprehensive institution dedicated to serving the people of the state of Washington. Together our students, staff, and faculty are committed to making a positive impact in the state and the world with a shared focus on academic excellence and inclusive achievement.

As a community, we uphold certain basic values. These include:

- Commitment to student success, critical thought, creativity, and sustainability
- Commitment to equity and justice, and respect for the rights and dignity of others
- Pursuit of excellence, in an environment characterized by principles of shared governance, academic freedom and effective engagement
- Integrity, responsibility and accountability in all our work

### Vision

Western Washington University prepares and inspires individuals to explore widely, think critically, communicate clearly, and connect ideas creatively to address our most challenging needs, problems, and questions.

### Core Themes: Advancing Our Mission

The Northwest Commission on Colleges and Universities, the regional accreditation body for Western, requires that the institution define core themes, overarching constructs essential for advancing the institutional mission. Advancing inclusive excellence, increasing Washington impact and enhancing academic excellence represent those overarching constructs. We believe that progress on advancing institutional mission and vision requires making significant and continuous progress on these ideals, which reflect the goals of the strategic plan.

#### Advancing Inclusive Success

Education is the most powerful social equalizer, a true engine for upward mobility. While postsecondary institutions become increasingly diverse, the degree attainment gap persists for low-income students and students of color. We recognize that our most important challenge is to advance inclusive success, that is, increase retention and persistence rates and the number of graduates, while eliminating achievement gaps for

students from diverse and under-represented socio-economic backgrounds. We have a great platform to advance access and completion at Western, starting with a six-year graduation rate of 70 percent, one of the best in the region.

### Increasing Washington Impact

In the next decade, two-thirds of the jobs in Washington will require some form of post-secondary education. We recognize that to contribute to the future workforce needs in Washington and the region, we need to expand access to our programs, increase persistence and graduation rates, and partner with other education providers to offer programs and credentials to place-bound and non-traditional students. At the same time, we must prepare our students to be successful in a continuously changing work and social environment, where technology and automation are driving employment trends, and significantly changing the nature of work and relationships.

### Enhancing Academic Excellence

Western provides a transformational education grounded in the liberal arts and sciences and based on innovative scholarship, research and creative activity to foster the development of engaged members of a global community. Making progress on critical issues—from environmental sustainability and climate change, to human health, economic vitality and cultural diversity—requires investing in, and nurturing, a faculty culture that integrates knowledge and exploration in our undergraduate and graduate programs. We will continue to enhance the high quality of our undergraduate and graduate programs in the liberal arts and professional programs, while simultaneously extending our reach to become a greater catalyst for regional economic and social development. We strive to expand and deepen our work to build a diverse, inclusive and equitable community and culture: in terms of access and success, curriculum, learning, shared experiences, embedded values and beliefs, and engagement opportunities to create enduring change.

## Goals

The Strategic Plan articulates four goals to advance Western. Our approach is somewhat non-traditional; we articulate our goals as values that we aspire to advance.

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*Goal #1: Western will provide a transformational education grounded in the liberal arts and sciences and based on innovative scholarship, research, and creative activity.*

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Western’s educational experience will continue to be rooted in an active teaching and learning environment with a liberal arts and sciences foundation and robust co-curricular, internship, research, creative, and community engagement opportunities. Western will prepare students to be successful and engaged members of society, and will provide the tools to work in and across disciplines to identify and creatively solve key societal problems, both local and global. Western will recruit the best faculty and staff to support the growth and sustained flourishing of programs, departments, and centers that do this vital work.

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*Goal #2: Western will advance a deeper understanding of and engagement with place.*

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At Western, we seek to engage place in all of its complexity. Place calls us to recognize debts and obligations to indigenous and Native nations, to the environment and sustainability, and to diverse and rich cultures within and across borders. Place inspires us to study with rigor and precision the complexity, vibrancy, and beauty of land and sea in Washington State and in the Pacific Northwest. Place moves us to think and act thoughtfully and creatively about where we are and how we connect with the wider world. Place beckons us to look at the past with care and to envision the future with curiosity, innovation, and creativity.

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*Goal #3: Western will foster a caring and supportive environment where all members are respected and treated fairly.*

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Western's greatest strength is the outstanding students, faculty, staff, and alumni/ae who make up its community. Western supports an inclusive governance structure for all and provides a learning and working environment in which everyone can thrive.

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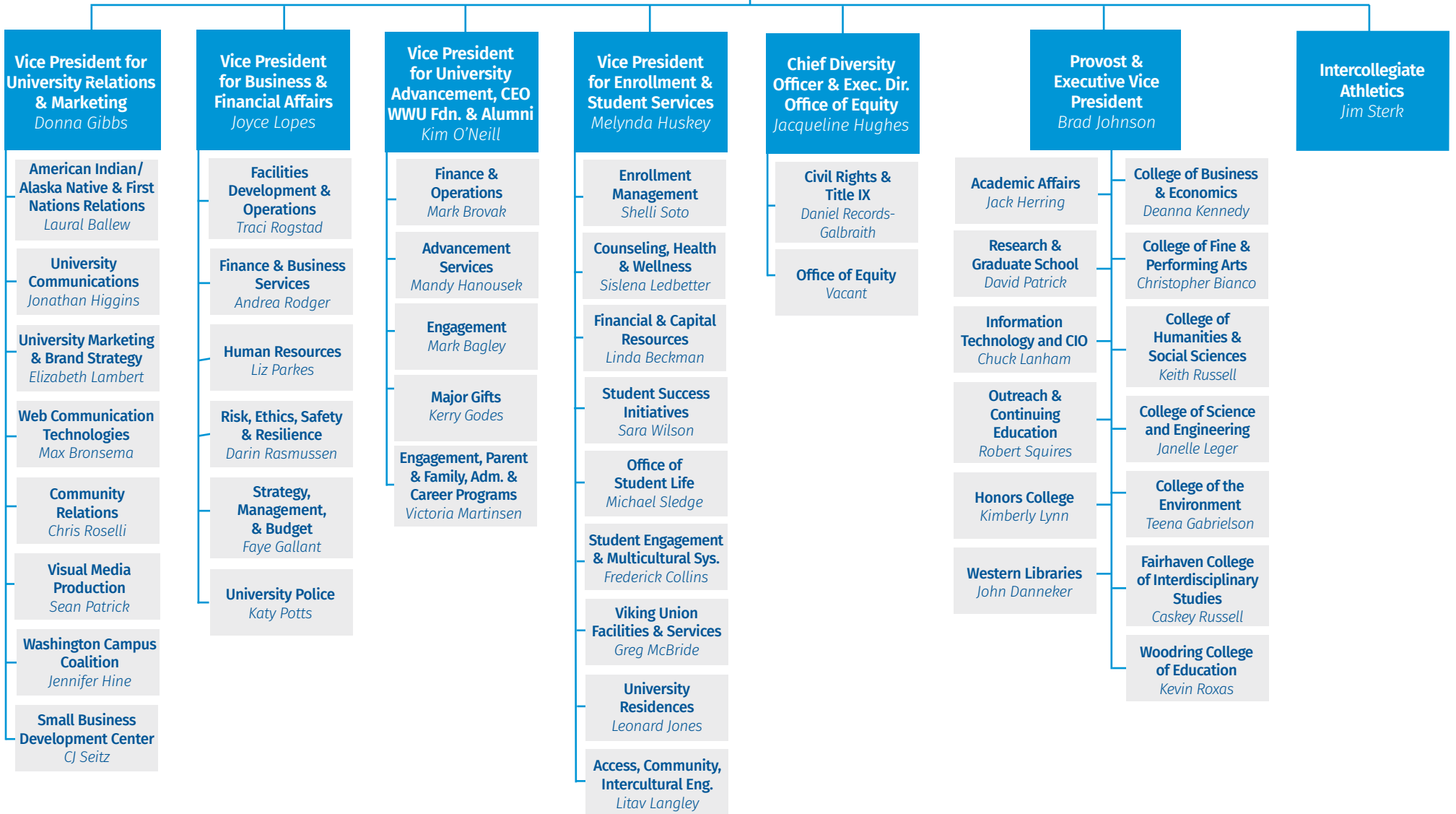
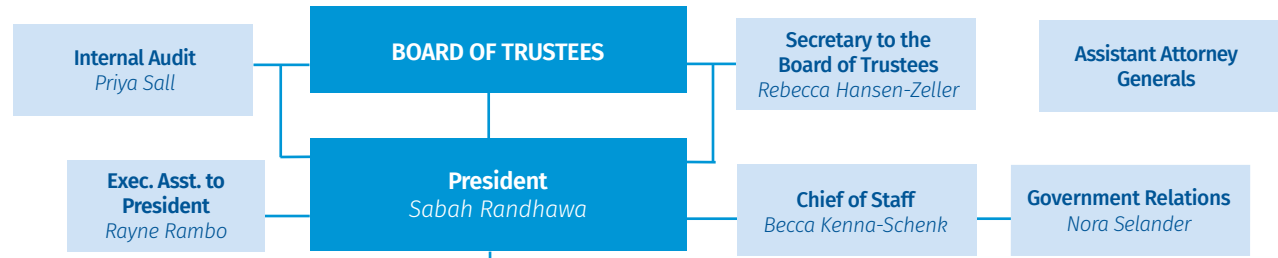
*Goal #4: Western will pursue justice and equity in its policies, practices, and impacts.*

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Western sees equity, justice, inclusion, and diversity as fundamental principles calling for authentic engagement. Western acknowledges that, as an institution, it has failed to meet the needs of people of many races, ethnicities, creeds, socioeconomic classes, gender identities, sexual orientations, and disability statuses. WWU will contribute to redressing these inequities by transforming policies, structures, and practices to ensure meaningful inclusion.



# Organizational Structure





Dollars in Thousands

**ACT001 - Agency Activity Inventory  
 380 - Western Washington University  
 2025-27 Regular Budget Session  
 202527RE - 2025-2027 WWU Agency Recast**

Appropriation Period: 2025-27      Sort By: Activity

**A002      Instruction**

Western Washington University provides quality educational opportunities to students seeking degrees at the undergraduate and graduate level and for students desiring continuing education. Western is a public comprehensive, residential university with a strong commitment to quality and excellence built around a strong core curriculum in the humanities, arts, sciences, and technology. The instruction activity encompasses the entire spectrum of interrelated services that are necessary in accomplishing Western's primary mission learning and scholarship of the highest possible quality. To support the teaching mission of the Institution, the services within this activity includes classroom instruction, scholarship, public service, primary support services, library services, student support services, technology services and support, and the operation and maintenance of campus facilities.

Account	FY	FY	Biennial Total
<b>FTE</b>	1,106.2	1,106.3	1,106.3
<b>08A Education Legacy Trust Account</b>			
08A-1 State	\$4,062	\$4,059	\$8,121
<b>001 General Fund</b>			
001-1 State	\$59,118	\$59,422	\$118,540
<b>145 Inst of Hi Ed-Grants/Contracts Acct</b>			
145-6 Non-Appropriated	\$6,669	\$7,393	\$14,062
<b>148 Inst of Hi Ed-Dedicated Local Acct</b>			
148-6 Non-Appropriated	\$20,453	\$21,028	\$41,481
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$54,318	\$56,624	\$110,942
<b>24J Workforce Education Investment Acc</b>			
24J-1 State	\$10,220	\$11,326	\$21,546
<b>065 WWU Capital Projects Account</b>			
065-1 State	\$525	\$525	\$1,050

**Statewide Result Area: World Class Education**  
**Statewide Strategy: Provide convenient and efficient post-secondary education**

**Expected Results**

**ACT001 - Agency Activity Inventory**  
**380 - Western Washington University**  
**202527RE - 2025-2027 WWU Agency Recast**  
*Dollars in Thousands*

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*Appropriation Period: 2025-27      Sort By: Activity*

Improve the value of a state college or university education: Increased percentage of adults completing certificates/degrees; Increased student/graduate satisfaction; Increased number of students prepared to meet workforce needs.

**ACT001 - Agency Activity Inventory**  
**380 - Western Washington University**  
**202527RE - 2025-2027 WWU Agency Recast**  
*Dollars in Thousands*

*Appropriation Period: 2025-27      Sort By: Activity*

**A003      Research**

Western Washington University provides research programs that advance the instruction, public service, and community outreach components of its instruction activity. These programs include the Institute for Watershed Studies, the Institute for Environmental Toxicology, and summer research fellowships. In addition, grants and contracts provided by federal, state, and local agencies and from private sources enable Western to conduct research and training that provides benefits not only to the granting agency, but enables faculty and students to maintain and enhance their scholarship and to advance knowledge on many social and environmental issues of concern to the citizens of the state of Washington.

<b>Account</b>	<b>FY</b>	<b>FY</b>	<b>Biennial Total</b>
<b>FTE</b>	5.3	5.3	5.3
<b>08A Education Legacy Trust Account</b>			
08A-1 State	\$19	\$19	\$38
<b>001 General Fund</b>			
001-1 State	\$283	\$285	\$568
<b>145 Inst of Hi Ed-Grants/Contracts Acct</b>			
145-6 Non-Appropriated	\$32	\$36	\$68
<b>148 Inst of Hi Ed-Dedicated Local Acct</b>			
148-6 Non-Appropriated	\$98	\$101	\$199
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$261	\$272	\$533
<b>24J Workforce Education Investment Acc</b>			
24J-1 State	\$49	\$55	\$104
<b>065 WWU Capital Projects Account</b>			
065-1 State	\$3	\$3	\$6

**Statewide Result Area: World Class Education**

**Statewide Strategy: Provide access to high-quality research opportunities**

**Expected Results**

Improve the value of a state college or university education: Increased percentage of adults completing certificates/degrees; Increased student/graduate satisfaction; Increased number of students prepared to meet workforce needs.

**ACT001 - Agency Activity Inventory**  
**380 - Western Washington University**  
**202527RE - 2025-2027 WWU Agency Recast**  
*Dollars in Thousands*

*Appropriation Period: 2025-27      Sort By: Activity*

**A001      Administration**

This activity includes the central administrative functions of the institution. These functions support the entire institution and are not directly attributable to a specific activity. Included in this activity are the administrative and management services necessary for the efficient and effective operation of Western Washington University, such as the Offices of the President, Provost, and Business and Financial Affairs, Faculty Senate, Internal Auditor, Board of Trustees, Institutional Research, and Planning and Budgeting.

<b>Account</b>	<b>FY</b>	<b>FY</b>	<b>Biennial Total</b>
<b>FTE</b>	773.3	773.5	773.4
<b>08A Education Legacy Trust Account</b>			
08A-1 State	\$2,840	\$2,838	\$5,678
<b>001 General Fund</b>			
001-1 State	\$41,329	\$41,542	\$82,871
<b>145 Inst of Hi Ed-Grants/Contracts Acct</b>			
145-6 Non-Appropriated	\$4,663	\$5,168	\$9,831
<b>148 Inst of Hi Ed-Dedicated Local Acct</b>			
148-6 Non-Appropriated	\$14,298	\$14,700	\$28,998
<b>149 Inst of HI ED-Operating Fees Acct</b>			
149-6 Non-Appropriated	\$37,973	\$39,585	\$77,558
<b>24J Workforce Education Investment Acc</b>			
24J-1 State	\$7,145	\$7,918	\$15,063
<b>065 WWU Capital Projects Account</b>			
065-1 State	\$367	\$367	\$734

**Statewide Result Area: World Class Education**

**Statewide Strategy: Provide convenient and efficient post-secondary education**

**Expected Results**

Improve the value of a state college or university education: Increased percentage of adults completing certificates/degrees; Increased student/graduate satisfaction; Increased number of students prepared to meet workforce needs.

**ACT001 - Agency Activity Inventory**  
**380 - Western Washington University**  
**202527RE - 2025-2027 WWU Agency Recast**  
*Dollars in Thousands*

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*Appropriation Period: 2025-27      Sort By: Activity*

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**Grand Total**

	<b>FY 2026</b>	<b>FY 2027</b>	<b>Biennial Total</b>
<b>FTE's</b>	1,884.8	1,885.1	1,885.0
<b>GFS</b>	\$100,730	\$101,249	\$201,979
<b>Other</b>	\$163,995	\$172,017	\$336,012
<b>Total</b>	\$264,725	\$273,266	\$537,991



Dollars in Thousands

**ABS024 Recommendation Summary  
Western Washington University  
2025-27 Regular Budget Session  
WWUREQ2 - 2025-2027 Operating Request V2**

	Average Annual FTEs	General Fund State	Other Funds	Total Funds
CB T0PL Current Biennium Base	1,882.7	203,989	307,117	511,106
<b>2023-25 Current Biennium Total</b>	<b>1,882.7</b>	<b>203,989</b>	<b>307,117</b>	<b>511,106</b>
<b>Total Carry Forward Level</b>	<b>1,885.0</b>	<b>205,461</b>	<b>310,183</b>	<b>515,644</b>
Percent Change from Current Biennium	.1%	.7%	1.0%	.9%
<b>Maintenance – Other Changes</b>				
ML 2L M&O for New Facilities	0.0	277	0	277
ML 9E Other Fund Adjustments	0.0	0	366	366
ML M1 Restore M&O Fund Shift	20.0	4,154	(540)	3,614
<b>Maintenance – Other Total</b>	<b>20.0</b>	<b>4,431</b>	<b>(174)</b>	<b>4,257</b>
<b>Total Maintenance Level</b>	<b>1,905.0</b>	<b>209,892</b>	<b>310,009</b>	<b>519,901</b>
Percent Change from Current Biennium	1.2%	2.9%	.9%	1.7%
<b>Policy – Other Changes</b>				
PL 4A Academic Access Outreach	15.5	808	0	808
PL 4B Replace ERP System	0.0	14,917	0	14,917
PL 4C Per Student Funding	0.0	21,438	0	21,438
PL 4E Compensation & Central Services	0.0	27,216	0	27,216
<b>Policy – Other Total</b>	<b>15.5</b>	<b>64,379</b>	<b>0</b>	<b>64,379</b>
<b>Policy – Comp Changes</b>				
PL 2P Compensation: WFSE Unit A	0.0	718	0	718
PL 2Q Compensation: WFSE Unit B	0.0	810	0	810
PL 2R Compensation: PSE Unit D	0.0	1,046	0	1,046
PL 2S Compensation: WFSE Unit E	0.0	141	0	141
PL 2T Compensation: PSE Unit PTE	0.0	1,746	0	1,746
PL 2U Compensation: WWPG Unit F	0.0	0	0	0
PL 2V Compensation: WWPG Unit G	0.0	0	0	0
PL 4D Compensation: WAWU ESE	0.0	2,938	0	2,938
<b>Policy – Comp Total</b>	<b>0.0</b>	<b>7,399</b>	<b>0</b>	<b>7,399</b>
<b>Subtotal - Policy Level Changes</b>	<b>15.5</b>	<b>71,778</b>	<b>0</b>	<b>71,778</b>
<b>2025-27 Total Policy Level</b>	<b>1,920.5</b>	<b>281,670</b>	<b>310,009</b>	<b>591,679</b>
Percent Change from Current Biennium	2.0%	38.1%	.9%	15.8%

**ABS024 Recommendation Summary**  
**Western Washington University**  
**WWUREQ2 - 2025-2027 Operating Request V2**  
*Dollars in Thousands*

**ML 2L M&O for New Facilities**

Western Washington University seeks ongoing maintenance and operations (M&O) funding for the Student Development and Success Center, a new 34,000-square-foot facility that is projected to be occupied by September 30, 2026. Funding requested in the 2025-27 biennium will cover 75% of the (M&O) costs for the new facility considering it will only be occupied for 75% of the year.

**ML 9E Other Fund Adjustments**

This is a technical adjustment to true-up Western's debt service payments funded from the Capital Project Account (065) to align with actual expenses.

**ML M1 Restore M&O Fund Shift**

Western requests \$4.154 million in state operating funds to support maintenance and operations (M&O) that, in prior biennia, was shifted from appropriations in the state operating budget to expenditures from Western's Building Account in the capital budget. The Building Account, paid primarily by student building fees, funds capital renewal and preservation efforts across the institution. Funds are requested to restore M&O funding to the state operating budget, freeing up these capital funds for investments that will make our campus more sustainable, accessible, safe, and modernized. This shift represents a small fraction of the total need for investment in deferred renewal.

**PL 4A Academic Access Outreach**

Western Washington University requests that \$404,000 in one-time funding be made ongoing to address declines in postsecondary enrollment and enhance academic access and outreach. This funding will support initiatives targeting first-generation and low-income students, fostering pathways to higher education, and increasing the availability of credentialed workers in Washington State.

**PL 4B Replace ERP System**

Western Washington University requests funding to replace our aging enterprise resource planning (ERP) system (in place since 1997) with modern software built on a cloud-native architecture. A new ERP system will give Western the administrative foundation for a better customer experience and support our institutional strategic plan. The first phase will replace the human resources, payroll, and finance modules. As on-premises technology becomes more costly and difficult to maintain, and ERP vendors and developers increasingly move to cloud-architected and delivered systems, it's imperative Western begins system modernization to ensure continued support for basic functionality, critical patches, and security updates.

**PL 4C Per Student Funding**

This request is for \$10.7 million per year in recurring funding, based on the gap between WWU and the next-lowest funded institution of higher education in the state. Western has consistently received some of the lowest per student funding when compared with other public four-year institutions. Since the state is contributing more dollars per student at every other institution, tuition dollars at Western simply do not go as far to cover these gaps. Over time, this policy has eroded Western's base budget causing a serious structural budget deficit. This implicit disincentivizing of increasing enrollments works against statewide educational attainment goals.

**PL 4E Compensation & Central Services**

**ABS024 Recommendation Summary**  
**Western Washington University**  
**WWUREQ2 - 2025-2027 Operating Request V2**  
*Dollars in Thousands*

Given the constraints on local funds due to reasonably limited tuition increases, Western requests full funding of legislatively approved compensation and central services increases and our new Educational Student Employees contract. Reinstating the policy of full funding for compensation increases will allow the university to avoid further erosion of the base budget, reducing the need for additional cuts to core services.

**PL 2P Compensation: WFSE Unit A**

Compensation increase for Bargaining Unit A – Washington Federation of State Employees/Clerical – includes all non-supervisory office and clerical classes.

**PL 2Q Compensation: WFSE Unit B**

Compensation increases for Bargaining Unit B – Washington Federation of State Employees/Trades – includes all non-supervisory operations classes; skilled crafts, semi-skilled operatives, unskilled laborers, security, service workers and apprentices.

**PL 2R Compensation: PSE Unit D**

Compensation increases for Bargaining Unit D – Public School Employees of Washington/Supervisory and Non Supervisory Units – includes all supervisory/manager classes of clerical or technical employees.

**PL 2S Compensation: WFSE Unit E**

Compensation increases for Bargaining Unit E – Washington Federation of State Employees/Supervisory Trades – includes all supervisory maintenance classes; custodial services, grounds, security, carpentry, electrical, engineer, painter; and plumbers, pipe fitters, and/or steamfitters.

**PL 2T Compensation: PSE Unit PTE**

Compensation increases for Bargaining Unit PTE – Public School Employees of Washington/Professional and Technical Employees – includes all non-supervisory technical classes.

**PL 2U Compensation: WWPG Unit F**

Compensation increases for Fraternal Order of Police, Bargaining Unit F - represents all nonsupervisory uniformed personnel.

**PL 2V Compensation: WWPG Unit G**

Compensation increases for Fraternal Order of Police, Bargaining Unit G - represents all supervisor uniformed personnel.

**PL 4D Compensation: WAWU ESE**

**ABS024 Recommendation Summary**  
**Western Washington University**  
**WWUREQ2 - 2025-2027 Operating Request V2**  
*Dollars in Thousands*

Compensation increases for the Western Academic Workers Union (WAWU) - includes research and teaching assistants, laboratory assistants, library assistants, tutors, and others. The WAWU Educational Student Employees (ESE) is a recognized union, and they are currently bargaining with Western based on SB 5238, which was passed and signed by the state last year. The WAWU's Operation Student Employees (OSE) are not recognized, and SB 5895, which would have provided a bargaining framework, did not pass.

**Report Number: ABS024**

<b>Input Parameters</b>	<b>Entered as</b>
Session	2025-27 Regular
Agency	380
Version Source	A
Version	WWUREQ2
Version Option	(None)
Program	Agency Level
Roll Up	N
Include Budget Level Detail	ML,PL
Include Text	Y
For Word	N
Display Parameter Page	Y



Dollars in Thousands

**ABS031 Agency DP Priority (PL)**  
**(List only the program Policy Level budget decision packages, in priority order)**  
**380 - Western Washington University**  
**2025-27 Regular Budget Session**  
**WWUREQ2 - 2025-2027 Operating Request V2**

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<b>Decision Package Code</b>	<b>Decision Package Title</b>
PL-4C	Per Student Funding
PL-4E	Compensation & Central Services
PL-4B	Replace ERP System
PL-4A	Academic Access Outreach
PL-4D	Compensation: WAWU ESE
PL-2P	Compensation: WFSE Unit A
PL-2Q	Compensation: WFSE Unit B
PL-2R	Compensation: PSE Unit D
PL-2S	Compensation: WFSE Unit E
PL-2T	Compensation: PSE Unit PTE
PL-2U	Compensation: WWPG Unit F
PL-2V	Compensation: WWPG Unit G









## Agency Recommendation Summary

Compensation increase for Bargaining Unit A – Washington Federation of State Employees/Clerical – includes all nonsupervisory office and clerical classes.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Staffing</b>						
FTEs	0.0	0.0	0.0	0.0	0.0	0.0
<b>Operating Expenditures</b>						
Fund 001 - 1	\$288	\$430	\$718	\$430	\$430	\$860
Total Expenditures	\$288	\$430	\$718	\$430	\$430	\$860

## Decision Package Description

In accordance with RCW 41.80.010, Western will submit to the director of OFM by October 1, a bargained agreement for each classified bargaining unit. After the director of OFM certifies that the agreement is “feasible financially for the state”, the Governor will include a request for funds necessary to implement provisions of the agreement as part of the governor’s budget document.

Accordingly, the September 10, 2024 budget submission does not include Western’s request for funds necessary for 2025-2027 compensation for classified staff. A request update will be forwarded to OFM along with copies of the bargained and ratified agreement.

## Assumptions and Calculations

### **Expansion, Reduction, Elimination or Alteration of a current program or service:**

Not applicable.

### **Detailed Assumptions and Calculations:**

The estimated costs are based on a FY25 salary base of \$8,587,165 and include a benefit rate of 18.5%.

### **Workforce Assumptions:**

Not applicable.

### **Historical Funding:**

Not applicable.

## Strategic and Performance Outcomes

### **Strategic Framework:**

Not applicable.

### **Performance Outcomes:**

Not applicable.

## Equity Impacts

### **Community Outreach and Engagement:**

Not applicable.

### **Disproportional Impact Considerations:**

Not applicable.

### **Target Communities and Populations:**

Not applicable.

### **Community Inputs and Incorporation:**

Not applicable.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

Not applicable.

### **Intergovernmental:**

Not applicable.

### **Stakeholder Impacts:**

Not applicable.

### **State Facilities Impacts:**

Not applicable.

### **Changes from Current Law:**

Not applicable.

### **Legal or Administrative Mandates:**

Not applicable.

### **Governor's Salmon Strategy:**

Not applicable.

## Reference Documents

[WWU-WFSE 2025-2027 Final 4853-9639-2937 2.pdf](#)

IT Addendum

***Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?***

No

Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$243	\$363	<b>\$606</b>	\$363	\$363	<b>\$726</b>
Obj. B	\$45	\$67	<b>\$112</b>	\$67	\$67	<b>\$134</b>

Agency Contact Information

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## Agency Recommendation Summary

Compensation increases for Bargaining Unit B – Washington Federation of State Employees/Trades – includes all nonsupervisory operations classes; skilled crafts, semiskilled operatives, unskilled laborers, security, service workers and apprentices.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Staffing</b>						
FTEs	0.0	0.0	0.0	0.0	0.0	0.0
<b>Operating Expenditures</b>						
Fund 001 - 1	\$338	\$472	\$810	\$472	\$472	\$944
Total Expenditures	\$338	\$472	\$810	\$472	\$472	\$944

## Decision Package Description

In accordance with RCW 41.80.010, Western will submit to the director of OFM by October 1, a bargained agreement for each classified bargaining unit. After the director of OFM certifies that the agreement is “feasible financially for the state”, the Governor will include a request for funds necessary to implement provisions of the agreement as part of the governor’s budget document.

Accordingly, the September 10, 2024 budget submission does not include Western’s request for funds necessary for 2025-27 compensation for classified staff. A request update will be forwarded to OFM along with copies of the bargained and ratified agreement.

Updated 10/8/2024: This decision package is updated to reflect estimated costs associated with the ratified agreement between WWU and WFSE B, which includes the following terms:

- FY26 General Increase of 3% (per agreement, WFSE will receive either 3% or the amount negotiated for General Government, whichever is higher)
- FY26 Regional Adjustment of 3%
- FY27 General Increase of 2%
- Minimum Wage of \$23/hour beginning July 1, 2025

## Assumptions and Calculations

### **Expansion, Reduction, Elimination or Alteration of a current program or service:**

Not applicable.

### **Detailed Assumptions and Calculations:**

The estimated costs are based on a FY25 salary base of \$10,525,354 and include a benefit rate of 18.5%

### **Workforce Assumptions:**

Not applicable.

### **Historical Funding:**

Not applicable.

## Strategic and Performance Outcomes

***Strategic Framework:***

Not applicable.

***Performance Outcomes:***

Not applicable.

## Equity Impacts

***Community Outreach and Engagement:***

Not applicable.

***Disproportional Impact Considerations:***

Not applicable.

***Target Communities and Populations:***

Not applicable.

***Community Inputs and Incorporation:***

Not applicable.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

Not applicable.

### **Intergovernmental:**

Not applicable.

### **Stakeholder Impacts:**

Not applicable.

### **State Facilities Impacts:**

Not applicable.

### **Changes from Current Law:**

Not applicable.

### **Legal or Administrative Mandates:**

Not applicable.

### **Governor's Salmon Strategy:**

Not applicable.

## Reference Documents

[WU-WFSE 2025-2027 Final 4853-9639-2937 2.pdf](#)

## IT Addendum

**Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$285	\$398	<b>\$683</b>	\$398	\$398	<b>\$796</b>
Obj. B	\$53	\$74	<b>\$127</b>	\$74	\$74	<b>\$148</b>

## Agency Contact Information

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## Assumptions and Calculations

### **Expansion, Reduction, Elimination or Alteration of a current program or service:**

Current M&O service levels would be maintained with the operating budget allocation. This would free up institutional building account funds in the capital budget for the activities outlined in this decision package.

### **Detailed Assumptions and Calculations:**

This proposal restores funding to Western's operating budget and frees up capital funding to support our Minor Works program.

### **Workforce Assumptions:**

Western's Capital Building Account 065 currently funds 20.0 employee salary and benefits for maintenance and operations. The average fully-loaded compensation is \$103,850 per employee.

Title	FTE
Fire Protection Engineer	1.00
Carpenter Lead	1.00
Maintenance Mechanic 2	1.00
Maintenance Mechanic 2	1.00
Control Technician	1.00
Maintenance Mechanic 2	1.00
Maintenance Mechanic 2	1.00
Maintenance Mechanic 2	1.00
Maintenance Mechanic 2	1.00
Mason/Plasterer	1.00
Maintenance Mechanic 2	1.00
Maintenance Mechanic 2	1.00
Maintenance Mechanic 2	1.00
Painter	1.00
Facilities Engineer 4	1.00
Electrician - High Voltage	1.00
Maintenance Specialist 4	1.00
Maintenance Mechanic 2	1.00
Insulation Worker Lead	1.00
Maintenance Mechanic 2	1.00
Pest Biologist 1	1.00

### **Historical Funding:**

In the 2003-05 and 2005-07 biennia, \$3.164 million shifted from the operating budget to the capital budget for maintenance and operations to be funded by Western's Capital Building Account. In the 2017-19 biennial budget, an additional \$540,000 shifted to Western's Capital Building Account but was appropriated out of Western's operating budget. This proposal restores the \$3.164 million to Western's operating budget and shifts the entire \$4.154 million back to State General Fund resources.

## Strategic and Performance Outcomes

### **Strategic Framework:**

As long as this critical building operations and maintenance funding is provided in either the State operating budget or in the State capital budget the current level of service will be maintained and there will be no impact on performance. However, by using state funds to fund what are

the current level of service will be maintained and there will be no impact on performance. However, by using state bonds to fund what are historically operating budget responsibilities, fewer resources are available to address the capital funding needs of higher education institutions.

**Performance Outcomes:**

Not applicable.

## Equity Impacts

**Community Outreach and Engagement:**

The process for deciding how Western Building Account funds will be utilized, on which projects and when, is managed by Western's capital project steering committee and is approved by the Board of Trustees and President's cabinet. Before receiving approval at the Board of Trustees, these projects are reviewed by the campus community and other stakeholder groups, including but not limited to students.

**Disproportional Impact Considerations:**

No communities would be marginalized or disproportionately impacted by this proposal. This package does not pose equity issues and would only help our campuses be more equitable in the future.

**Target Communities and Populations:**

Given the increased funding for minor works projects, all students at Western will benefit from this proposal by having upgraded building systems and life safety issues addressed. Students with disabilities and students who benefit most from technological and campus upgrades will especially benefit from the additional funding this would make available. Similarly, faculty and staff, as well as the general public, will benefit from safer, more sustainable, more accessible, and more modern campus infrastructure

**Community Inputs and Incorporation:**

See response to "Community Outreach and Engagement" above.

**Other Collateral Connections**

**HEAL Act Agencies Supplemental Questions**

Not applicable.

**Puget Sound Recovery:**

Not applicable.

**State Workforce Impacts:**

Not applicable.

**Intergovernmental:**

Not applicable.

**Stakeholder Impacts:**

Not applicable.

**State Facilities Impacts:**

This additional funding would allow us to deliver more projects than typically accomplished during past biennia.

**Changes from Current Law:**

Not applicable.

**Legal or Administrative Mandates:**

Not applicable.

**Governor's Salmon Strategy:**

Not applicable.

**IT Addendum**

**Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

No

**Objects of Expenditure**

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$1,390	\$1,390	<b>\$2,780</b>	\$1,390	\$1,390	<b>\$2,780</b>
Obj. B	\$417	\$417	<b>\$834</b>	\$417	\$417	<b>\$834</b>

## Agency Contact Information

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## Agency Recommendation Summary

Compensation increases for Bargaining Unit E – Washington Federation of State Employees/Supervisory Trades – includes all supervisory maintenance classes; custodial services, grounds, security, carpentry, electrical, engineer, painter; and plumbers, pipe fitters, and/or steamfitters.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Staffing</b>						
FTEs	0.0	0.0	0.0	0.0	0.0	0.0
<b>Operating Expenditures</b>						
Fund 001 - 1	\$56	\$85	\$141	\$85	\$85	\$170
Total Expenditures	<b>\$56</b>	<b>\$85</b>	<b>\$141</b>	<b>\$85</b>	<b>\$85</b>	<b>\$170</b>

## Decision Package Description

In accordance with RCW 41.80.010, Western will submit to the director of OFM by October 1, a bargained agreement for each classified bargaining unit. After the director of OFM certifies that the agreement is “feasible financially for the state”, the Governor will include a request for funds necessary to implement provisions of the agreement as part of the governor’s budget document.

Accordingly, the September 10, 2024, budget submission does not include Western’s request for funds necessary for 2025-27 compensation for classified staff. A request update will be forwarded to OFM along with copies of the bargained and ratified agreement.

Updated 10/8/2024: This decision package is updated to reflect estimated costs associated with the ratified agreement between WWU and WFSE E, which includes the following terms:

- FY26 General Increase of 3% (per agreement, WFSE will receive either 3% or the amount negotiated for General Government, whichever is higher)
- FY26 Regional Adjustment of 3%
- FY27 General Increase of 2%
- Minimum Wage of \$23/hour beginning July 1, 2025

## Assumptions and Calculations

### **Expansion, Reduction, Elimination or Alteration of a current program or service:**

Not applicable.

### **Detailed Assumptions and Calculations:**

The estimated costs are based on a FY25 salary base of \$2,135,257 and include a benefit rate of 18.5%

### **Workforce Assumptions:**

Not applicable.

### **Historical Funding:**

Not applicable.

## Strategic and Performance Outcomes

### **Strategic Framework:**

Not applicable.

### **Performance Outcomes:**

Not applicable.

## Equity Impacts

### **Community Outreach and Engagement:**

Not applicable.

### **Disproportional Impact Considerations:**

Not applicable.

### **Target Communities and Populations:**

Not applicable.

### **Community Inputs and Incorporation:**

Not applicable.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

Not applicable.

### **Intergovernmental:**

Not applicable.

### **Stakeholder Impacts:**

Not applicable.

### **State Facilities Impacts:**

Not applicable.

### **Changes from Current Law:**

Not applicable.

### **Legal or Administrative Mandates:**

Not applicable.

### **Governor's Salmon Strategy:**

Not applicable.

## Reference Documents

[WU-WFSE 2025-2027 Final 4853-9639-2937 2.pdf](#)

## IT Addendum

**Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$47	\$72	\$119	\$72	\$72	\$144
Obj. B	\$9	\$13	\$22	\$13	\$13	\$26

## Agency Contact Information

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## Agency Recommendation Summary

Compensation increases for Bargaining Unit PTE – Public School Employees of Washington/Professional and Technical Employees – includes all nonsupervisory technical classes.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Staffing</b>						
FTEs	0.0	0.0	0.0	0.0	0.0	0.0
<b>Operating Expenditures</b>						
Fund 001 - 1	\$694	\$1,052	\$1,746	\$1,052	\$1,052	\$2,104
Total Expenditures	<b>\$694</b>	<b>\$1,052</b>	<b>\$1,746</b>	<b>\$1,052</b>	<b>\$1,052</b>	<b>\$2,104</b>

## Decision Package Description

In accordance with RCW 41.80.010, Western will submit to the director of OFM by October 1, a bargained agreement for each classified bargaining unit. After the director of OFM certifies that the agreement is “feasible financially for the state”, the Governor will include a request for funds necessary to implement provisions of the agreement as part of the governor’s budget document.

Accordingly, the September 10, 2024, budget submission does not include Western’s request for funds necessary for 2025-27 compensation for classified staff. A request update will be forwarded to OFM along with copies of the bargained and ratified agreement.

Updated 10/8/2024: This decision package is updated to reflect estimated costs associated with the ratified agreement between WWU and PSE PTE, which includes the following terms:

- FY26 General Increase of 3% (per agreement, PSE will receive either 3% or the amount negotiated for General Government, whichever is higher)
- FY26 Regional Adjustment of 3%
- FY27 General Increase of 2%
- Minimum Wage of \$23/hour beginning July 1, 2025

## Assumptions and Calculations

### **Expansion, Reduction, Elimination or Alteration of a current program or service:**

Not applicable.

### **Detailed Assumptions and Calculations:**

The estimated costs are based on a FY25 salary base of \$20,088,651 and include a benefit rate of 18.5%

### **Workforce Assumptions:**

Not applicable.

### **Historical Funding:**

Not applicable.

## Strategic and Performance Outcomes

***Strategic Framework:***

Not applicable.

***Performance Outcomes:***

Not applicable.

## Equity Impacts

***Community Outreach and Engagement:***

Not applicable.

***Disproportional Impact Considerations:***

Not applicable.

***Target Communities and Populations:***

Not applicable.

***Community Inputs and Incorporation:***

Not applicable.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

Not applicable.

### **Intergovernmental:**

Not applicable.

### **Stakeholder Impacts:**

Not applicable.

### **State Facilities Impacts:**

Not applicable.

### **Changes from Current Law:**

Not applicable.

### **Legal or Administrative Mandates:**

Not applicable.

### **Governor's Salmon Strategy:**

Not applicable.

## Reference Documents

[WWU-PSE 2025-2027 Final 4892-5072-6633 2.pdf](#)

## IT Addendum

**Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$586	\$888	\$1,474	\$888	\$888	\$1,776
Obj. B	\$108	\$164	\$272	\$164	\$164	\$328

## Agency Contact Information

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## Agency Recommendation Summary

Compensation increases for Fraternal Order of Police, Bargaining Unit F represents all nonsupervisory uniformed personnel.

## Fiscal Summary

<b>Fiscal Summary</b> <i>Dollars in Thousands</i>	<b>Fiscal Years</b>		<b>Biennial</b>	<b>Fiscal Years</b>		<b>Biennial</b>
	<b>2026</b>	<b>2027</b>	<b>2025-27</b>	<b>2028</b>	<b>2029</b>	<b>2027-29</b>
<b>Staffing</b>						
FTEs	0.0	0.0	0.0	0.0	0.0	0.0
<b>Operating Expenditures</b>						
Fund 001 - 1	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0

## Decision Package Description

In accordance with RCW 41.80.010, Western will submit to the director of OFM by October 1, a bargained agreement for each classified bargaining unit. After the director of OFM certifies that the agreement is “feasible financially for the state”, the Governor will include a request for funds necessary to implement provisions of the agreement as part of the governor’s budget document.

Accordingly, the September 10, 2024, budget submission does not include Western’s request for funds necessary for 2025-27 compensation for classified staff. A request update will be forwarded to OFM along with copies of the bargained and ratified agreement.

Updated 10/8/2024: WWU's collective bargaining agreement with our police union is not yet finalized and will be submitted at a later date. Our police union, formerly the Fraternal Order of Police (FOP), has formed a new bargaining unit as the Western Washington University Police Guild. The initial bargaining agreement will be submitted at a later date in accordance with RCW 41.80.010, sub section 4.c.iii.

## Assumptions and Calculations

***Expansion, Reduction, Elimination or Alteration of a current program or service:***

Not applicable.

***Detailed Assumptions and Calculations:***

Not applicable.

***Workforce Assumptions:***

Not applicable.

***Historical Funding:***

Not applicable.

## Strategic and Performance Outcomes

***Strategic Framework:***

Not applicable.

***Performance Outcomes:***

Not applicable.

## Equity Impacts

### **Community Outreach and Engagement:**

Not applicable.

### **Disproportional Impact Considerations:**

Not applicable.

### **Target Communities and Populations:**

Not applicable.

### **Community Inputs and Incorporation:**

Not applicable.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

Not applicable.

### **Intergovernmental:**

Not applicable.

### **Stakeholder Impacts:**

Not applicable.

### **State Facilities Impacts:**

Not applicable.

### **Changes from Current Law:**

Not applicable.

### **Legal or Administrative Mandates:**

Not applicable.

### **Governor's Salmon Strategy:**

Not applicable.

## IT Addendum

***Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?***

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$0	\$0	\$0	\$0	\$0	\$0

## Agency Contact Information

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## Agency Recommendation Summary

Compensation increases for Fraternal Order of Police, Bargaining Unit G represents all supervisor uniformed personnel.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Staffing</b>						
FTEs	0.0	0.0	0.0	0.0	0.0	0.0
<b>Operating Expenditures</b>						
Fund 001 - 1	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0

## Decision Package Description

In accordance with RCW 41.80.010, Western will submit to the director of OFM by October 1, a bargained agreement for each classified bargaining unit. After the director of OFM certifies that the agreement is “feasible financially for the state”, the Governor will include a request for funds necessary to implement provisions of the agreement as part of the governor’s budget document.

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Updated 10/8/2024: WWU's collective bargaining agreement with our police union is not yet finalized and will be submitted at a later date. Our police union, formerly the Fraternal Order of Police (FOP), has formed a new bargaining unit as the Western Washington University Police Guild. The initial bargaining agreement will be submitted at a later date in accordance with RCW 41.80.010, sub section 4.c.iii.

## Assumptions and Calculations

### **Expansion, Reduction, Elimination or Alteration of a current program or service:**

Not applicable.

### **Detailed Assumptions and Calculations:**

Not applicable.

### **Workforce Assumptions:**

Not applicable.

### **Historical Funding:**

Not applicable.

## Strategic and Performance Outcomes

### **Strategic Framework:**

Not applicable.

### **Performance Outcomes:**

Not applicable.

## Equity Impacts

### **Community Outreach and Engagement:**

Not applicable.

### **Disproportional Impact Considerations:**

Not applicable.

### **Target Communities and Populations:**

Not applicable.

### **Community Inputs and Incorporation:**

Not applicable.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

Not applicable.

### **Intergovernmental:**

Not applicable.

### **Stakeholder Impacts:**

Not applicable.

### **State Facilities Impacts:**

Not applicable.

### **Changes from Current Law:**

Not applicable.

### **Legal or Administrative Mandates:**

Not applicable.

### **Governor's Salmon Strategy:**

Not applicable.

### IT Addendum

***Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?***

No

### Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$0	\$0	\$0	\$0	\$0	\$0

### Agency Contact Information

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## Agency Recommendation Summary

Western Washington University requests that \$404,000 in one-time funding be made ongoing to address declines in postsecondary enrollment and enhance academic access and outreach. This funding will support initiatives targeting first-generation and low-income students, fostering pathways to higher education, and increasing the availability of credentialed workers in Washington State.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Staffing</b>						
FTEs	15.5	15.5	15.5	15.5	15.5	15.5
<b>Operating Expenditures</b>						
Fund 001 - 1	\$404	\$404	\$808	\$404	\$404	\$808
Total Expenditures	<b>\$404</b>	<b>\$404</b>	<b>\$808</b>	<b>\$404</b>	<b>\$404</b>	<b>\$808</b>

## Decision Package Description

Both nationally and in Washington state, there has been a significant decline in postsecondary enrollment, exacerbated by the COVID-19 pandemic and the impending "demographic cliff" due to lower birth rates post-2008 and the financial crisis. There is a pressing need to increase academic access and outreach efforts to attract and support first-generation and low-income students, ensuring a pipeline of credentialed workers to meet workforce demands in Washington State. In the 2023-25 biennium, the state legislature provided \$404,000 to Western in one-time funding to support this effort. This request would make that one-time funding ongoing to establish an Office of Academic Access and Outreach, consolidating and expanding current outreach programs such as Compass 2 Campus, the Washington Guaranteed Admissions Program, and College in the High School. This proposal will affect prospective students, particularly those from underserved communities, by providing sustained support and resources to navigate the transition to higher education.

This proposal will significantly benefit communities historically excluded from higher education, such as first-generation and low-income students. By increasing outreach and support, these students will have greater access to postsecondary education opportunities. Engagement with these communities has highlighted the need for sustained mentorship and resources, which this ongoing funding will address.

The ongoing funding will support staff salaries, program development, and operational costs for the Office of Academic Access and Outreach. This will facilitate continuous outreach, mentorship, and support services, directly addressing the enrollment decline and fostering a college-going culture among targeted student populations.

One-time funding is insufficient for addressing the long-term needs and challenges. Making the funding ongoing provides stability and allows for strategic planning and sustained impact.

## Assumptions and Calculations

### Expansion, Reduction, Elimination or Alteration of a current program or service:

This proposal represents an expansion of current outreach programs to create a comprehensive Office of Academic Access and Outreach.

### Detailed Assumptions and Calculations:

Please see the detailed assumptions and calculations included in the table below:

		Fiscal Year 2026				
		FTE	Salary	Benefits	One-Time Costs	Total
<b>Salary and Benefits</b>	<b>Description</b>					
Faculty Positions	Instructional Faculty	1.50	106,524	46,982	\$0	153,506
Professional/Exempt Positions	Executive Director	-	-	-	\$0	-
Classified Positions	Program Coordinators	-	-	-	\$0	-
Student Salaries (Graduate Assistants, Hourly Student, etc)	Student Mentors/Employees	14.00	143,435	18,534	\$0	161,969
<b>Total Salaries and Benefits</b>		<b>15.50</b>	<b>249,958</b>	<b>65,517</b>	<b>\$0</b>	<b>315,475</b>
		<b>Non-Personnel Expenses</b>				
		<b>Units</b>	<b>Price per Unit</b>	<b>Recurring Costs</b>	<b>One-Time Costs</b>	<b>Total</b>
Supplies and Materials				\$50,000	\$0	\$50,000
Professional Service Contracts						\$0
Other Goods and Services, Memberships, etc.				\$0		\$0
Travel				\$25,000		\$25,000
Other						\$0
Capital Facility Expenses (New Space or Space Modifications)						\$0
<b>Total Non-Personnel Expenses</b>				<b>\$75,000</b>	<b>\$0</b>	<b>\$75,000</b>
		<b>University Indirect Costs</b>				
				<b>Recurring Costs</b>	<b>One-Time Costs</b>	<b>Total</b>
Libraries** (Estimated at \$10k per faculty member)	\$10,000 per new faculty member			\$0		\$0
Academic Support Services/Student Support Services	3% of Recurring Direct Costs			\$0		\$0
Institutional Support	2% of Recurring Direct Costs			\$7,809		\$7,809
Plant Operation and Maintenance	1% of Recurring Direct Costs			\$3,905		\$3,905
Graduate TA Waiver	<a href="#">input amounts for new TA Positions</a>			\$2,028		\$2,028
<b>Total Indirect Costs</b>				<b>\$13,742</b>	<b>\$0</b>	<b>\$13,742</b>
<b>Total Proposal, All Direct and Indirect Costs</b>		<b>FTE</b>	<b>Head Count</b>	<b>Recurring Costs</b>	<b>One-Time Costs</b>	<b>Fiscal Year Total</b>
		<b>15.50</b>	<b>30.00</b>	<b>\$404,217</b>	<b>\$0</b>	<b>\$404,217</b>

### Workforce Assumptions:

See table above (in Detailed Assumptions and Calculations)

### Historical Funding:

Western received \$404,000 in one-time funding in the 2024 Supplemental Budget and is requesting that funding be made ongoing.

## Strategic and Performance Outcomes

### Strategic Framework:

- Strategic framework: This package aligns with the Governor's Results Washington goal areas and supports the agency's strategic plan to increase enrollment and credential attainment.
- Performance outcomes: Expected outcomes include increased enrollment, higher FAFSA completion rates, and improved postsecondary access for targeted populations.

### ***Performance Outcomes:***

The funding change for Western Washington University's Office of Academic Access and Outreach is expected to yield several positive outcomes, including increased postsecondary enrollment and improved FAFSA completion rates among first-generation and low-income students. These initiatives aim to enhance high school graduation rates and support the transition to higher education for program participants. Additionally, the retention rate of first-generation and low-income students at WWU is anticipated to improve due to sustained support and mentorship. The expansion of employment and leadership opportunities for WWU students, particularly those who are first-generation and students of color, will also foster a higher sense of belonging and academic engagement. Lean initiatives will streamline outreach processes, ensuring efficient delivery of services to the target population and maximizing the impact of the funding.

## Equity Impacts

### ***Community Outreach and Engagement:***

Focused engagement with historically excluded communities. We have an Advisory Committee, including stakeholders and community members, to ensure our policies, practices, and impacts align with justice and equity. This proposal is prioritized by WWU leadership because of the amount of community demand the C2C program is currently receiving, while the program is unable to effectively respond due to a lack of staff.

### ***Disproportional Impact Considerations:***

Addressing barriers faced by first-generation and low-income students. This proposal seeks to specifically address historical marginalization and disproportional impacts on communities in our region. C2C has historically focused on Title I schools, that is, schools that support high-poverty areas. However, no part of Western's outreach initiatives will means-test. All students who interact with programming provided by the Office of Academic Access and Outreach will have equal access to information and resources.

### ***Target Communities and Populations:***

First-generation and low-income students across Washington State. Since 2019, the percentage of first-generation college students in the incoming class at WWU has been declining. To address this, increased outreach efforts are focusing on Whatcom and Skagit counties. The Office of Strategic Outreach and Partnerships Academic Access and Outreach aims to expand access to higher education for low-income (Title I) partner schools by providing high-impact mentorship and engagement opportunities starting from 5th grade. This initiative targets first-generation and low-income students, essential for achieving the state's 70% credential attainment goal, given the crucial role of higher education in driving economic mobility.

In addition to mentoring historically excluded 5th-12th graders, the Office of Strategic Outreach and Partnerships Academic Access and Outreach will offer opportunities for current WWU students. Of the 30 students employed by C2C each year, over 50% are first-generation college students and over 60% identify as students of color, making C2C classes more diverse than WWU overall. This service-learning, defined by WWU as a "high-impact experience," enhances academic excellence by providing students with leadership opportunities and a sense of belonging, supporting Western's retention and graduation goals. The proposal seeks to expand these employment opportunities, increasing both college access and success for low-income and underrepresented students through mentoring, leadership, and employment opportunities.

### ***Community Inputs and Incorporation:***

Western Washington University received substantial input from the school districts and communities directly impacted by the program, particularly through the Compass 2 Campus (C2C) initiative. Feedback highlighted the positive influence the program has had on fostering academic pathways for students in Title I schools and emphasized the need for continued and expanded support to address growing demands. This community engagement informed the decision to request ongoing funding for the Office of Academic Access and Outreach, ensuring sustained mentorship and resources for first-generation and low-income students. By incorporating this input, the proposal seeks to expand outreach and address educational disparities, supporting the state's goals for credential attainment and workforce readiness.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

No significant impacts on existing collective bargaining agreements or state workforce policies.

### **Intergovernmental:**

This package aligns with the Governor's Results Washington goal areas and supports the agency's strategic plan to increase enrollment and credential attainment.

### **Stakeholder Impacts:**

Expected outcomes include increased enrollment, higher FAFSA completion rates, and improved postsecondary access for targeted populations.

### **State Facilities Impacts:**

None anticipated.

### **Changes from Current Law:**

None anticipated.

### **Legal or Administrative Mandates:**

No changes to current laws are required.

### **Governor's Salmon Strategy:**

Not applicable.

## Reference Documents

[FY25 Supp Strategic Outreach Initiatives-ik rvsd.xlsx](#)

## IT Addendum

**Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

No

## Objects of Expenditure

<b>Objects of Expenditure</b> <i>Dollars in Thousands</i>	<b>Fiscal Years</b>		<b>Biennial</b>	<b>Fiscal Years</b>		<b>Biennial</b>
	<b>2026</b>	<b>2027</b>	<b>2025-27</b>	<b>2028</b>	<b>2029</b>	<b>2027-29</b>
Obj. A	\$250	\$250	<b>\$500</b>	\$250	\$250	<b>\$500</b>
Obj. B	\$66	\$66	<b>\$132</b>	\$66	\$66	<b>\$132</b>
Obj. E	\$88	\$88	<b>\$176</b>	\$88	\$88	<b>\$176</b>

## Agency Contact Information

Gena Mikkelsen  
(360) 650-7412  
campbeg5@wwu.edu



STATE OF WASHINGTON

fMonth 1, 2024

**TO:** Sabah Randhawa, President  
Western Washington University

**FROM:** Amy Pearson, Chief of Staff  
Washington Technology Solutions

Cristie Fredrickson, One Washington Program Executive Sponsor  
Office of Financial Management

**SUBJECT:** Provisional Administrative and Financial Systems Approval – Enterprise  
Resource Planning Decision Package

Agencies intending to submit Decision Packages for investments related to [Technology Policy 122 – Administrative and Financial Systems Approval](#) are required to obtain approval from Washington Technology Solutions (WaTech) as part of the submission process. To expedite the Decision Package submission process, WaTech and the One Washington Program (The Program) have performed a fundamental review of your agency's investment.

The Western Washington University (WWU) Decision Package proposes an investment to purchase and implement a modern, cloud-based enterprise resource planning (ERP) solution to replace the aging Banner system. Banner is a legacy ERP system that was implemented at WWU in 1992. Since its implementation, the underlying technology has not changed significantly to suit modern business and technical requirements and any updates are costly and time-consuming. For example, adding a "Lived Name" custom field was estimated to take approximately 14 months and over \$1 million to implement. WWU is seeking to transition to a new ERP system with a more modern cloud-native architecture and agile functionality.

The investment is approved to continue forward with the Decision Package submission process with no conditions. A final evaluation of the investment will be performed once funding is approved and must be completed prior to the agency's commitment of funds to the proposed investment.

The following expectations also apply:

- WWU must comply with changes to accounting and financial reporting standards resulting from the Workday implementation.

Director/Title LastName

Month 1, 2024

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- WWU is responsible for costs associated with remediation of agency systems integrating with the State's Workday system except for those integrations funded by The Program's Technology Pool.
- WWU must comply with other project assessment, review, and oversight activities as outlined in technology policy and standards.

Contact Chaney Curry at [chaney.curry@watech.wa.gov](mailto:chaney.curry@watech.wa.gov) or (360) 407-8068 with questions.

cc: Chuck Lanham, Chief Information Officer, WWU  
Christy Campbell, One Washington Program Director, OFM  
Gaser Nadeem, One Washington Architecture Manager, OFM  
Scott Kibler, One Washington Business Transformation Director, OFM  
Brian Tinney, Statewide Accounting Director, OFM  
Michaela Doleman, State Chief Human Resources Officer, OFM  
Shalini Joshi, Chief Information Officer, OFM  
Rob Allred, State Chief Architect, WaTech  
Chaney Curry, Senior Solutions Architect, WaTech  
[WaTech Enterprise Technology Policy](#)  
[WaTech Business Relationship Managers](#)  
[WaTech Oversight Consultants](#)

**Subject:** WaTech DP Consultation Memo - Western Washington University

**Thank you for engaging in a Decision Package (DP) Consultation with WaTech on August 12, 2024.**

We discussed the planned Western Washington University (WWU) investments, expected outcomes, and alignment with our organizational strategies.

**Key Observations and Recommendations:**

• **Agency Feedback**

- WWU continues to demonstrate a strong commitment to reducing on-premises legacy technology, adoption of cloud services, and leveraging and reusing the new learned knowledge, skills, and abilities to foster innovative outcomes. WaTech appreciates the clarity in linking your investment to both the institution's strategic plan and the Enterprise IT Strategic Plan. WaTech also appreciates the focus on equity, transparency, and collaboration as outlined in your documentation and demonstrated during our consultation.

• **DP Specific Feedback**

- *Cloud-based ERP Implementation:*
  - We noted future potential for a shared centralized service within the broader higher education community. We encourage WWU to highlight this opportunity as well as gather lessons learned during your work with intent to share and inform the development of any such initiative.
  - WWU should emphasize impact of current system accessibility limitations affecting agency ability to respond to constituent requests and place a strong focus on areas such as enrollment, student outcomes, community engagement, etc. as you describe all measurable business outcomes.
  - We understand that students today expect modern tools and encourage WWU to update DP language and include visuals to clearly demonstrate the disparity between current systems based on 80s technology and what these same students have grown up with.
  - We understand that The Evergreen State College (TESC) is retiring a similar platform in favor of the state's Workday offering. Given this, we encourage WWU to contact TESC to promote information sharing and collaboration where possible.
  - WWU should complete a Feasibility Study that demonstrates that the agency has reviewed and conducted a thorough analysis ensuring the study is credible. For example, clearly show why you should begin with Finance instead of other business areas.
  - WWU should adopt a phased, or rolling go live, approach.

- **General Feedback for All DPs:**

- Clearly define measurable business outcomes. Include success measures, targets, and your system for tracking progress.
- Be specific about your funding and resource requests, explaining why they are essential for success and why existing resources are not adequate to perform the work.
- Assess your agency's readiness to take on new work.
- If using contractors, explain why and how they will ensure DP success.
- Align with current security policies and best practices.
- Highlight any business process reviews or customer journey mapping that informed your DP.
- Show how your request aligns with the [Governor's goals](#) and the [WA Enterprise IT Strategic Plan](#).

- **For Data-Related Projects:**

- Ensure your data strategy aligns with your agency and the Enterprise IT Strategic Plan.
- Provide high-level conceptual architecture or diagrams of your data landscape.
- Specify the data you will ingest and the type of platform you plan to use (e.g., cloud-based, data analytics)

This notice confirms that you have consulted with WaTech according to the requirements set forth in the [2025-2027 Biennial Operating Budget Instructions](#).

WaTech is committed to working collaboratively and timely with you to meet your agency's strategic goals and objectives. As you prepare to finalize and execute your decision packages, I will be your primary point of contact. Please feel free to contact me directly if there are further questions or if you would like additional consultation.

Best,  
David

**David Mendel**  
**Washington Technology Solutions**  
Customer Engagement Director  
Strategy and Management  
[David.Mendel@watech.wa.gov](mailto:David.Mendel@watech.wa.gov)

<b>Agency Name</b>	Western Washington University
<b>Decision Package Name</b>	Replace ERP System
<b>Email</b>	chuck.lanham@wwu.edu
<b>A. Will this investment renew or procure a facial recognition service?</b>	No
<b>B. Does this investment provide for acquisition of, or enhancement to, an administrative or financial system as required by technology policy EA-122 - administrative and financial system investment approval?</b>	Yes
<b>C. If Yes to question B, has this decision package obtained WaTech and OFM Administrative and Financial System review approval?</b>	Yes
<b>Attach Approval Letter</b>	<a href="https://www.formstack.com/admin/download/file/16875564927">https://www.formstack.com/admin/download/file/16875564927</a>
<b>D. For the Department of Children, Youth and Families, the Department of Health, the Department of Social and Health Services, the Health Care Authority and the Washington Health Benefit Exchange only: Has this project been screened for inclusion in the Health and Human Service (HHS) Coalition portfolio?</b>	No
<b>E. Does this decision package support the adoption of modern, cloud-based technologies?</b>	Yes
<b>A. Type of Investment - Identify the decision package investment classification from the following list (select only one):</b>	System modernization
<b>B. Does this decision package fund the acquisition, development, enhancement, or replacement of a new or existing software solution?</b>	Yes
<b>If Yes, where will the software solution be hosted?</b>	External Cloud

**C. Do you expect this solution to exchange information with the state financial system (AFRS) or the OneWA solution (Workday)?**

Yes

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**D. Does this decision package fund the acquisition or expansion of hardware capacity?**

No

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**E. Does this decision package fund the continuation of a project that is, or will be, under WaTech oversight? (See Technology policy PM-01 - IT Investments - Approval and Oversight Policy.)**

Yes

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**If Yes, name the project:**

This is a new project that will be under WaTech oversight -- Replace ERP System. It's not on the IT Dashboard yet.

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**Due diligence: Summarize the research, feasibility or due diligence work completed to support this decision package. Attach a copy of the feasibility study or other documentation of due diligence to the decision package.**

In 2017, Western hired a new Chief Information Officer. Several strategic initiatives were implemented pre-COVID. To manage these initiatives, a new Project Management Office was created to supervise projects emphasizing collaboration and communication across campus. This collaborative approach helps prevent the creation of silos and duplication of systems. Additionally, significant efforts were made to eliminate long-standing technical debts by replacing old technical infrastructure with more modern cloud-based systems, such as MS365 Suite. MS Teams Voice was introduced during the COVID-19 pandemic, enabling all employees to work remotely. The implementation of multi-factor authentication further enhanced data and remote access. Several mission-critical systems, including Canvas - the Student Learning Management System (LMS) - have also been migrated to the cloud. From an IT administration perspective, an IT governance structure was established. With all these foundational efforts in place, it is time to focus on the campus' ERP system.

In 2022, the Information Technology Research Group was hired to conduct a business process and needs analysis with Banner system stakeholders. The goal was to identify pain points and reports currently lacking or not timely. Western stakeholders were divided into three key system areas - Finance, Human Resources, and Student. The analysis spanned over eight business days with multiple sessions each day. The final report from InfoTech in Appendix 1.

In 2023, the Business & Finance Affairs (BFA) division collaborated with consultant firm CampusWorks to conduct a comprehensive Business Process Analysis. The CampusWorks team interviewed division staff unit by unit, reviewed policies and procedures, and ultimately recommended over one hundred business or system changes and improvements, including opportunities to streamline, redesign, and optimize technology systems across Finance & Business Services as well as Human Resources.

In 2024, The Tambellini Group, a specialized firm focusing on higher education ERPs. Tambellini guided Western on industry trends, standards related to the ERP system, budget estimation, and best practices for implementation.

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**Governance and management: What governance processes will support this project? Examples of governance processes include: appropriately placed executive sponsor, representative steering committee, resourced vendor/contract management, change control, and incorporating stakeholder feedback into decision making processes. Provide examples of how your proposed budget includes adequate funding and planning for governance processes, if applicable.**

In 2018, ITS created an IT governance framework representing IT's broad reach across the institution. At the core of the framework is the IT Advisory Committee, a representative group of faculty, staff, and student IT stakeholders. Subcommittees focused on administrative, academic, and student technologies, providing insights to the ITAC and the CIO on these areas. Together, these committees provide a strong foundation to facilitate enhancing and modifying the Campus' ERP system.

**Planning and readiness: Describe how your agency will resource the implementation of this investment request. Will in-house resources be used, or will resources be acquired? How has organizational change management been factored into planning and approach? Does the investment require a project management approach to be used? Describe whether project and organizational change management resources are included in this request or will be provided by in-kind resources. Describe whether the proposed budget includes costs associated with independent quality assurance.**

Western plans to use both internal and external resources for the project implementation. The intention is to adopt the agile project management methodology. The internal Project Management Office will have a significant role in the project. However, due to the project's size and impact, it is necessary to engage a specialized implementation firm to provide support for project management and change management throughout the implementation. This Decision Package request includes funding for hiring a specialized ERP system implementation partner. Western's functional and technical analysts will share their institutional knowledge with the external specialized implementation teams, which also have extensive knowledge of the new ERP system and industry best practices. Together, they will collaborate to ensure the success of the implementation.

**Strategic alignment: Using specific examples, describe how this investment aligns with strategic and technical elements of the Enterprise IT Strategic Plan. Examples of strategic principles that tie back to tenets of the strategic plan include, but are not limited to: initiatives focused on improving government experiences and emphasizing service delivery, improving equitable outcomes across communities through technology, improving service delivery through data and insights, using data and insights to drive strategic decisions, deploying solutions emphasizing access, technology, or innovation to solve business problems, and advancing skillsets to instill an innovation culture. Decision packages should include references to the Pillars (Digital Trust, Shared Governance, Equitable Outcomes, Service Excellence) and Values (Human-centered, Inclusive ideas, Courageous innovation, Accessibility, Nimble, Community + connectivity) of the strategic plan.**

In 1997, Western implemented the current ERP system, Banner, as a beta site. Despite enhancements from the vendor, the underlying technologies have remained similar or unchanged. Customized programs have been developed to meet business needs. Since 2017, the IT team at Western began replacing the outdated hardware structure and building a more modern and reliable infrastructure.

Meanwhile, Ellucian, a competitor in the ERP market, has actively developed its SaaS applications and significantly decreased the development and enhancement of its on-premises Banner version, which Western is still using. This change has magnified the challenges that Western faced, from resources needed to maintain the aging custom programs to the compatibility of the old programming languages that the newer operating systems and new infrastructure will not support anymore. Additionally, the current ERP system does not fully support Western's accessibility and diversity goals. For instance, Western is working on an initiative to customize the Banner to include and separate the Lived Name from the Legal Name. From our analysis, this customization will take approximately 14 months and cost over a million dollars to develop internally.

Since 2022, ITS has been actively strategizing and planning options to modernize the ERP system. The strategy focuses on strengthening the architecture of the hardware platform and utilizing standardized cloud-based systems like MS-365, including Teams and VOIP for communication. Software initiatives include an Integration Platform as a Service (iPass) to accelerate workflow and integration automation with other subsystems, moving the ERP system to the cloud, or completely migrating to a new ERP system.

**Reuse and interoperability: Does the proposed solution support interoperability and/or interfaces of existing systems within the state? Does this proposal reuse an existing solution or existing components of a solution already in use elsewhere in the state, including an evaluation of services provided by WaTech? If the solution is a new proposal, will it allow for such principles in the future? Provide specific examples.**

Western University has been actively researching various cloud-native ERP systems for its operations. The future solution aims to streamline the process of generating financial and human resources reports for state-related purposes, as integrating our operations with the same or similar platform used by the state is expected to facilitate reporting procedures greatly.

One of the possible solutions, Workday, is currently used by The State of Washington, University of Washington and Washington State University. Given the extensive assessment by these organizations, Western Washington University is interested in learning more about this and other cloud-native systems.

**Business driven technology: What are the business problems to be addressed by the proposed investment? These business problems should provide the basis for the outcome discussion below. Describe how end users (internal and external) will be involved in governance and implementation activities.**

The university's core business processes, from managing student information to financial operations, rely on our current system. Modernizing our IT systems and infrastructure will empower - rather than restrain - both academic and administrative programs, departments, and centers as they pursue their respective objectives under the University's strategic plan.

A move to a cloud-native Enterprise Resource Planning (ERP) system opens up various opportunities for alignment with business goals and practices including:

#### 1. Scalability and Flexibility

Cloud-native ERPs allow universities to scale their IT resources up or down based on demand, which aligns with business goals of scalability and flexibility. As student enrollment, research activities, or administrative needs grow, the cloud ERP can be adjusted without the need for significant capital investments in hardware or software. This scalability can also align with the university's expansion goals or response to fluctuations in enrollment.

#### 2. Cost Efficiency

Cloud-native ERPs typically operate on a subscription-based model, which can help universities shift from large, upfront capital expenditures to more manageable, operational expenses. This pay-as-you-go model can align with a business strategy focused on cost control and financial efficiency, enabling the university to invest more in its core educational mission rather than in IT infrastructure.

#### 3. Enhanced Data Analytics and Decision-Making

Cloud-native ERPs often come with advanced data analytics tools that enable better data integration and real-time reporting. This capability aligns with the business need for data-driven decision-making. By harnessing comprehensive data analytics, university leaders can make more informed decisions regarding admissions, resource allocation, student services, and more, improving overall institutional effectiveness.

#### 4. Improved Collaboration and Accessibility

A cloud-native ERP facilitates collaboration across departments by providing a unified platform accessible from anywhere. This aligns with business objectives of fostering collaboration and ensuring that all stakeholders-faculty, staff, students, and administrators-have access to the information they need when they need it. This can improve efficiency,

responsiveness, and satisfaction among the university community.

## 5. Enhanced Security and Compliance

Security and compliance are critical concerns for universities, especially with the handling of sensitive student data and financial information. Cloud-native ERPs are typically built with robust security features and regular updates to meet evolving compliance standards. This alignment with the university's business need for strong cybersecurity measures can protect the institution's reputation and ensure compliance with regulations such as FERPA, GDPR, or HIPAA.

These alignments ensure that the transition to a cloud-native ERP not only supports the university's operational needs but also strengthens its strategic business objectives.

**Measurable business outcome:**  
**Describe and quantify the specific performance outcomes you expect from this funding request. Provide specific examples of business outcomes in use within your agency, and how those outcomes will be improved as a result of this technology investment. What outcomes and results, either positive or negative will occur? Identify all Lean initiatives and their expected outcomes. Include incremental performance metrics.**

The major benefits of ERP modernization encompassing our transformation goals include:

#### 1. Create a Stable Operating Environment

Our current ERP system, Banner, was implemented 30 years ago. Over the years, Ellucian has made many technical changes, but they are slow to retire their older technology. Currently, Western must maintain different sets of technologies with varying operating systems, database versions, different programming languages, and countless specialized software, all of which require different hardware for support. Since Western has so many on-premises systems, scheduling backups for different systems has become challenging. Compounding this issue is the time needed to refresh multiple data warehouses requiring different ERP system data sets. Incremental and full backups also become difficult as there is not enough time to complete all these critical tasks.?

With full implementation of the new ERP system, Western expects that most of the hardware that currently supports Banner will be phased out. This move is expected to streamline operations, as many cloud-based vendors already have redundant servers and storage, which simplifies the process of backing up data. Additionally, Western will transition to an Integrated Platform as a Service (iPaaS) to centrally manage all integrations. This strategic shift will empower Western to handle integrations more efficiently and timely, leading to increased operational effectiveness.?

#### 2. Automate Workflows

The current Banner system lacks a robust workflow model. Although various departments have made efforts to automate their processes, some of Western's business processes are still very labor-intensive. For example, the Accounts Payable Team manually enters each invoice into the Banner system. While the Procurement system automatically creates some purchase orders, most must be inputted manually. Other manual processes include time entry, invoice approval, and reimbursement processes. Implementing a more modern ERP system would help Western automate many routine processes, reducing the amount of manual work and allowing us to better utilize resources for advancing students' learning and education.?

#### 3. Improve Systems Accessibility, Diversity, and Customer Service

The Banner system restricts our ability to implement University priorities advancing diversity and accessibility. Although the software vendor has

attempted to incorporate features to address these needs over the years, their efforts have never been completely sufficient. In the latest version, Banner 9, the Time Entry screen was not compatible with screen readers and could not be navigated using the keyboard. This flaw significantly hindered our students and staff who rely on these features to use our system. Additionally, Banner lacks the functionality to accommodate both lived names and legal names. Despite submitting an enhancement request to the vendor, they did not consider this a priority. Research indicates that newer and more modern ERP systems already have these features built in as part of their basic system. By transitioning to a modern ERP system, Western will be able to provide better service to its students, faculty, and staff.

#### 4. Lower Operating Costs

A modern, cloud-based ERP system is easier to scale up or down based on demand than an on-premises system, where certain resources must always be maintained. This flexibility allows Western to manage costs more effectively. Additionally, a cloud-based system will shift the responsibility for maintaining hardware and software to the cloud service provider, reducing the need and cost for internal IT staff and resources. For example, once the student module is fully implemented, Western may be able to reduce staffing costs associated with a full-time internal Oracle Database Administrator and full-time developers.



## Agency Recommendation Summary

Western Washington University requests funding to replace our aging enterprise resource planning (ERP) system (in place since 1997) with modern software built on a cloud-native architecture. A new ERP system will give Western the administrative foundation for a better customer experience and support our institutional strategic plan. The first phase will replace the human resources, payroll, and finance modules. As on-premises technology becomes more costly and difficult to maintain, and ERP vendors and developers increasingly move to cloud-architected and delivered systems, it's imperative Western begins system modernization to ensure continued support for basic functionality, critical patches, and security updates.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Operating Expenditures</b>						
Fund 001 - 1	\$7,179	\$7,738	<b>\$14,917</b>	\$4,123	\$4,234	<b>\$8,357</b>
Total Expenditures	<b>\$7,179</b>	<b>\$7,738</b>	<b>\$14,917</b>	<b>\$4,123</b>	<b>\$4,234</b>	<b>\$8,357</b>

## Decision Package Description

This decision package requests funding to implement the first phase of replacing Western's aging ERP system in the 2025-2027 biennium, following a review and selection of vendor options in the 2025 fiscal year.

The university's core business processes, from managing student information to financial operations, rely on our current ERP system (Banner). The system is built on older technology which is increasingly vulnerable to disruptions and system-failure as it nears end-of-life and end-of-support by the software vendor, Ellucian. Failure of this system will effectively halt several critical business functions at the University, from class registration to payroll processing, and increase the risk of breached data and/or regulatory non-compliance.

### **Banner is reaching end-of-life and must be replaced.**

Banner is housed on-premises cobbled together by 91 integrations with other supporting systems to provide a patchwork of programs and services. Western was an early adopter of the Banner system in 1997. Since then, many regulatory and customer-based demands have driven necessary changes to the system. In all, there are 74 modifications to baseline code which have been made since implementation. Some of these modifications take months to implement and can be extremely costly. For example, adding a new field for individuals to provide their preferred, lived name will take 14 months and could cost up to \$1 million. Even with modifications, the current system cannot solve all our needs, such as integrated workflows and updated reporting and querying tools to support data analysis and visualization.

Our ERP status could be compared to that of AFRS, the current statewide accounting system slated to be replaced over the next biennium. The known operating risks for AFRS similarly apply to our on-premises Banner instances. Moving to a cloud-native instance would require a completely new implementation built from the ground up (i.e., starting over from scratch), so this is an opportunity to evaluate other software applications which may provide better long-term outcomes in terms of functionality, customer service, easier maintenance, and lower costs.

In early September 2020, the state selected Workday as its ERP vendor and in late December 2020 the state selected Deloitte as the system integrator to replace AFRS and other related systems. Western intends to evaluate vendor selection options in FY25 to be ready to proceed with implementation in FY26.

### **Waiting to modernize our system puts us at risk of system failure, which would significantly impact all aspects of our operations and jeopardize mission fulfillment.**

Delaying ERP modernization will impact Western's ability to achieve our strategic objectives and exposes us to operational, compliance, financial and reputational risk. The largest risk is a total failure of our on-premises systems, though there are also substantial risks associated with continuing to maintain our current system at its end of life.

### *Compliance and Security Risk*

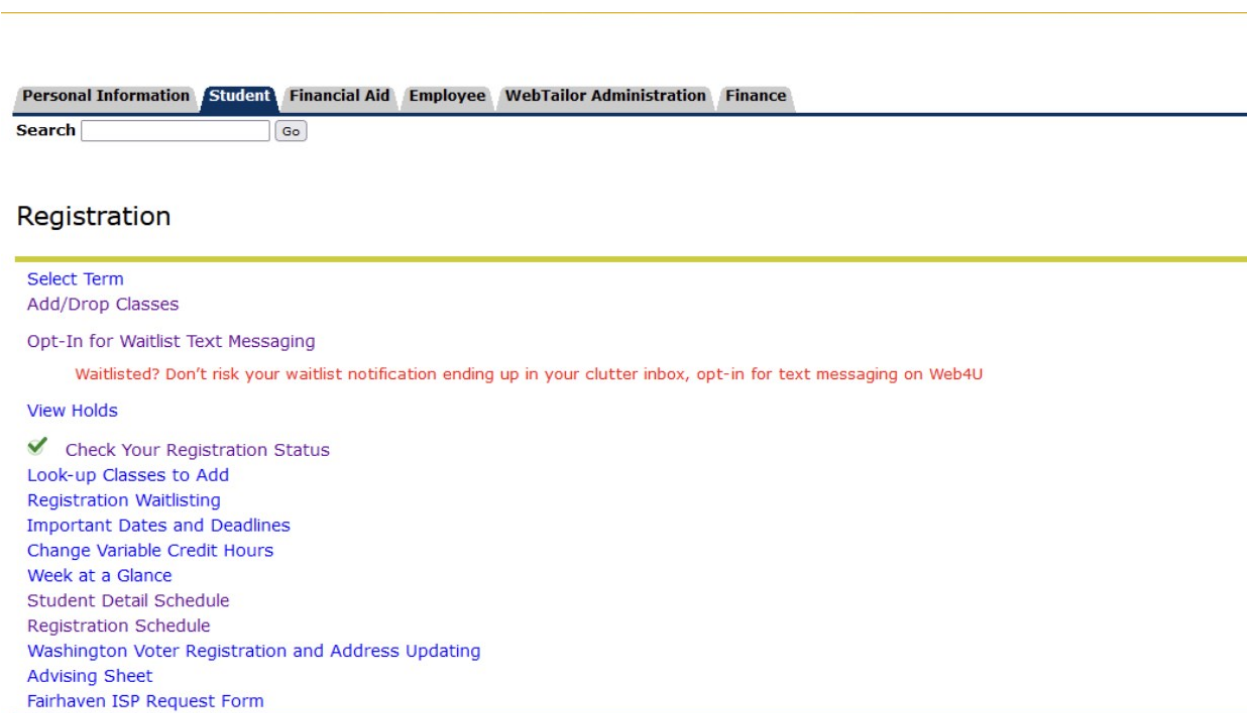
- As Ellucian ends support for our on-premises Banner system, we risk losing access to new releases. Failure to receive new releases to accommodate federal changes to financial aid could impact our student awards. Failure to receive tax releases for payroll calculations risks our ability to maintain compliance with compensation reporting.
- Losing support for critical patches and security updates makes the system vulnerable and unreliable over time.

### *Financial Risk*

- The maintenance costs associated with supporting and repairing older technology will become more expensive over time; this will eventually become unsustainable, particularly when newer, more effective ERP systems are available on the market.
- When services are disrupted, staff must turn to manual processes which take longer and may require working overtime. For example, when our payroll system went down earlier this year, our human resources team had to work extra hours to ensure paychecks went out on time.
- In general, noncompliance, security breaches, employee turnover, and impacts on enrollment all pose significant financial risk, which in turn impacts the university's ability to achieve our strategic objectives.

### *Other Risks to Operations, Reputation, and Employment*

- The University will experience major difficulty hiring personnel with the skillsets to maintain aging technologies as existing employees retire and the current workforce lacks the older specialized knowledge. Furthermore, it will be difficult to attract and retain personnel in the current workforce who expect technology to keep pace with modern advancements and are more likely to grow frustrated with inefficiencies related to outdated software.
- Achieving our strategic goal of providing academic excellence is hindered by our use of an outdated, inefficient, and largely manual system, particularly for students who have grown up with access to advanced technology; this could harm our reputation and undermine our efforts to attract students, particularly in STEM fields. The following screenshots provide some insight to the text-based Banner environment our students navigate to begin to register for classes.



RELEASE: 8.11

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Personal Information **Student** Financial Aid Employee WebTailor Administration Finance

Search  Go

### Select Term or Date Range

**Search by Term:**

- Fall 2024
- None
- Spring 2025 (View only)
- Winter 2025 (View only)
- Fall 2024
- Summer 2024 (View only)
- Spring 2024 (View only)
- Winter 2024 (View only)
- Fall 2023 (View only)
- Summer 2023 (View only)
- Spring 2023 (View only)
- Winter 2023 (View only)
- Fall 2022 (View only)
- Summer 2022 (View only)
- Spring 2022 (View only)
- Winter 2022 (View only)
- Fall 2021 (View only)
- Summer 2021 (View only)
- Spring 2021 (View only)
- Winter 2021 (View only)
- Fall 2020 (View only)
- Summer 2020 (View only)
- Spring 2020 (View only)
- Winter 2020 (View only)
- Fall 2019 (View only)
- Summer 2019 (View only)
- Spring 2019 (View only)
- Winter 2019 (View only)
- Fall 2018 (View only)
- Summer 2018 (View only)
- Spring 2018 (View only)
- Winter 2018 (View only)

and its affiliates.

- Western has implemented new software and technologies in other areas which has led to compatibility issues with our outdated ERP system. This incompatibility has made it arduous to seamlessly integrate with the advanced cloud-native systems, impacting our ability to effectively share data and report on critical business decisions.
- Banner does not place enough emphasis on accessibility and diversity, limiting our ability to achieve our goal of advancing inclusive access. It has proven extremely costly and time intensive to make simple customizations, including a new field for students and employees to provide their preferred, lived name. Additionally, many of the interactive applications do not entirely comply with accessibility standards, which creates difficulties for students who rely on screen readers or keyboard navigation. An example of a complex form is this budget status page. All fields must be completed in order to view a particular budget:

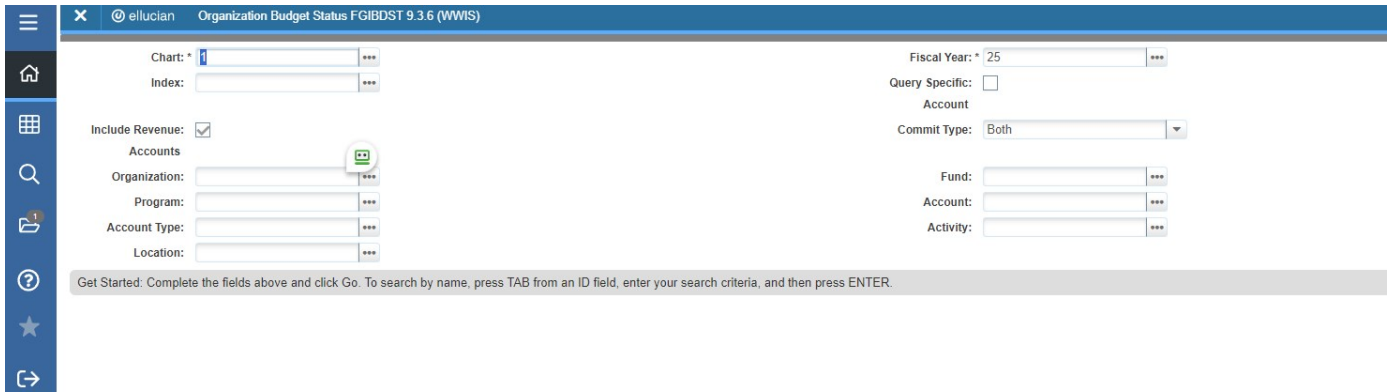


Chart: \* [ ] \*\*\*  
Index: [ ] \*\*\*  
Fiscal Year: \* 25 \*\*\*  
Query Specific:   
Account: [ ] \*\*\*  
Commit Type: Both [v]  
Fund: [ ] \*\*\*  
Account: [ ] \*\*\*  
Activity: [ ] \*\*\*

Include Revenue:   
Accounts: [ ] \*\*\*  
Organization: [ ] \*\*\*  
Program: [ ] \*\*\*  
Account Type: [ ] \*\*\*  
Location: [ ] \*\*\*

Get Started: Complete the fields above and click Go. To search by name, press TAB from an ID field, enter your search criteria, and then press ENTER.

Cloud-native service-as-a-software (SaaS) architecture is where the higher education community is moving to provide convenient, efficient, and consistent services to the campus community. Waiting too long to transition to cloud-native technology will exacerbate challenges already posed by the legacy system and result in staff productivity issues, inefficiencies, reduced performance and increased costs.

### **Implementation will be phased across multiple biennia.**

In the initial round, Western intends to replace two of the six existing Banner modules: Human Resources / Payroll and Finance. The Student module would be a subsequent round which is outside the scope of this decision package. As defined by ERP implementation best practices, our planned ERP module replacement phases are:

#### 2025-27 Biennium

- Human Resources / Payroll Module – personnel management and compensation
- Finance – chart of accounts and reporting, procurement, accounts payable, and general accounts receivable

#### 2027-29 Biennium

- Student – admission registration, transcripts, degree information, financial aid, etc

### **Modernizing our IT systems and infrastructure will empower, rather than restrain, academic and administrative programs, departments, and centers as they pursue their respective objectives under the University’s strategic plan.**

The major benefits of ERP modernization encompassing our transformation goals include:

#### Create a Stable Operating Environment

Our current ERP system, Banner, was implemented 30 years ago. Over the years, Ellucian has made many technical changes, but they are slow to retire their older technology. Currently, Western must maintain different sets of technologies with varying operating systems, database versions, different programming languages, and countless specialized software, all of which require different hardware for support. Since Western has so many on-premises systems, scheduling backups for different systems has become challenging. Compounding this issue is the time needed to refresh multiple data warehouses requiring different ERP system data sets. Incremental and full backups also become difficult as there is not enough time in a 24-hour day to complete all these critical tasks.

With full implementation of the new ERP system, Western expects that most of the hardware that currently supports Banner will be phased out. This move is expected to streamline operations, as many cloud-native vendors already have redundant servers and storage, which simplifies the process of backing up data. Additionally, Western intends to transition to an Integrated Platform as a Service (iPaaS) to centrally manage all integrations. This strategic shift will empower Western to handle integrations more efficiently and timely, leading to increased operational effectiveness.

### Automate Workflows

The current Banner system lacks a robust workflow model. Although various departments have made efforts to automate their processes, some of Western's business processes are still very labor-intensive. For example, the Accounts Payable Team manually enters each invoice into the Banner system. While the Procurement system automatically creates some purchase orders, most must be inputted manually. Other manual processes include time entry, invoice approval, and reimbursement processes. Implementing a more modern ERP system would help Western automate many routine processes, reducing the amount of manual work and allowing us to better utilize resources for advancing students' learning and education.

### Improve Systems Accessibility, Diversity, and Customer Service

The Banner system restricts our ability to implement University priorities advancing diversity and accessibility. Although the software vendor has attempted to incorporate features to address these needs over the years, their efforts have never been completely sufficient. In the latest version, Banner 9.x, the Time Entry screen was not compatible with screen readers and could not be navigated using the keyboard. This flaw significantly hindered our students and staff who rely on these features to use our system. Additionally, Banner lacks the functionality to accommodate both lived names and legal names. Despite submitting an enhancement request to the vendor, they did not consider this a priority. Research indicates that newer and more modern ERP systems already have these features built in as part of their basic system. By transitioning to a modern ERP system, Western will be able to provide better service to its students, faculty, and staff.

### Lower Operating Costs

A modern, cloud-native ERP system is easier to scale up or down based on demand than an on-premises system, where certain resources must always be maintained. This flexibility allows Western to manage costs more effectively. Additionally, a cloud-native system will shift the responsibility for maintaining hardware and software to the cloud service provider, reducing the need and cost for internal IT staff and resources. For example, once the student module is fully implemented, Western may be able to reduce staffing costs associated with a full-time internal Oracle Database Administrator and full-time developers.

## Assumptions and Calculations

### ***Expansion, Reduction, Elimination or Alteration of a current program or service:***

Implementation of a new cloud-native system will eliminate the need for Western employees to use the existing on-premises Banner system. After the first phase of implementation (replacing HR/Finance), we estimate that Western will terminate the use of Banner Finance, Human Resources and Payroll within six to eight months of the go live of the new system. Until Western replaces the student modules and fully transitions away from Banner, most of the technical support (Database Administrators and System Analysts) will still be needed in their current capacity. However, System Analysts and Functional Analysts will be reskilled to support the new ERP system for Finance, Human Resources and Payroll.

### ***Detailed Assumptions and Calculations:***

In 2024, Western Washington University engaged The Tambellini Group, a specialized firm focusing on higher education ERPs, to prepare high-level estimates for each phase of systems replacement. While the project will need to follow standard negotiating practices with vendors to finalize contract costs, Tambellini's analysis and corresponding estimates inform the foundation for our request.

**Internal Costs:** This request scales costs to the minimum amount necessary to begin the first phase of implementation. Funding is not included for internal project support or additional staffing. Western will review current operations to reprioritize staff time and resources toward the ERP modernization project. While this could result in delays to some existing projects, we believe it demonstrates our commitment to keeping costs as minimal as possible while moving forward with this critical system upgrade.

**External Costs:** One-time implementation costs are estimated at \$7,454,263 across the biennium. The implementation cost is largely the cost

of a contract for HR/Finance/Payroll implementation and will also need to cover project management support, assessment and change management, project team and end-user training, success planning, and post-production support.

**Subscription Costs:** Ongoing subscription costs are approximately \$4 million per fiscal year and include SaaS modules for HCM/Finance/Students, Data Management, IAM, and iPaaS.

**Savings:** In FY27, we expect to start phasing out some of our duplicative software for ongoing savings of \$464,343 per year. The student implementation will result in additional outyear savings that will be factored into future decision packages.

**Workforce Assumptions:**

Western is not requesting new FTE in the first phase of project implementation. We will use existing resources supplemented with support from an implementation partner. Our intention is to adopt the agile project management methodology. The internal Project Management Office will have a significant role in the project. However, due to the project's size and impact, it is necessary to engage a specialized implementation firm to provide support for project management and change management throughout the implementation. This Decision Package request includes funding for hiring a specialized ERP system implementation vendor. Western’s functional and technical analysts will share their institutional knowledge with the external specialized implementation teams, which also have extensive knowledge of the new ERP system and industry best practices. Together, they will collaborate to ensure the success of the implementation.

Current Role	During Implementation	Post Implementation
Database Administrator (1 FTE)	Data integrity and migration	Support the Banner Student module
System Analysts (1 FTE)	Data migration and structure	Technical support for the new ERP system
Business Analysts (3 FTEs)	<ul style="list-style-type: none"> <li>• Validate migrated data</li> <li>• In-depth learning of the new system</li> <li>• Configure the system together with consultants, stakeholders and users</li> <li>• Train the trainer</li> </ul>	Functional Support for the new ERP System
Subject Matter Experts (power users)	<ul style="list-style-type: none"> <li>• Validate migrated data</li> <li>• learning of the new processes</li> </ul>	Conduct training for general users Refine new business processes

**Historical Funding:**

Not applicable. Western has not received prior year funding for this project.

## Strategic and Performance Outcomes

### **Strategic Framework:**

This proposal to replace our ERP system:

- Aligns with the Results Washington goal of delivering world-class education by investing in the core technologies required to deliver secure, reliable, and accessible education and student services at Western.
- Advances the Results Washington goal of Efficient, Effective, and Accountable Government by ensuring Western has the operating system needed to maintain a stable operating environment, automate manual processes, and improve our querying tools to increase transparency and accuracy in our data reporting. Operating in outdated technology systems not only poses financial and regulatory risks to the university, but it reduces morale for both employees and students.
- Aligns with Western's strategic themes of advancing inclusive success and enhancing academic excellence. Cloud-native ERPs are built on modern technology software stacks; Western's 33-year-old ERP is not. In fact, Banner just recently moved away from COBAL, a 1960-70's programming language. Moving to modern stacks better aligns WWU's environment to the skills our students and future employees are graduating with and expect from us. As our ERP system manages admission, registration, transcripts, degree information, and financial aid, having a modern and reliable system for students to use will be paramount to Western's ability to attract and retain students.
- Advances Western's pursuit of justice and equity in its policies, practices, and impacts. Our current ERP is not able to handle our requests for modifications to advance our accessibility and equity priorities (such as the ability for individuals to provide separate Legal and Lived Names).

### **Performance Outcomes:**

Outcomes will be measured against our business transportation goals to create a stable operating environment: automate workflows; improve systems accessibility, diversity, and customer service; and lower operating costs.

## Equity Impacts

### **Community Outreach and Engagement:**

Not applicable.

### **Disproportional Impact Considerations:**

Not applicable.

### **Target Communities and Populations:**

Western has recently launched a diversity initiative to accommodate the lived names of students, staff, and faculty, as well as preferred and legal names. However, our current system, Banner, does not support Lived Names, and Ellucian has no plans to add this capability. Western has researched internally to make this modification to the system, which is estimated to take approximately 14 months and cost over \$1 million to develop internally. Our research also revealed that more modern ERP systems have this functionality as a standard feature.

Our current ERP system also limits our efforts to promote accessibility. Many of the interactive applications do not entirely comply with accessibility standards, which creates difficulties for students who rely on screen readers or keyboard navigation. As a result, we sometimes need staff members to assist these students with filling out forms or enrolling in classes. While we have reported and volunteered to work with Ellucian on this matter, they prioritize developing and supporting their newer SaaS platform over this fix on their on-premise version, which Western is still on.

### **Community Inputs and Incorporation:**

Not applicable.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

None anticipated.

### **Intergovernmental:**

Current system requires custom integration programming at a cost to Western and the state.

### **Stakeholder Impacts:**

Not applicable.

### **State Facilities Impacts:**

Not applicable.

### **Changes from Current Law:**

None anticipated.

### **Legal or Administrative Mandates:**

This proposal is responsive to the following legal or administrative mandates:

- OCIO Policy 141.10: State IT policy requires us to adhere to multiple information security requirements, some of which we cannot meet while our system runs on outdated technology.
- US Department of Education Office of Civil Rights has entered into a Voluntary Resolution Agreement with Western in response to a discrimination complaint. This agreement requires Western to ensure equal access to education for students with disabilities by implementing accessible technologies, such as screen readers and keyboard navigation.

### **Governor's Salmon Strategy:**

Not applicable.

## Reference Documents

[4B ATTACHMENT- ERP ITaddendumBudget2025-27.xlsx](#)

[Combined WaTech OFM Approval and Closure Memo\\_FY25\\_CORRECTED.pdf](#)

[WaTech202527ITAddendumSurvey\\_Submission\\_1262831223.pdf](#)

## IT Addendum

***Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?***

Yes

## Objects of Expenditure

<b>Objects of Expenditure</b> <i>Dollars in Thousands</i>	<b>Fiscal Years</b>		<b>Biennial</b>	<b>Fiscal Years</b>		<b>Biennial</b>
	<b>2026</b>	<b>2027</b>	<b>2025-27</b>	<b>2028</b>	<b>2029</b>	<b>2027-29</b>
Obj. C	\$3,267	\$4,187	<b>\$7,454</b>	\$0	\$0	<b>\$0</b>
Obj. E	\$3,912	\$3,551	<b>\$7,463</b>	\$4,123	\$4,234	<b>\$8,357</b>

## Agency Contact Information

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## Agency Recommendation Summary

This request is for \$10.7 million per year in recurring funding, based on the gap between WWU and the next-lowest funded institution of higher education in the state. Western has consistently received some of the lowest per student funding when compared with other public four-year institutions. Since the state is contributing more dollars per student at every other institution, tuition dollars at Western simply do not go as far to cover these gaps. Over time, this policy has eroded Western’s base budget causing a serious structural budget deficit. This implicit disincentivizing of increasing enrollments works against statewide educational attainment goals.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Operating Expenditures</b>						
Fund 001 - 1	\$10,719	\$10,719	<b>\$21,438</b>	\$10,719	\$10,719	<b>\$21,438</b>
Total Expenditures	<b>\$10,719</b>	<b>\$10,719</b>	<b>\$21,438</b>	<b>\$10,719</b>	<b>\$10,719</b>	<b>\$21,438</b>

## Decision Package Description

Western Washington University has consistently received the lowest per student funding over the past three and a half decades when compared with other public four-year institutions, including the state’s community and technical colleges. Over time, the lack of a cohesive funding formula for higher education has eroded Western’s base budget causing a serious structural budget deficit.

Students at Western Washington University bear the greatest cost of their education compared with students at other public colleges and universities in Washington. 87% of Western’s operating costs are compensating faculty and staff. After the fund-split policy pre-spends the vast majority of tuition dollars on compensation dollars, Western is left with very little flexibility to respond to student needs in terms of high-demand programming, critical campus infrastructure, and student support services. Since the state is contributing more dollars per student at every other institution, tuition dollars at Western simply do not go as far to cover these gaps. **Western requests funding parity with the next lowest funded university, Central Washington University. Based on numbers from the 2023-25 biennium, this gap was \$10.725 million per year.**

### State funding per actual state-funded FTE

	FY 2013	FY 2023	
TESC	4,148	22,784	
WSU	6,165	12,838	
EWU	3,433	12,489	
UW	5,342	10,218	
SBCTC	3,962	10,155	
CWU	3,480	9,847	
<b>WWU</b>	<b>3,288</b>	<b>8,949</b>	

*Source: Legislative Evaluation and Accountability Program (LEAP) Committee’s “Higher Education Historical Data Report,” Updated May 2024.*

Washington state is experiencing an educational attainment crisis, with less than half of graduating high school seniors participating in postsecondary education. The majority, 70%, of family wage jobs in Washington require a bachelor’s degree and this trend is projected to continue. Over the next decade, Washington will need nearly 300,000 more workers with bachelor's degrees, even after accounting for in-

migration of labor from other states.

Unlike K-12 education in Washington and higher education systems in many other states, Washington does not fund higher education on a per student basis. The lack of a cohesive funding policy is disincentivizing enrollments, working against the statewide educational attainment goal for 70% of adults aged 25-44 to have a credential beyond high school. Western has experienced the fastest rebounding enrollments among regional counterparts in Washington. In the years where Western welcomed the largest classes in university history (3,225 students in FY 22 and 3,184 students in FY 23), Western received the least amount in per student funding.

#### Enrollment

	FY 2013	FY 2023
UW	38,511	43,453
WSU	24,709	24,091
<b>WWU</b>	<b>15,006</b>	<b>14,826</b>
CWU	11,893	9,721
EWU	11,146	7,566
TESC	4,838	2,062

#### Retention

	FY 2022
UW	91%
WSU	80%
<b>WWU</b>	<b>77%</b>
CWU	67%
EWU	65%
TESC	63%

#### Graduation

	6-year graduation rate (2016-2022)
UW	81%
WSU	61%
<b>WWU</b>	<b>65%</b>
CWU	53%
EWU	47%
TESC	41%

Source: Education Research & Data Center Public Four-Year Dashboard.

Despite being the lowest funded institution of higher education, Western has consistently provided a strong return on investment to the state of Washington.

- In 21-22, WWU produced **55% of the total STEM/high demand degrees** awarded among the state's regional comprehensive higher ed institutions.
- Western has the best student retention and graduation rates among the state's regional comprehensive higher education institutions.
- In AY22-23, WWU enrolled **43% of the total undergraduate students** enrolled among the state's regional comprehensive higher ed institutions.
- WWU is educating Washington students for Washington jobs. Over 85% of WWU's students are Washington residents, and 85% of Western graduates stay in Washington state upon graduation.
- Top employers of WWU graduates include Boeing, Microsoft, and Amazon.
- Western's economic impact to Washington state totals \$1.2 billion per year, with an impact on Whatcom county of \$554 million per year.
- Western has experienced a 50% increase in external funding for research since 2019, providing more opportunities for undergraduate research.
- #2 Best in the West - Western has been named one of the top public master's-granting institutions in the Pacific Northwest for 25 years in a row by U.S. News & World Report.
- Western ranks 9th nationally among master's granting institutions for the number of graduates who go on to earn research doctorate degrees.
- #40 in the nation for colleges that are successful at advancing social mobility by enrolling and graduating significant proportions of economically disadvantaged students.
- #1 all-time producer of Peace Corps volunteers in the nation at medium sized colleges and universities.
- In 2023-34, Western was named a top producer of Fullbright scholars.
- WWU was named a four-year institution with one of the [highest bachelor's completion rate](#) for Pell grant eligible transfer students.

As a public institution of higher education, Western is entirely dependent on the support of state funds and tuition revenue. The tuition policy established in 2015 by Senate Bill 5954 provides needed predictability in tuition rates for Washington students and families. This policy set a cap on the yearly tuition growth rate. Concurrently, the legislature began a policy of fund-splitting during the Great Recession; rather than paying the full amount of compensation increases for faculty and staff, the state made the institution responsible for a portion of this compensation cost, to

be provided out of tuition dollars. This fund-split policy has consistently pre-spent nearly the entire amount of tuition revenue the university receives. With a dip in enrollments due to the COVID-19 pandemic, tuition revenues were decreased, further limiting any available tuition revenues. Between the fund-split policy and Western receiving the lowest per student funding, Western is experiencing a structural budget deficit.

In recent years, Western has taken fiscally prudent approaches to counteract this deficit including:

- 3% across the board budget decreases (\$6.3 million permanent reduction in FY24)
- Eliminated a university division administrative structures, approximately \$500k/year
- Reduced the number of course sections available to students over the next two years (1,500+ sections eliminated which will yield over \$1.5 million in reduced expenses)
- University-wide travel restrictions in place since 2020
- University-wide hiring freeze without presidential approval in place since May 2024
- Holding open vacant positions for 6 months
- Tightening operations budgets
- Selling university property (generated approximately \$3 million for FY25)
- Reducing goods and services purchased by the university
- Temporary use of University Reserves (reserves went from 11% of university operating budget to 5% from FY19 to FY25)

## Assumptions and Calculations

### ***Expansion, Reduction, Elimination or Alteration of a current program or service:***

Not applicable.

### ***Detailed Assumptions and Calculations:***

Calculations are based on the Legislative Evaluation and Accountability Program (LEAP) Committee's "Higher Education Historical Data Report", updated May 2024, showing that Western Washington University received \$897 less per student in FY23 than the next lowest funded university Central Washington University. Assuming annual enrollment of 11,944 in FY23 equates to a shortage of \$10,719,178 per fiscal year.

### ***Workforce Assumptions:***

Not applicable.

### ***Historical Funding:***

[Data from the Legislative Evaluation and Accountability Program \(LEAP\)](#) shows that over the past three decades, WWU has received some of the lowest per student funding. In the absence of a coherent higher education funding model, this implicit disincentive to recover enrollments will continue.

## Strategic and Performance Outcomes

### **Strategic Framework:**

Western Washington University follows our strategic plan in decision making and direction. The primary goal of that plan is to “provide a transformative education grounded in the liberal arts and sciences and based on innovative scholarship, research, and creative activity.” Achieving this goal depends on maintaining our dedicated and talented workforce, which accounts for 87 percent of our state and tuition expenditures.

The lack of a cohesive funding policy is disincentivizing enrollments, working against statewide educational attainment goal for 70% of adults aged 25-44 to have a credential beyond high school.

### **Performance Outcomes:**

Not applicable.

## Equity Impacts

### **Community Outreach and Engagement:**

Not applicable.

### **Disproportional Impact Considerations:**

Not applicable.

### **Target Communities and Populations:**

Not applicable.

### **Community Inputs and Incorporation:**

Not applicable.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

Not applicable.

### **Intergovernmental:**

Not applicable.

### **Stakeholder Impacts:**

Not applicable.

### **State Facilities Impacts:**

Not applicable.

### **Changes from Current Law:**

Not applicable.

### **Legal or Administrative Mandates:**

Not applicable.

### **Governor's Salmon Strategy:**

Not applicable.

## IT Addendum

**Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$10,719	\$10,719	\$21,438	\$10,719	\$10,719	\$21,438

## Agency Contact Information

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 hursta3@wwu.edu



## Agency Recommendation Summary

Compensation increases for the Western Academic Workers Union (WAWU) - includes research and teaching assistants, laboratory assistants, library assistants, tutors, and others. The WAWU Educational Student Employees (ESE) is a recognized union, and they are currently bargaining with Western based on SB 5238, which was passed and signed by the state last year. The WAWU's Operation Student Employees (OSE) are not recognized, and SB 5895, which would have provided a bargaining framework, did not pass.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Operating Expenditures</b>						
Fund 001 - 1	\$1,272	\$1,666	<b>\$2,938</b>	\$1,666	\$1,666	<b>\$3,332</b>
Total Expenditures	<b>\$1,272</b>	<b>\$1,666</b>	<b>\$2,938</b>	<b>\$1,666</b>	<b>\$1,666</b>	<b>\$3,332</b>

## Decision Package Description

This decision package reflects estimated costs associated with the ratified agreement between WWU and WAWU ESE, which includes the following terms:

- **Graduate TA/RA:** 3% wage increase effective 9/16/25 and 3% wage increase effective 9/16/26
- **Student Hourly:** 4.1% minimum wage increase effective 1/1/26
- **Graduate TA/RA Optional Health Insurance:** optional summer insurance for certain salaried ESE's
- **Summer bus passes:** transit passes for non-enrolled ESE's, upon request
- **Sick Leave:** 12 hours of paid sick leave per quarter for salaried ESE's with a 50% FTE appointment, prorated for ESE's with appointments other than 50% and/or for lengths other than an academic quarter
- **Undergraduate tuition stipends:** For eligible ESE's, \$2 for each hour worked up to \$500 max, contingent on state funding

Western is also requesting funding to bring the minimum wage for our undergraduate Operation Student Employees (OSE) in line with our Educational Student Employees.

## Assumptions and Calculations

### ***Expansion, Reduction, Elimination or Alteration of a current program or service:***

Not applicable.

### ***Detailed Assumptions and Calculations:***

#### **Educational Student Employees**

The estimated costs are based on a FY23 salary base for hourly and salaried student employees:

Hourly Total: \$2,689,548

Salaried Total: \$3,137,963

**Total Salaries: \$5,827,511**

Western has absorbed the following wage increases negotiated in the current contract for FY25:

- Graduate TA/RA: 14% across-the-board (ATB) salary Increase effective September 16, 2024
- Student Hourly: 3% minimum wage increase effective Sept 16, 2024 followed by a 6.7% minimum wage increase effective January

1, 2025.

This decision package requests funding for items negotiated for FY26 and FY27 including:

- **Wage Increases:** \$385k in FY26 and an additional \$184k in FY27
- **Benefits:** \$13k in FY26 and an additional \$6k in FY27 (assuming 4.5% Grad and 2.7% Hourly)
- **Graduate TA/RA Optional Summer Health Insurance:** \$50k per fiscal year
- **Summer bus passes:** \$10k per FY
- **Sick Leave:** \$59k per fiscal year
- **Undergraduate tuition stipends\*:** \$372k beginning in FY26 only if specifically funded by the legislature

\* Section 5.2.5 of Collective Bargaining Agreement: The hourly tuition assistance program described in this section will take effect only if and to the extent it is funded by the State Legislature. In the event the Legislature partially funds the program, the amount of assistance per hour worked and the maximum assistance per quarter will be reduced proportionally to match the funding provided by the Legislature. If the Legislature funds the program in a time-limited way, the program will be time limited to the same extent as the funding.

#### **Operation Student Employees (OSE)**

This decision package also requests funding for our Undergraduate Operation Student Employees, to provide parity in their minimum wage. These costs are estimated at \$383k in FY26 and an additional \$202k in FY27.

#### **Workforce Assumptions:**

Not applicable.

#### **Historical Funding:**

This decision package is based on the understanding that Western's student wage base is excluded from the General Wage Increases otherwise provided to faculty and non-represented staff at the discretion of the legislature, and requests new state funding to support our student wages and bargained agreements as authorized by SB 5238. This decision package is based on the understanding that Western's student wage base is excluded from the General Wage Increases otherwise provided to faculty and non-represented staff at the discretion of the legislature, and requests new state funding to support our student wages and bargained agreements as authorized by SB 5238.

## Strategic and Performance Outcomes

#### **Strategic Framework:**

Not applicable.

#### **Performance Outcomes:**

Not applicable.

## Equity Impacts

### **Community Outreach and Engagement:**

Not applicable.

### **Disproportional Impact Considerations:**

Not applicable.

### **Target Communities and Populations:**

Not applicable.

### **Community Inputs and Incorporation:**

Not applicable.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

Not applicable.

### **Intergovernmental:**

Not applicable.

### **Stakeholder Impacts:**

Not applicable.

### **State Facilities Impacts:**

Not applicable.

### **Changes from Current Law:**

Not applicable.

### **Legal or Administrative Mandates:**

Not applicable.

### **Governor's Salmon Strategy:**

Not applicable.

## Reference Documents

[2024-2026 WWU UAW Contract FINAL .pdf](#)

## IT Addendum

***Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?***

No

## Objects of Expenditure

<b>Objects of Expenditure</b> <i>Dollars in Thousands</i>	<b>Fiscal Years</b>		<b>Biennial</b>	<b>Fiscal Years</b>		<b>Biennial</b>
	<b>2026</b>	<b>2027</b>	<b>2025-27</b>	<b>2028</b>	<b>2029</b>	<b>2027-29</b>
Obj. A	\$758	\$1,139	<b>\$1,897</b>	\$1,139	\$1,139	<b>\$2,278</b>
Obj. B	\$23	\$34	<b>\$57</b>	\$34	\$34	<b>\$68</b>
Obj. Y	\$491	\$493	<b>\$984</b>	\$493	\$493	<b>\$986</b>

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## Agency Recommendation Summary

Given the constraints on local funds due to reasonably limited tuition increases, Western requests full funding of legislatively approved compensation and central services increases and our new Educational Student Employees contract. Reinstating the policy of full funding for compensation increases will allow the university to avoid further erosion of the base budget, reducing the need for additional cuts to core services.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Operating Expenditures</b>						
Fund 001 - 1	\$9,222	\$17,994	<b>\$27,216</b>	\$17,994	\$17,994	<b>\$35,988</b>
Total Expenditures	<b>\$9,222</b>	<b>\$17,994</b>	<b>\$27,216</b>	<b>\$17,994</b>	<b>\$17,994</b>	<b>\$35,988</b>

## Decision Package Description

The current approach to funding fixed cost increases, including compensation and central services, is unsustainable for WWU to maintain general operations and fulfil our mission.

Since the Great Recession, increases in state approved compensation and central services have been funded by a combination of state support and net new tuition revenue (for our state-funded operations). Until the Covid-19 pandemic, WWU’s tuition revenues were dedicated to funding these increases with a fund split of 49 percent state funding to 51 percent tuition funding. That split is preserved in our base, maintenance level operations.

In recent budgets, the state has recognized that higher education institutions’ actual incremental tuition revenue is not sufficient to cover the significant portion of compensation and central service expenditures assumed from tuition, and provided additional state support to cover a larger share of the cost. Current tuition policy, which allows for inflationary increases to resident undergraduate tuition based on the 14-year average annual percentage growth rate in the median hourly wage for Washington state, means that tuition rate increases are frequently lower than the compensation increases adopted by the state. This model only works when enrollments are increasing steadily each year, and does not account for the additional incremental costs that come with serving more students. Over time, this policy has eroded the resources available to our academic operations.

Fixed costs, including unfunded compensation and central services increases in addition to software subscriptions, infrastructure maintenance, and inflation on goods and services, exceed the ability to generate tuition revenue.

**Without full funding for compensation and central service increases, WWU will be forced to make additional budget reductions.**

Our proposal is for the state to continue and expand its recent effort to address the state funding split provided to higher education institutions to include all incremental salary, benefit, and central services line items for which a funding split is used. For the 2025-27 biennium, WWU is requesting full state funding (100% state funded) for these items. As part of fully funding compensation adjustments, we request full funding for our collective bargaining agreement with academic student employees as authorized. This will allow our University to maintain our service to students and the state without compromising performance outcomes. The alternative has been to cut and redirect budget from existing services and programs. Those reductions have included across the board reductions to academic, administrative, and student budgets, as well as targeted reductions and vacancy holds.

## Assumptions and Calculations

### **Expansion, Reduction, Elimination or Alteration of a current program or service:**

Not applicable.

### **Detailed Assumptions and Calculations:**

We assume a starting point of our FY24 payroll for state and tuition funded operations, and modeled the cost of across the board increases for employees based on multiple scenarios for legislatively approved increases. We additionally include other costs associated with our new collective bargaining agreement with our academic student employees, based on numbers of members of that bargaining unit at the time of bargaining. For central services increases, we include an estimate based on the FY23-25 biennial increases in maintenance and policy level central service increases.

The starting wage base is estimated at \$210,690,068, inclusive of student employees and classified staff. This number is calculated by applying the FY25 general wage increases to our CIM salary data, including incremental benefits at 18.5%.

Using this base,

- Increases of 4% in each fiscal year total \$25,619,912 (the placeholder figures included in our submission);
- Increases of 3% in each fiscal year total \$19,151,727
- Increases of 3% and 2%, respectively, in each fiscal year total \$16,981,619.

Additional detail on the costs included in our student bargaining agreement are included as part of the "Compensation- WAWU UAW 25-27" request. These costs include summer health insurance and transportation costs at \$123,062. **Undergraduate tuition stipends** are also included and estimated at \$744,252, **only if specifically funded by the legislature\***.

**\*Section 5.2.5 of Collective Bargaining Agreement:** The hourly tuition assistance program described in this section will take effect only if and to the extent it is funded by the State Legislature. In the event the Legislature partially funds the program, the amount of assistance per hour worked and the maximum assistance per quarter will be reduced proportionally to match the funding provided by the Legislature. If the Legislature funds the program in a time-limited way, the program will be time limited to the same extent as the funding.

For central services increases, we include an estimate based on the FY23-25 biennial increases in maintenance and policy level central service increases (\$729,000 across the biennium). Our request is for full state funding of any central service increases, without use of tuition dollars.

**The general wage increase and central services increase are placeholder calculations; our request is that whatever increases in these categories are approved by the legislature, that they be fully funded without reliance on tuition. We have additionally included our classified and student CBAs as distinct decision packages.** At the time of the biennial budget submittal, Western has not yet reached an agreement for the 25-27 biennium for Classified staff. We will update our placeholder decision packages by October 1.

### **Workforce Assumptions:**

These estimates are based on our current workforce.

### **Historical Funding:**

Since the Great Recession, increases in state approved compensation and central services have been funded by a combination of state support and net new tuition revenue (for our state-funded operations). Until the Covid-19 pandemic, WWU's tuition revenues were dedicated to funding these increases with a fund split of 49 percent state funding to 51 percent tuition funding. That split is preserved in our base, maintenance level operations.

## Strategic and Performance Outcomes

### **Strategic Framework:**

Western Washington University follows our strategic plan in decision making and direction. The primary goal of that plan is to “provide a transformative education grounded in the liberal arts and sciences and based on innovative scholarship, research, and creative activity.”

Achieving this goal depends on maintaining our dedicated and talented workforce, which accounts for 87 percent of our state and tuition expenditures.

### **Performance Outcomes:**

Not applicable.

## Equity Impacts

### **Community Outreach and Engagement:**

Not applicable.

### **Disproportional Impact Considerations:**

Not applicable.

### **Target Communities and Populations:**

Not applicable.

### **Community Inputs and Incorporation:**

Not applicable.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

Not applicable.

### **Intergovernmental:**

Not applicable.

### **Stakeholder Impacts:**

Not applicable.

### **State Facilities Impacts:**

Not applicable.

### **Changes from Current Law:**

Not applicable.

### **Legal or Administrative Mandates:**

Not applicable.

### **Governor's Salmon Strategy:**

Not applicable.

## IT Addendum

### **Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$7,112	\$14,508	<b>\$21,620</b>	\$14,508	\$14,508	<b>\$29,016</b>
Obj. B	\$1,316	\$2,684	<b>\$4,000</b>	\$2,684	\$2,684	<b>\$5,368</b>
Obj. Y	\$794	\$802	<b>\$1,596</b>	\$802	\$802	<b>\$1,604</b>

## Agency Contact Information

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Western Washington University  
2025-27 Regular Budget Session  
Maintenance Level - 2L - M&O for New Facilities

### Agency Recommendation Summary

Western Washington University seeks ongoing maintenance and operations (M&O) funding for the Student Development and Success Center, a new 34,000-square-foot facility that is projected to be occupied by September 30, 2026. Funding requested in the 2025-27 biennium will cover 75% of the (M&O) costs for the new facility considering it will only be occupied for 75% of the year.

### Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Operating Expenditures</b>						
Fund 001 - 1	\$0	\$277	\$277	\$369	\$369	\$738
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$277</b>	<b>\$277</b>	<b>\$369</b>	<b>\$369</b>	<b>\$738</b>

### Decision Package Description

Facilities Development & Operations exists for the sole purpose of developing, maintaining, repairing, and operating state assets in which the academic mission is accomplished. This request is based on recent state funding of new square footage, and is expected to cover the actual costs of utilities, building and utility maintenance, custodial and ground services, operations/maintenance support, and building information technology infrastructure. Western will have one new state-funded facility taking occupancy in the 2025-27 biennium that will require new funding for maintenance and operations support.

Western Washington University is constructing a new 34,000-square-foot Student Development and Success Center, scheduled to open on September 30, 2026. This facility will provide crucial support for student development and academic success. The university received appropriations in the 2023-25 capital budget (State General Obligation Bonds) for the design and construction of the facility. Western requires operational funding once the facility is operational. However, funding is required for its maintenance and operations to fully realize its potential.

The funding will support the maintenance and operation of the center, which will directly address equity by expanding outreach and support for first-generation and low-income students. The facility will also assist with student retention and improve time-to-degree. Western aims to provide a comprehensive support system that fosters an inclusive environment and advances equitable access to higher education.

## Assumptions and Calculations

### **Expansion, Reduction, Elimination or Alteration of a current program or service:**

Not applicable.

### **Detailed Assumptions and Calculations:**

FY26: No operational costs as the facility is not yet occupied.

FY27: Operational costs are calculated at \$10.86 per square foot, totaling \$276,874 for 75% occupancy.

Maintenance and Operations for New Buildings	Rate Per Sq Ft, FY24	Rate Per Sq Ft, FY25	Total Sq Ft	Occupancy Date	2025-26 Amount	2026-27 Amount	Recurring Annual Total
Student Development & Success Center	\$0.00	\$10.86	34,000	September 2026	\$ -	\$ 276,930	\$ 369,240
<b>Maintenance and Operations for New Buildings Total</b>	<b>\$0.00</b>	<b>\$10.86</b>	<b>34,000</b>		<b>\$0</b>	<b>276,930</b>	<b>369,240</b>

### **Workforce Assumptions:**

The new facility will require the University to hire a new custodian, maintenance mechanic, and utility worker. The hiring of these positions will be funded from this request.

### **Historical Funding:**

The university received appropriations in the 2023-25 capital budget (State General Obligation Bonds) for the design and construction of the facility.

## Strategic and Performance Outcomes

### **Strategic Framework:**

The proposal supports Western’s strategic plan by providing a state-of-the-art facility for student development and integrating outreach efforts. This aligns with the Governor’s Results Washington goals and university priorities, including increasing student retention and addressing workforce needs.

### **Performance Outcomes:**

The new facility will enhance student success through improved resources, outreach, and support services. Performance metrics will include facility usage rates, outreach effectiveness, and student satisfaction levels. Providing maintenance and operational funding will ensure this very important facility will be preserved, maintained, and utilized.

## Equity Impacts

### **Community Outreach and Engagement:**

Engagement with student groups and community stakeholders was conducted to ensure the facility meets diverse needs.

### **Disproportional Impact Considerations:**

The facility is designed to address the needs of underrepresented student populations.

### **Target Communities and Populations:**

The target populations include all students, with a focus on first-generation and low-income students. This proposal aims to increase access to higher education and support for these students.

### **Community Inputs and Incorporation:**

The Western Community expressed a need for additional support for first generation and low-income students. With our space constraints, this building will help to provide a comprehensive support system that fosters an inclusive environment and advances equitable access to higher education.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

Not applicable.

### **Intergovernmental:**

Not applicable.

### **Stakeholder Impacts:**

Not applicable.

### **State Facilities Impacts:**

This funding will support the operational and maintenance needs of the new Student Development and Success Center.

### **Changes from Current Law:**

Not applicable.

### **Legal or Administrative Mandates:**

Not applicable.

### **Governor's Salmon Strategy:**

Not applicable.

### IT Addendum

***Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?***

No

### Objects of Expenditure

<b>Objects of Expenditure</b> <i>Dollars in Thousands</i>	<b>Fiscal Years</b>		<b>Biennial</b>	<b>Fiscal Years</b>		<b>Biennial</b>
	<b>2026</b>	<b>2027</b>	<b>2025-27</b>	<b>2028</b>	<b>2029</b>	<b>2027-29</b>
Obj. E	\$0	\$277	<b>\$277</b>	\$369	\$369	<b>\$738</b>

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## Agency Recommendation Summary

This is a technical adjustment to true-up Western's debt service payments funded from the Capital Project Account (065) to align with actual expenses.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Operating Expenditures</b>						
Fund 065 - 1	\$183	\$183	\$366	\$183	\$183	\$366
Total Expenditures	\$183	\$183	\$366	\$183	\$183	\$366

## Decision Package Description

Western's Capital Project Account (065) includes funding appropriated in the operating budget for debt service payments. This request trues up our appropriations to align with actual debt service payments anticipated for the 2025-2027 biennium and includes new debt service for a bond issuance related to the Kaiser Borsari building (EE/CS).

## Assumptions and Calculations

### **Expansion, Reduction, Elimination or Alteration of a current program or service:**

Not applicable.

### **Detailed Assumptions and Calculations:**

Not applicable.

### **Workforce Assumptions:**

Not applicable.

### **Historical Funding:**

Not applicable.

## Strategic and Performance Outcomes

### **Strategic Framework:**

Not applicable.

### **Performance Outcomes:**

Not applicable.

## Equity Impacts

### **Community Outreach and Engagement:**

Not applicable.

### **Disproportional Impact Considerations:**

Not applicable.

### **Target Communities and Populations:**

Not applicable.

### **Community Inputs and Incorporation:**

Not applicable.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

Not applicable.

### **Intergovernmental:**

Not applicable.

### **Stakeholder Impacts:**

Not applicable.

### **State Facilities Impacts:**

This item appropriates necessary funding for Western's debt service obligations.

### **Changes from Current Law:**

Not applicable.

### **Legal or Administrative Mandates:**

Not applicable.

### **Governor's Salmon Strategy:**

Not applicable.

## IT Addendum

***Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?***

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. P	\$183	\$183	<b>\$366</b>	\$183	\$183	<b>\$366</b>

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## Agency Recommendation Summary

Western requests \$4.154 million in state operating funds to support maintenance and operations (M&O) that, in prior biennia, was shifted from appropriations in the state operating budget to expenditures from Western’s Building Account in the capital budget. The Building Account, paid primarily by student building fees, funds capital renewal and preservation efforts across the institution. Funds are requested to restore M&O funding to the state operating budget, freeing up these capital funds for investments that will make our campus more sustainable, accessible, safe, and modernized. This shift represents a small fraction of the total need for investment in deferred renewal.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Staffing</b>						
FTEs	20.0	20.0	20.0	20.0	20.0	20.0
<b>Operating Expenditures</b>						
Fund 001 - 1	\$2,077	\$2,077	\$4,154	\$2,077	\$2,077	\$4,154
Fund 065 - 1	(\$270)	(\$270)	(\$540)	(\$270)	(\$270)	(\$540)
Total Expenditures	\$1,807	\$1,807	\$3,614	\$1,807	\$1,807	\$3,614

## Decision Package Description

A total of \$3,614,000 was shifted from the operating budget (State General Fund 001) to the capital budget (Western's Capital Projects Account 065) in the 2003-05 and 2005-07 enacted biennial budgets, and an additional \$540,000 was appropriated out of the Capital Projects Account within the operating budget in the 2017-19 enacted biennial budget, for maintenance and operations expenses (M&O). Because of this, a total of \$4,154,000 per biennium of M&O has been funded from student building fees, and \$3.164 million is appropriated in the enacted capital budget. This shift to capital funds precludes us from utilizing our building fees to support desperately needed renewal projects. Western is requesting that these funds be restored to State General Fund resources in the operating budget in the 2025-27 biennium.

### Purpose of Western’s Building Account

The [description](#) of Western's Capital Projects Account (065) states that it is intended “For the construction, completion, reconstruction, remodeling, rehabilitation, and improvement of building and facilities at Western Washington University.” M&O on the other hand covers four main categories: utilities, building and utilities maintenance, custodial and grounds services, and operations and maintenance support. Given these descriptions and categories, it is clear that the 065 Account was never meant to fund ongoing M&O. Use of the Western’s Building Account for projects which are too big, like major capital projects that should be borne from the State Building Construction Account (057), or too small, like ongoing M&O for state supported facilities, leaves Western unable to adequately tackle its deferred maintenance backlog and keep up with campus renewal in a well thought out and efficient manner.

### Deferred renewal on Western’s campus

Like many other higher education institutions with an aging infrastructure, Western Washington University faces difficult challenges regarding deferred renewal and facility modernization. The University is tracking over \$250 million of deferred renewal related to academic support facilities.

### What this fund shift will allow us to accomplish

Currently, just over thirty percent of our biennial 065 Building Account proceeds (\$4.154 million) are utilized as an “operating” transfer to support M&O efforts across campus. Moving this \$4.154 million of preventive maintenance cost back to the Operating Budget is a key piece of the University’s Long Term Capital Plan strategy to maximize investment in renewal projects. These projects not only help us manage the deferred maintenance backlog, but also support our efforts to fund projects related to energy modernization and comply with legislation being implemented at both the local and state level.

If these funds are shifted away from the capital budget and back to the operating budget, Western will be able to make great strides in areas that are important to the Washington State Legislature and would also help the University address the Clean Buildings Performance Standard (CBPS). If the \$4.157 million can be utilized for capital, in lieu of ongoing preventive maintenance efforts, the University will be able to increase the following types of projects in our Minor Works program:

- infrastructure and utilities (ex: energy distribution/modernization),
- building repair and renewal (ex: building envelopes, interiors, minor ADA compliance and seismic improvements),
- electrical and mechanical systems (ex: HVAC systems, elevator/escalator refurbishments, plumbing, heat pumps),
- site work repair and renewal (ex: landscape management/restoration, stormwater management, pedestrian/vehicular paving/repairs/re-striping),
- code and safety issues (ex: fire alarm/sprinkler systems, slip/trip/fall hazards, safe access)

### **Alternatives and what happens if this fund shift is not reversed**

If this proposal isn't accepted:

- We won't be able to accomplish as much work on the important projects noted above and our planned investments in renewal and energy modernization projects will suffer.
- Time sensitive and urgent projects (such as those related to climate change and accessibility) will be delayed.
- We will need to request funding from the State Building 057 Construction Account (state bonds) in order to accomplish more of this work and comply with legislation past at both the State and local levels.
- Western will be unable to make progress on its significant deferred renewal backlog

### **Conclusion**

By using institutional Building Accounts to fund operating budget responsibilities, fewer resources are available to address higher education capital funding needs and local and State imposed initiatives like the Clean Buildings Performance Standard. Western, like many institutions of higher education around the country, faces significant challenges in getting sufficient capital resources to restore core facilities and infrastructure while planning for institutional and programmatic growth. This shortfall in capital funding leaves substantial Western facility needs unmet and affects the University's ability to deliver core campus functions in teaching, research, and public service.

## Assumptions and Calculations

### **Expansion, Reduction, Elimination or Alteration of a current program or service:**

Current M&O service levels would be maintained with the operating budget allocation. This would free up institutional building account funds in the capital budget for the activities outlined in this decision package.

### **Detailed Assumptions and Calculations:**

This proposal restores funding to Western's operating budget and frees up capital funding to support our Minor Works program.

### **Workforce Assumptions:**

Western's Capital Building Account 065 currently funds 20.0 employee salary and benefits for maintenance and operations. The average fully-loaded compensation is \$103,850 per employee.

<b>Title</b>	<b>FTE</b>
Fire Protection Engineer	1.00
Carpenter Lead	1.00
Maintenance Mechanic 2	1.00
Maintenance Mechanic 2	1.00
Control Technician	1.00
Maintenance Mechanic 2	1.00
Maintenance Mechanic 2	1.00
Maintenance Mechanic 2	1.00
Maintenance Mechanic 2	1.00
Mason/Plasterer	1.00
Maintenance Mechanic 2	1.00
Maintenance Mechanic 2	1.00
Maintenance Mechanic 2	1.00
Painter	1.00
Facilities Engineer 4	1.00
Electrician - High Voltage	1.00
Maintenance Specialist 4	1.00
Maintenance Mechanic 2	1.00
Insulation Worker Lead	1.00
Maintenance Mechanic 2	1.00
Pest Biologist 1	1.00

### **Historical Funding:**

In the 2003-05 and 2005-07 biennia, \$3.164 million shifted from the operating budget to the capital budget for maintenance and operations to be funded by Western's Capital Building Account. In the 2017-19 biennial budget, an additional \$540,000 shifted to Western's Capital Building Account but was appropriated out of Western's operating budget. This proposal restores the \$3.164 million to Western's operating budget and shifts the entire \$4.154 million back to State General Fund resources.

## Strategic and Performance Outcomes

### **Strategic Framework:**

As long as this critical building operations and maintenance funding is provided in either the State operating budget or in the State capital budget the current level of service will be maintained and there will be no impact on performance. However, by using state bonds to fund what are historically operating budget responsibilities, fewer resources are available to address the capital funding needs of higher education institutions.

**Performance Outcomes:**

Not applicable.

## Equity Impacts

**Community Outreach and Engagement:**

The process for deciding how Western Building Account funds will be utilized, on which projects and when, is managed by Western's capital project steering committee and is approved by the Board of Trustees and President's cabinet. Before receiving approval at the Board of Trustees, these projects are reviewed by the campus community and other stakeholder groups, including but not limited to students.

**Disproportional Impact Considerations:**

No communities would be marginalized or disproportionately impacted by this proposal. This package does not pose equity issues and would only help our campuses be more equitable in the future.

**Target Communities and Populations:**

Given the increased funding for minor works projects, all students at Western will benefit from this proposal by having upgraded building systems and life safety issues addressed. Students with disabilities and students who benefit most from technological and campus upgrades will especially benefit from the additional funding this would make available. Similarly, faculty and staff, as well as the general public, will benefit from safer, more sustainable, more accessible, and more modern campus infrastructure

**Community Inputs and Incorporation:**

See response to "Community Outreach and Engagement" above.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not applicable.

### **Puget Sound Recovery:**

Not applicable.

### **State Workforce Impacts:**

Not applicable.

### **Intergovernmental:**

Not applicable.

### **Stakeholder Impacts:**

Not applicable.

### **State Facilities Impacts:**

This additional funding would allow us to deliver more projects than typically accomplished during past biennia.

### **Changes from Current Law:**

Not applicable.

### **Legal or Administrative Mandates:**

Not applicable.

### **Governor's Salmon Strategy:**

Not applicable.

## IT Addendum

### **Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$1,390	\$1,390	<b>\$2,780</b>	\$1,390	\$1,390	<b>\$2,780</b>
Obj. B	\$417	\$417	<b>\$834</b>	\$417	\$417	<b>\$834</b>

## Agency Contact Information

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**2025-27 Biennium**  
**Activity Inventory Indirect Cost Allocation Approach**

Agency: Western Washington University (380)

Date: 9/4/2024

**Allocation Method Description:** Indirect costs have been assigned to the activities below on the basis of WWU's established indirect cost rate for federal grants as calculated on total dollars budgeted for each activity.\*

	<b>% Allocation Received</b>	<b>Dollars Allocated FY26</b>	<b>Dollars Allocated FY27</b>	<b>Total Allocated</b>
<b>A001 Administration</b>	41.0%	\$25,411,919	\$25,799,991	<b>\$51,211,910</b>
<b>A002 Instruction</b>	58.7%	\$36,348,768	\$36,903,860	<b>\$73,252,628</b>
<b>A003 Research</b>	0.3%	\$173,995	\$176,652	<b>\$350,646</b>
<b>TOTAL</b>	100%	\$61,934,682	\$62,880,503	<b>\$124,815,184</b>

Note: All amounts on this form are approximations only, based on 2025-2027 Carryforward Levels. Since indirect cost rates are negotiated every three years with the federal government, please consider these rates, based on WWU's most recent federal approval and analysis, subject to change. Rates include general administration, plant operations, library, department administration, computer centers, and use allowances. Please contact the Budget Office at Western, if there are questions concerning this form and to verify updates and appropriate use.

This form must be attached to the agency's 2023-25 budget request.

Agency Name: Western Washington University (380)

Budget (Capital, Transportation, Operating)	Program/Subprogram Name	Item/Project #	Project Title	Eligible for Direct Pay (Yes/No)	If Column E = No -- stop here	Identify Portion Eligible	Amount of Eligible Portion	Tax Credit Category (select option)	Planned Completion Date	Notes
Capital		40000005	Heating Conversion Project	Yes		Geothermal wells, heat pumps and associated distribution	Preliminary calculations for potential IRA tax credit amount are \$9.37 million but may rise to as much as 30-40% of the total eligible project cost. The final IRA tax credit availability and amount will depend on the final system design and equipment selection.	Investment Tax Credit for Energy Property (48) pre-2025	The first geothermal well field will be complete in January 2029. The project (all nodes and geothermal fields) will be complete by Summer 2030.	Section 48 will phase out in 2032. This could potentially reduce the tax credit amount if full funding is not received and Western is unable to deliver this improvement by the timeline cited in "Planned Completion Date".
Capital			Poulsbo Instructional Facility	Yes		Solar Panels, EV chargers	Projects have not been designed, but Western is estimating approximately \$500,000 in project costs, which would result in up to \$200,000 in direct pay rebates.	Clean Electricity Investment Tax Credit (48E) 2025 onwards	The building is anticipating a completion date of Fall 2027	
Capital		40000004	Environmental Studies Renovation and Addition	Yes		Solar Panels, EV chargers	Projects have not been designed, but Western is estimating approximately \$1.2 million in project costs, which would result in up to \$480,000 in direct pay rebates.	Clean Electricity Investment Tax Credit (48E) 2025 onwards	The building addition is anticipating a completion date of Fall 2027, the building renovation is anticipating a completion date of Fall 2031.	
Capital			Academic Facilities Renewal - Phase 1	No						
Capital		30000604	Access Control Security Upgrades	No						

## Western Washington University Fund Balance Management

### Instructions:

Provide a narrative summary of the historic management and uses of accounts 148 and 149, including an explanation of any reserve or working capital policies that govern fund balances in these accounts. If your institution does not have a reserve or working capital policy, explain why.

### Fund 148: Dedicated Revenues

This is a dedicated local fund that historically holds course fees, application fees, mandatory student fees (e.g., health insurance, technology, non-academic buildings, transportation, associated student activities), and other self-supporting educational activities such as extended campus programs (non-credit professional development or credential programs). Summer tuition revenue is also deposited to this account since it is not state-supported. Fees are expected to cover expenses over time and are adjusted accordingly.

Reserves in account 148 (Dedicated Local accounts) have allowed Western to weather revenue losses in FY20 due to enrollment and fee reductions in spring quarter, and to an extent continued reductions in ongoing enrollments into FY23. These reserves have historically been held for equipment replacement and other strategic needs not supported through state appropriations.

Given that self-sustaining fees and rates should be appropriate to cover the costs of providing services, accumulated fund balances above 15% of annual expenditures require either a documented plan for the accumulated balance (a reason to accumulate fund balance) or an adjustment to rates to better align with costs

### Fund 149: Tuition Operating Fee Revenues

This is a local operating fund that historically holds student tuition revenue plus any investment income. Historically, Western has held institutional reserves in account 149 to mitigate risks due to items such as recessions, downturns in enrollment, or major unplanned issues. These unplanned situations may include cost overruns on capital projects (such as the Carver Academic Facility), emergent needs without a timely revenue source (such as the Multicultural Center and the Disability Access Center), or a global pandemic.

In 2024, Western's Board of Trustees approved a reserve policy identifying 10% of the annual expenditure budget as the base cash reserve to be maintained in the university operating budget. As a result of the COVID-19 pandemic, Western's reserves are below the 10% threshold and will be rebuilt over the next several years to meet the minimum reserve level while balancing a commitment to achieving our mission of providing academic excellence and advancing student inclusivity.

Code	Title
380	Western Washington University

## 2025-27 Federal Funding Estimates Summary

CFDA NO.*	FAIN	WWU Fund Code	Agency	State Fiscal Year	State Match Amounts	State Match Source (WWU Activity Code)
			<b>2-Federal</b>			
			<b>National Science Foundation</b>			
47.076	2243361	51505A	FY 2024	\$ 279,097.00	\$ 443,929.00	
			FY 2025	\$ 294,059.00	\$ -	
			FY 2026	\$ 297,693.00	\$ -	
			FY 2027	\$ 301,447.00	\$ -	
			FY 2028	\$ 302,438.00	\$ -	
			<b>2-Federal</b>			
			<b>US Dept of Energy / University of Tulsa PTE</b>			
81.087	22EE002884	56028A	FY 2024	\$ 101,705.00	\$ 28,617.00	56028M
			FY 2025			
			FY 2026			
			FY 2027			
			<b>2-Federal</b>			
			<b>U.S. Environmental Protection Agency</b>			
66.951	NE-01J78901-0	54142	FY 2024	\$ 97,648.00	\$ 33,774.00	54142M
			FY 2025			
			FY 2026			
			FY 2027			
			<b>2-Federal</b>			
			<b>U.S. Department of State</b>			
19.021	SIS50022CA0072	54005A	FY 2024	\$ 50,000.00	\$ 27,436.00	54005M
			FY 2025			
			FY 2026			
			FY 2027			
			<b>5-DSHS Other Federal</b>			
			<b>U.S. Department Of Education</b>			
84.129B	H129B190019	52503A	FY 2024	\$ 200,000.00	\$ 22,222.00	52503M
84.129B	H129B190019	52505A	FY 2025	\$ 200,000.00	\$ 22,222.00	52505M
			FY 2026			
			FY 2027			
			<b>2-Federal</b>			
			<b>Corporation for National and Community Service (CNCS) / Engage NJ PTE</b>			
94.014	23MKBNJ001	56910A	FY 2024	\$ 12,500.00	\$ 7,000.00	56910M
			FY 2025			
			FY 2026			
			FY 2027			
			<b>2-Federal</b>			
			<b>Small Business Administration / WSU PTE</b>			
59.037	award pending	55520A	FY 2024	\$ 483,118.00	\$ 483,118.00	55520M
			FY 2025			
			FY 2026			
			FY 2027			
			<b>2-Federal</b>			
			FY 2024			
			FY 2025			
			FY 2026			
			FY 2027			

Attachment A-1  
Locally-Authorized Salary Increases

Estimated Cumulative Value  
Of Locally-Authorized Salary Increases  
Initially Reported As GF-S or Operating Fee Expenditures on CIM  
(Dollars in Thousands)

Institution:

Fiscal Year	Locally Authorized Provision	Long Term Source of Funds	Groups/Agreements Covered	Cost
FY19	0	149-6	Non-Represented	214
FY20	0	149-6	Non-Represented	193
FY21				0
FY22				0
FY23	0	149-6	Non-Represented	1,095
FY24	0	149-6	Non-Represented	871
TOTAL				2,374

*Please report only the estimated cumulative value of (a) the locally-authorized amounts on or after July 1, 2019 in excess of the standard state-funded salary increases in the biennial budget; that (b) were reported as a GF-S or 149-6 cost on your institution's most recent CIM submission.*

**ATTACHMENT A-2**

**Non-Faculty Exempt Collective Bargaining Agreement Impact Template**

*Please provide this information for each negotiated compensation adjustment, other than those negotiated by the OFM Labor Relations Office.*

*This information should be provided in addition to the cost summary by fiscal year and by fund described in the special higher education budget instructions.*

**Agency** Western Washington University

**Bargaining Unit Title** Public School Employees

**Bargaining Unit Code** PSE

**For EACH Increase:**

	Increase Amount - %	or	Increase Amount - \$ Amount	Effective Date	End Date (if Any)
Regional Pay Adjustment	1.0%		388,789	1-Jul-25	
General Wage Increase, July 2025	3.0%		1,132,196	1-Jul-25	
General Wage Increase, July 2026	2.0%		777,577	1-Jul-26	
Increase minimum wage to \$23/hour			6,792	1-Jul-25	
Accelerate movement to Step M	2.5%		variable	1-Jul-25	

**Describe increase:**

Increase regional pay from 2% to 3% in addition to state-funded COLAs; increase of WWU minimum wage to \$23 per hour; accelerate movement to top wage step, Step M, for employees at Step L for 12 months or longer.

*In addition to the above information, provide additional information for certain types of increases:*

**ATTACHMENT A-2**

**Non-Faculty Exempt Collective Bargaining Agreement Impact Template**

*Please provide this information for each negotiated compensation adjustment, other than those negotiated by the OFM Labor Relations Office.*

*This information should be provided in addition to the cost summary by fiscal year and by fund described in the special higher education budget instructions.*

**Agency** Western Washington University

**Bargaining Unit Title** Washington Federation of State Employees

**Bargaining Unit Code** WFSE

**For EACH Increase:**

- Regional Pay Adjustment
- General Wage Increase, July 2025
- General Wage Increase, July 2026
- Increase minimum wage to \$23/hour
- Accelerate movement to Step M

	Increase Amount - %	or	Increase Amount - \$ Amount	Effective Date	End Date (if Any)
Regional Pay Adjustment	1.0%		261,147	1-Jul-25	
General Wage Increase, July 2025	3.0%		755,358	1-Jul-25	
General Wage Increase, July 2026	2.0%		522,294	1-Jul-26	
Increase minimum wage to \$23/hour			180,707	1-Jul-25	
Accelerate movement to Step M	2.5%		Variable	1-Jul-25	

**Describe increase:**

Increase regional pay from 2% to 3% in addition to state-funded COLAs; increase of WWU minimum wage to \$23 per hour; accelerate movement to top wage step, Step M, for employees at Step L for 12 months or longer.

*In addition to the above information, provide additional information for certain types of increases:*

**ATTACHMENT A-2**

**Non-Faculty Exempt Collective Bargaining Agreement Impact Template**

Please provide this information for each negotiated compensation adjustment, other than those negotiated by the OFM Labor Relations Office.

This information should be provided in addition to the cost summary by fiscal year and by fund described in the special higher education budget instructions.

**Agency** Western Washington University

**Bargaining Unit Title** Western Washington University Police Guild

**Bargaining Unit Code** WWUPG

**For EACH Increase:**

Increase Amount - %	or	Increase Amount - \$ Amount	Effective Date	End Date (if Any)

**Describe increase:** WWU will submit final agreement for WWPG before the end of legislative session per RCW 41.80.010, sub section 4.c.iii

In addition to the above information, provide additional information for certain types of increases:

**For Increases to Specific Job Classes:**  
(add rows as needed)

Job Class Code	Job Class Title

OR

**For longevity pay (increase after certain years of service), seniority pay (increase after certain years in job class), additional leave time**  
(add rows as needed)

Job Class Code	Job Class Title	Employee ID Number	Employee Name

OR

**For assignment pay, special skills pay, shift differentials, locality or geographic pay:**

(add rows as needed)

Job Class Code	Job Class Title	Employee ID Number	Employee Name	Expected Number of Hours per Year

ATTACHMENT A-2b

Classified Employees Collective Bargaining Agreement Summary

Please provide this information for the most recent agreement and the preceding agreement for each Collective Bargaining Agreement.

Bargaining Unit 1: WFSE A - Clerical

Total FY2025 Salary Base: \$8,587,165

	001-1				148-6				149-6			
	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4
Regional Pay Adjustment	\$ 69,912	\$ 71,311	\$ 71,311	\$ 71,311	\$ 35,312	\$ 36,019	\$ 36,019	\$ 36,019			\$ -	\$ -
General Wage Increase, July 2025	\$ 203,187	\$ 203,187	\$ 203,187	\$ 203,187	\$ 102,087	\$ 102,087	\$ 102,087	\$ 102,087				
General Wage Increase, July 2026		\$ 139,825	\$ 139,825	\$ 139,825		\$ 70,625	\$ 70,625	\$ 70,625				
Increase minimum wage to \$23/hour	\$ 15,152	\$ 15,152	\$ 15,152	\$ 15,152	\$ 26,263	\$ 26,263	\$ 26,263	\$ 26,263				
<b>Totals</b>	\$ 288,251	\$ 429,474	\$ 429,474	\$ 429,474	\$ 163,663	\$ 234,994	\$ 234,994	\$ 234,994	\$ -	\$ -	\$ -	\$ -

Bargaining Unit 2: WFSE B - Trades

Total FY2025 Salary Base: \$10,525,354

	001-1				148-6				149-6			
	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4
Regional Pay Adjustment	\$ 65,954	\$ 67,273	\$ 67,273	\$ 67,273	\$ 63,906	\$ 65,184	\$ 65,184	\$ 65,184			\$ -	\$ -
General Wage Increase, July 2025	\$ 189,693	\$ 189,693	\$ 189,693	\$ 189,693	\$ 184,484	\$ 184,484	\$ 184,484	\$ 184,484				
General Wage Increase, July 2026		\$ 131,909	\$ 131,909	\$ 131,909		\$ 127,811	\$ 127,811	\$ 127,811				
Increase minimum wage to \$23/hour	\$ 82,652	\$ 82,652	\$ 82,652	\$ 82,652	\$ 56,640	\$ 56,640	\$ 56,640	\$ 56,640				
<b>Totals</b>	\$ 338,299	\$ 471,527	\$ 471,527	\$ 471,527	\$ 305,029	\$ 434,119	\$ 434,119	\$ 434,119	\$ -	\$ -	\$ -	\$ -

Bargaining Unit 3: WFSE E - Supervisory Trades

Total FY2025 Salary Base: \$2,135,257

	001-1				148-6				149-6			
	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4
Regional Pay Adjustment	\$ 14,396	\$ 14,684	\$ 14,684	\$ 14,684	\$ 11,666	\$ 11,899	\$ 11,899	\$ 11,899			\$ -	\$ -
General Wage Increase, July 2025	\$ 41,931	\$ 41,931	\$ 41,931	\$ 41,931	\$ 33,977	\$ 33,977	\$ 33,977	\$ 33,977				
General Wage Increase, July 2026		\$ 28,793	\$ 28,793	\$ 28,793		\$ 23,331	\$ 23,331	\$ 23,331				
Increase minimum wage to \$23/hour	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
<b>Totals</b>	\$ 56,328	\$ 85,408	\$ 85,408	\$ 85,408	\$ 45,643	\$ 69,207	\$ 69,207	\$ 69,207	\$ -	\$ -	\$ -	\$ -

Bargaining Unit 4: PSE PTE - Non-Supervisory

Total FY2025 Salary Base: \$20,088,651

	001-1				148-6				149-6			
	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4
Regional Pay Adjustment	\$ 177,264	\$ 180,810	\$ 180,810	\$ 180,810	\$ 67,989	\$ 69,349	\$ 69,349	\$ 69,349			\$ -	\$ -
General Wage Increase, July 2025	\$ 516,304	\$ 516,304	\$ 516,304	\$ 516,304	\$ 197,848	\$ 197,848	\$ 197,848	\$ 197,848				
General Wage Increase, July 2026		\$ 354,528	\$ 354,528	\$ 354,528		\$ 135,978	\$ 135,978	\$ 135,978				
Increase minimum wage to \$23/hour	\$ -	\$ -	\$ -	\$ -	\$ 6,124	\$ 6,124	\$ 6,124	\$ 6,124				
<b>Totals</b>	\$ 693,568	\$ 1,051,642	\$ 1,051,642	\$ 1,051,642	\$ 271,961	\$ 409,299	\$ 409,299	\$ 409,299	\$ -	\$ -	\$ -	\$ -

Bargaining Unit 5: PSE D - Supervisory

Total FY2025 Salary Base: \$11,745,194

	001-1				148-6				149-6			
	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4	FY 1	FY 2	FY 3	FY 4
Regional Pay Adjustment	\$ 106,107	\$ 108,230	\$ 108,230	\$ 108,230	\$ 37,255	\$ 38,000	\$ 38,000	\$ 38,000			\$ -	\$ -
General Wage Increase, July 2025	\$ 309,031	\$ 309,031	\$ 309,031	\$ 309,031	\$ 108,510	\$ 108,510	\$ 108,510	\$ 108,510				
General Wage Increase, July 2026		\$ 212,215	\$ 212,215	\$ 212,215		\$ 74,510	\$ 74,510	\$ 74,510				
Increase minimum wage to \$23/hour	\$ 667	\$ 667	\$ 667	\$ 667	\$ -	\$ -	\$ -	\$ -				
<b>Totals</b>	\$ 415,806	\$ 630,144	\$ 630,144	\$ 630,144	\$ 145,765	\$ 221,021	\$ 221,021	\$ 221,021	\$ -	\$ -	\$ -	\$ -

**ATTACHMENT A-3****Faculty Collective Bargaining Agreement Summary Template**

*Please provide this information for the most recent agreement and the preceding agreement.*

	FY 2024	FY 2025	FY 2026	FY 2027
All-Fund Salary Base	\$88,951,969	\$93,476,260	TBD	TBD
Across-the-board increase (State+149) *	\$3,881,251	\$4,134,603	TBD	TBD
Across-the-board increase (other funds)	\$412,369	\$389,689	TBD	TBD
Longevity Increase (State+149)	\$0	\$0	\$0	\$0
Longevity Increase (other funds)	\$0	\$0	\$0	\$0
Assignment Pay; Dean/Chair Stipends (State+149)	\$869,219	\$821,412	TBD	TBD
Assignment/stipends (other funds)	\$326,959	\$308,976	TBD	TBD

Effective date begins 9/16 each year.

**ATTACHMENT A-4**

**Student Collective Bargaining Agreement Summary Template**

*Please provide this information for the most recent agreement and the preceding agreement.*

	FY 2024	FY 2025	FY 2026	FY 2027
All-Fund Salary Base	\$5,827,511	\$6,460,171	\$6,845,656	\$7,029,625
Across-the-board increase	\$0	\$632,660	\$385,485	\$183,969
Other items	\$0	\$141,407	\$503,950	\$499,424

\* Undergraduate Tuition Stipends (\$372k) included in "Other Increases" in FY26 and FY27 is contingent on state funding per the agreement.

**Effective date of increases:**

**Grad TA/RA**

9/16/24- 14.0% ATB Salary Increase Grad

9/16/25 - 3.0% ATB Salary Increase Grad

9/16/26 - 3.0% ATB Salary Increase Grad

**Student Hourly**

9/16/24 - 3.0% Min Wage Increase

1/1/25 - 6.7% Min Wage Increase

1/1/26 - 4.1% Min Wage Increase

Attachment B-1

State-Supported Tuition Waivers by Purpose

For the most part, state-supported waivers are outlined in RCW 28B.15.910(1),(2) and (4).

Institution: Western Washington University

Purpose for Granting The Waiver	RCW	FY 2023				FY 2024 - Unaudited			
		Residents		Non-Residents		Residents		Non-Residents	
		Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)
<b>UNDERGRADUATE STUDENTS</b>									
Children of Police/Firemen	28B.15.380	6	\$ 35,262	-	\$ -	5	\$ 21,924	-	\$ -
Veteran	28B.15.621	133	\$ 954,088	2	\$ 13,419	154	\$ 763,479	1	\$ 5,725
Diversity	28B.15.740	192	\$ 355,736	24	\$ 45,993	196	\$ 263,759	21	\$ 26,600
Gender Equity	28B.15.740	137	\$ 664,744	47	\$ 541,147	147	\$ 486,003	50	\$ 354,010
Merit	28B.15.740	2,038	\$ 2,722,207	-	\$ -	2,230	\$ 2,066,539	8	\$ 6,315
Financial Need	28B.15.740	1,130	\$ 1,339,176	2	\$ 5,587	957	\$ 757,994	3	\$ 5,541
Other	28B.15.740	46	\$ 67,099	48	\$ 625,258	12	\$ 17,997	38	\$ 405,429
WUE	28B.70.050	-	\$ -	350	\$ 4,658,424	-	\$ -	367	\$ 3,412,480
<b>Subtotal State-Support</b>		<b>3683</b>	<b>\$ 6,138,312</b>	<b>473</b>	<b>\$ 5,889,629</b>	<b>3702</b>	<b>\$ 4,377,696</b>	<b>488</b>	<b>\$ 4,216,101</b>
<b>GRADUATE STUDENTS</b>									
Graduate Teaching Assistants	28B.15.014	20	\$ 91,193	6	\$ 53,580	15	\$ 59,923	9	\$ 58,774
Graduate Service Appointments	28B.15.615	152	\$ 1,191,985	23	\$ 182,328	157	\$ 877,709	26	\$ 127,874
Gender Equity	28B.15.740	1	\$ 6,451	-	\$ -	3	\$ 12,292	1	\$ 7,174
Merit	28B.15.740	-	\$ -	-	\$ -	-	\$ 623	1	\$ -
Financial Need	28B.15.740	1	\$ 852	-	\$ -	-	\$ -	1	\$ -
Other	28B.15.740	36	\$ 221,675	2	\$ 34,646	38	\$ 160,057	4	\$ 43,405
<b>Subtotal State-Support</b>		<b>211</b>	<b>\$ 1,512,156</b>	<b>31</b>	<b>\$ 270,654</b>	<b>212</b>	<b>\$ 1,110,604</b>	<b>42</b>	<b>\$ 237,227</b>
<b>TOTAL STATE SUPPORT</b>		<b>3894</b>	<b>\$ 7,650,468</b>	<b>504</b>	<b>\$ 6,160,283</b>	<b>3914</b>	<b>\$ 5,488,300</b>	<b>530</b>	<b>\$ 4,453,328</b>

NOTE: Please enter unduplicated headcounts and revenues waived in the cells above. In instances in which a student qualifies for multiple waivers (e.g. a veteran enrolled in excess of 18 credits), please count the student and include all operating fees waived on their behalf on the first row applicable to their situation.



**Attachment B-3  
Financial Aid for Undergraduate students from Non-State Sources**

**Institution: Western Washington University**

---

	FY 2022		FY 2023		FY 2024	
	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)
Federal Grants (including Pell Grants)	3,317	14,779,300	3,125	14,694,728	3,103	15,957,842
Federal Student Loans	4,384	28,769,241	4,373	28,108,152	4,306	27,770,335
Federal PLUS Loans	686	10,110,355	659	11,385,839	718	13,763,710
Private Grants*	1,371	2,924,398	1,190	2,653,610	1,786	4,099,155
Private Loans	498	7,219,974	584	8,699,349	617	9,781,743
Three and One Half or Four Percent Set Aside**	2,084	3,755,012	2,127	4,655,810	1,532	3,610,966
Other	1,007	3,784,523	1039	4,092,779	1,117	4,512,144

\* Private Grants: Grants or loans funded with contributions, endowment funds, foundation resources, or other private sources under the institution's control excluding funds from RCW 28B.15.067(1), (9) and (10).

\*\* RCW 28B.15.031 requires a minimum of four percent of operating fees be retained by four-year institutions of higher education and a minimum of three and one-half percent of operating fees be retained by the community and technical colleges for the purposes of RCW 28B.15.820.

Attachment B-4

**Cumulative Undergraduate Student  
Loan Debt at Graduation**

Institution: Western Washington University

Academic Year	Total Students Receiving Bachelor's Degree	Number Receiving Bachelor's Degree with Loan Debt*	Percentage of those receiving Bachelor's Degrees Who Have Loan Debt*	Mean Loan Debt* at Graduation	Median Loan Debt* at Graduation	Total Loan Debt* for All Students
2017-18	3,395	1,898	55.91%	21,375	20,144	40,570,168
2018-19	3,543	1,919	54.16%	21,485	20,500	41,228,919
2019-20	3,554	1,771	49.83%	20,927	19,500	37,062,496
2020-21	3,400	1,634	48.06%	20,266	19,500	33,115,069
2021-22	3,255	1,468	45.10%	20,236	18,455	29,706,083
2022-23	3,195	1,316	41.19%	20,637	19,292	27,157,873
2023-24	Loan information for 2023-24 will be available October 2024					

\*Loan debt from Federal, State or Private loans received while attending this institution.

Attachment C

Maintenance & Operations Costs

For New Facilities Projected to Come On-Line in 2025-27

Please submit separate forms for Maintenance Level vs. Performance Level requests. At ML, institutions may propose ongoing state support for facilities constructed or expanded with bond or cash assistance in the state capital budget. Performance Level decision packages may be submitted and considered for (1) instructional facilities constructed with financing contracts authorized in the state capital budget; or (2) instructional or research facilities constructed with non-state funds.

Institution: \_\_\_\_\_

Total gross square feet of campus facilities supported by State Funds:

Total net assignable square feet supported by State Funds:

Project Name	Capital Budget Project Code	Total Project Gross Square Feet*	Total Project Cost		Gross Square Feet		Projected Occupancy Date	Projected Percentage of Year Occupied		Proposed State-Supported Cost Per Square Foot**		Requested State Support		
			State Funds	Other Funds	Replaced by Project	Renovated in Project		FY 26	FY 27	FY 26	FY 27	FY 26	FY 27	TOTAL
Student Development	30000919	34000	\$ 48,175,000	\$ 4,475,000	0	0	9/30/2026	0%	75%	0	\$ 10.86	\$0	\$276,874	\$276,874
												\$0	\$0	\$0
												\$0	\$0	\$0
												\$0	\$0	\$0
												\$0	\$0	\$0
												\$0	\$0	\$0
												\$0	\$0	\$0
												\$0	\$0	\$0
												\$0	\$0	\$0
												\$0	\$0	\$0

\*If building square footage exceeds by more than 5% the amount identified in the project C-2 that was submitted to OFM and the Legislature prior to the session during which construction funding was appropriated, please explain why in the "Expenditure and Revenue Calculations" section of the decision package.

\*\*Please identify and explain the basis for the proposed rate per square foot, by component function, in the table below. If this cost exceeds your institution's actual FY 24 cost per square foot for the function, please explain why.

Component	Proposed Rate per GSF		Estimation Basis for Proposed Rate
	FY 26	FY 27	
091 - Utilities		\$2.56	This is estimated to be approximately \$86,881/FY (or \$2.56/sq ft) based on current electric rates.
092 - Bldg & Utilities Maintenance		\$2.51	Based on a FY27 .75 FTE (salary and benefits) to provide maintenance services for the facility
093 - Custodial & Grounds Svcs.		\$3.28	Based on 2.0 FY27 FTE (salary and benefits) to provide custodial services for the facility
094 - Ops & Maintenance Support		\$2.51	Based on a FY27 .75 FTE (salary and benefits) to provide maintenance support for the facility
TOTAL	\$0.00	\$10.86	

## LOCAL FUND SUMMARY

### **Dedicated Local Fees Account (Fund 148)**

This dedicated local fee fund is used to account for service fees, course and lab fees, extended education fees and other miscellaneous fees. All expense related to such revenue is recorded in this fund.

Authority: RCW 43.88.195

### **Operating Fees Account (Fund 149)**

This operating fee fund is used to account for operating fee and investment income revenue. All expense related to such revenue is recorded in this fund.

Authority: RCW 43.88.195

### **Central Stores (Fund 440)**

This internal service fund is designated to account for the cost of furnishing centralized institutional office supplies, materials, and other services to campus operating departments. Funds are generated through supplies and services fees and interdepartmental recharges. Authority: RCW 43.88.195

### **Data Processing (Fund 443)**

This internal service fund is used for data processing services provided to campus departments, including telecommunications, administrative and academic computing services, and other technical support services. Funds are generated through service fees and interdepartmental recharge. Authority: RCW 43.88.195

### **Printing Fund (Fund 448)**

This internal service fund is used to provide centralized duplicating and typesetting services to campus operations. Funds are generated through interdepartmental recharges. Authority: RCW 43.78.030/43.88.195

### **Other Internal Service Fund (Fund 450)**

This internal service fund is used to account for the cost of providing centralized facilities planning and construction activities, which are subsequently billed to operating departments or appropriate capital projects. Funds are generated through interdepartmental recharges. Authority: RCW 43.88.195

### **Motor Pool Fund (Fund 460)**

This internal service fund is designated to provide centralized transportation services to campus operations. Vehicles are classified by types (sedans, vans, etc.) in order to assess appropriate operating rates. Funds are generated through interdepartmental recharges. Authority: RCW 43.88.195

### **Associated Students Fund (Fund 522)**

This auxiliary enterprise fund is used to account for the associated student government, clubs and organizations, and other student-supported activities. Revenues are generated from services and activities fees and special student events and investments. Authority: RCW 43.88.195

### **Bookstore Fund (Fund 524)**

This auxiliary enterprise fund is designated to handle the operations of the university bookstore. Revenues are generated from the sale of books and supplies to

## LOCAL FUND SUMMARY

### **Parking Fund (Fund 528)**

This auxiliary enterprise fund is used to account for the operations of the university's parking services. It includes revenue from parking permits and fines, and expenditures for parking facilities. Authority: RCW 43.88.195

### **Other Enterprises Fund (Fund 570)**

This auxiliary enterprise fund is designated to provide centralized services to both campus departments and outside organizations. It includes the operations of the intercollegiate athletic program, department related activities, intramurals and sport clubs. Authority: RCW 43.88.195

### **Housing and Dining Fund (Fund 573)**

This auxiliary enterprise fund is used to identify revenues, expenditures, transfers, and debt service payments associated with the university housing and dining operations. Income is derived from campus dormitories, apartments and various food and service operations. Authority: RCW 43.88.195

### **G. Robert Ross Endowment (Fund 841)**

This fund accounts for the assets reviewed by the institution to be held in trust for the G. Robert Ross distinguished faculty endowment award. Proceeds from the endowment may be used to supplement the salary of the holder of the award, to pay salaries of his or her assistants, and to pay expenses associated with the holder's scholarly work. Authority: RCW 28B10.878

### **Scholarship Fund (Fund 846)**

This fund accounts for established scholarships and fellowships. The income to the fund consists of private gifts, and federal and state grants. Authority: RCW 43.88.195

### **Perkins and Other Loan Fund (Fund 849)**

This fund accounts for loans to qualified students under the policies established by the sponsoring agency. Revenues and receipts come from interest collected on the loans and additions to the loan fund balances from federal sources, private sources, and charitable and service organizations. Authority: RCW 43.88.195

### **Endowment Fund (Fund 859)**

This fund accounts for the assets received by the institution to be held in trust according to the terms of the endowment agreements, whereby the principal usually remains intact and the earnings are utilized for institutional activities. Authority: RCW 43.88.195

LOCAL FUND SUMMARY

**State Loan Fund (Fund 860)**

The 1981 Legislature designated 3.5 percent of general tuition and fees receipts for Guaranteed Student Loans. This fund was established to account for this activity.

Authority: RCW 28B.15.820

	Code	Title
AGENCY	380	Western Washington University

### NON-BUDGETED LOCAL FUND SUMMARY

DATE

9/3/2024

FUND CODE	FUND NAME	7/1/23 FUND BALANCE*	6/30/25 ESTIMATED FUND BALANCE	2025-27 ESTIMATED REVENUES	2025-27 ESTIMATED EXPENDITURES	6/30/27 ESTIMATED FUND BALANCE
148	Dedicated Local	13,916,011	15,537,145	103,484,092	103,274,058	15,747,179
149	Operating Fees	19,015,406	7,422,434	202,673,648	226,498,888	-16,402,806
440	Central Stores	0	0	0	0	0
443	Data Processing	634,627	485,024	975,022	1,250,894	209,152
448	Printing	-316,448	-623,313	1,775,705	2,329,898	-1,177,506
450	Other Internal Services	6,426,367	6,873,293	22,165,602	21,273,459	7,765,436
460	Motor Pool	30,228	32,968	512,694	461,498	84,164
522	Associated Students	2,132,049	2,365,794	8,962,149	8,540,987	2,786,956
524	Bookstore	3,483,869	3,465,769	9,016,136	8,504,903	3,977,002
528	Parking	5,597,752	6,521,862	6,453,514	4,025,768	8,949,608
570	Other Enterprises	805,288	161,813	29,894,799	29,978,181	78,431
573	Housing and Dining	87,761,716	91,752,408	140,032,978	137,008,165	94,777,221
841	G. Robert Ross Endowment	302,478	394,668	219,871	29,754	584,785
846	Scholarship	1,599,016	1,599,016	25,366,658	25,129,571	1,836,103
849	Perkins and Other Loan Funds	4,676,324	4,783,036	218,907	44,972	4,956,971
859	Endowment Funds	8,503,168	9,951,358	3,530,683	599,380	12,882,661
860	State Loan Funds	4,471,585	4,858,553	18,730,888	18,666,475	4,922,966

\* This column must agree with the 6/30/23 CAFR balance.

State of Washington  
Request for Fees  
2025-27 Biennium

	Code	Title
AGENCY	380	Western Washington University

Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	Incremental Revenue				Tied to Expenditure Change?	Fee Payer Position	Explanation of Change Instructions	See
							GF-S		Other Funds					
							FY 2025	FY 2026	FY 2025	FY 2026				
380	Western Washington University	2200	Services & Activity Fee	NO	NO	Increased			317	329	Increase in resources and/or program cost	Agency Initiated	4% increase for self-supporting funds (passed by WWU's Board of Trustees for FY 2025). FY26 amounts are TBD pending October 2024 approval.	
380	Western Washington University	2300	Student Recreation Fee	NO	NO	Increased			171	178	Increase in resources and/or program cost	Agency Initiated	4% or \$4.55 per quarter increase for students taking 10 credits or more, prorated for students taking less than 10 credits (passed by WWU's Board of Trustees for FY 2025). FY26 amounts are TBD pending October 2024 approval.	
380	Western Washington University	2300	Student Health Services Fee	NO	NO	Increased			230	239	Increase in resources and/or program cost	Agency Initiated	3.77% or \$6.00 per quarter for students taking 6 or more credits (passed by WWU's Board of Trustees for FY 2025). FY26 amounts are TBD pending October 2024 approval.	
380	Western Washington University	2100	Student Technology Fee	NO	NO	Continued			-	-				
380	Western Washington University	2300	Non-Academic Building Fee	NO	NO	Increased			60	61	Increase in resources and/or program cost	Agency Initiated	.85% or \$2.00 per quarter increase for students taking 6 credits or more (passed by WWU's Board of Trustees for FY 2025).FY26 amounts are TBD pending October 2024 approval.	
380	Western Washington University	2300	Sustainable Action Fee	NO	NO	Continued			-	-				

Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	Incremental Revenue				Tied to Expenditure Change?	Fee Payer Position	Explanation of Change Instructions	See
							GF-S		Other Funds					
							FY 2025	FY 2026	FY 2025	FY 2026				
380	Western Washington University	2300	Active Transportation Fee	NO	NO	Increased			168	196	Increase in resources and/or program cost	Agency Initiated	16.67% or \$5.00 per quarter increase for students taking six or more credits (passed by WWU's Board of Trustees for FY 2025). FY26 amounts are TBD pending October 2024 approval.	
380	Western Washington University	2300	Legislative Action Fee	NO	NO	Continued			-	-				
380	Western Washington University	2300	Multicultural Services Fee	NO	NO	Continued			-	-				
380	Western Washington University	1100	Residential Tuition - Operating	NO	NO	Increased			2,000	2,060	Increase in resources and/or program cost	Agency Initiated	3% increase in tuition for all resident and non-residents (passed by WWU's Board of Trustees for FY 2025). FY26 amounts are TBD pending October 2024 approval.	
380	Western Washington University	1200	Non-Residential Tuition - Operating	NO	NO	Increased			848	874	Increase in resources and/or program cost	Agency Initiated	3% increase in tuition for all resident and non-residents (passed by WWU's Board of Trustees for FY 2025). FY26 amounts are TBD pending October 2024 approval.	
380	Western Washington University	1101	Residential Tuition - Capital Building Fee	NO	NO	Increased			100	103	Increase in resources and/or program cost	Agency Initiated	3% increase in tuition for all resident and non-residents (passed by WWU's Board of Trustees for FY 2025). FY26 amounts are TBD pending October 2024 approval.	
380	Western Washington University	1201	Non-Residential Tuition - Capital Building Fee	NO	NO	Increased			37	38	Increase in resources and/or program cost	Agency Initiated	3% increase in tuition for all resident and non-residents (passed by WWU's Board of Trustees for FY 2025). FY26 amounts are TBD pending October 2024 approval.	

Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	Incremental Revenue				Tied to Expenditure Change?	Fee Payer Position	Explanation of Change Instructions	See
							GF-S		Other Funds					
							FY 2025	FY 2026	FY 2025	FY 2026				
380	Western Washington University	2300	Housing and Dining	NO	NO	Increased			2,394	2,798	Increase in resources and/or program cost	Agency Initiated	4.47% increase in the base residence hall room and board rates. (passed by WWU's Board of Trustees for FY 2025). FY26 amounts are TBD pending October 2024 approval.	
Additional Comments Amounts in FY26 are estimates. Final rate changes are TBD pending Board approval in October 2024.														



Agency	380	Western Washington University
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Fee Title	Agency	Fee Amount as of 1/1/2018	Fee Amount as of 1/1/2019	Fee Amount as of 1/1/2020	Fee Amount as of 1/1/2021	Fee Amount as of 1/1/2022	Fee Amount as of 1/1/2023	Fee Amount as of 1/1/2024	Statutory Authority	Purpose
Resident Undergraduate Tuition - Operating Fees	380	\$6,081.00	\$6,388.00	\$6,541.00	\$6,383.00	\$6,893.00	\$6,921.00	\$7,129.00	RCW 28B.15.067	Fee revenue funds WWU Operating Expenses
Resident Undergraduate Tuition - Building Fees	380	\$307.00	\$307.00	\$314.00	\$322.00	\$331.00	\$349.00	\$359.00	RCW 28B.15.067	Fee revenue funds WWU Building Expenses
Non-Resident and Graduate Tuition - Operating Fees	380	\$9,448.00-\$28,842.00	\$9,699.00 - \$29,734.00	\$10,135.00 - \$29,260.00	\$10,389.00 - \$29,992.00	\$10,680.00 - \$30,832.00	\$23,814.00 - \$32,040.00	\$24,528 - \$25,558	RCW 28B.15.067	Fee revenue funds WWU Operating Expenses
Non-Resident and Graduate Tuition - Building Fees	380	\$251.00-\$892.00	\$251.00 - \$892.00	\$262.00 - \$907.00	\$269.00 - \$930.00	\$277.00 - \$956.00	\$297.00 - 987.00	\$306 - \$1,017	RCW 28B.15.067	Fee revenue funds WWU Building Expenses
Summer Quarter Tuition - range per credit	380	\$250.00 - \$625.00	\$261.00 - \$757.00	\$267.00 - \$757.00	\$274.00 - \$998.00	\$280.00 - \$523.00	\$290.00 - \$1,064.00	\$299 - \$1,096	RCW 28B.15.067	Fee revenue funds OCE Operating Expenses
Technology Fee	380	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	RCW 28B.15.069	The technology fee is used to upgrade and expand technology equipment, facilities, and software on the Bellingham campus.
Service and Activity Fee	380	\$649.80	\$649.80	\$671.94	\$671.94	\$679.13	\$726.75	\$751.98	RCW 28B.15.041	"Services and Activities fees shall be used...for the express purpose of funding student activities and programs." Also by State law, 3.5% of all Fee revenue must be allocated towards student loan programs
Health Service Fee	380	\$339.00	\$339.00	\$351.00	\$351.00	\$351.00	\$477.00	\$495.00	RCW 28B.15.069	Fee revenues are used to maintain a standard of health care for Western's campus and as a contingency for emergency services. This fee provides a stable funding base for WWU's health related services by providing accessible medical, mental health and wellness services to students. The fee is the primary source of revenue that supports the staffing and operations of the Student Health Center, Prevention & Wellness Services and a portion of the Counseling Center. Each of the departments provides a variety of clinical and educational services to Western's students. Students may access online health and counseling services.
Other Mandatory Fees	380	\$27.00 - \$303.60	\$27.00 - \$315.75	\$27.00-\$328.38	\$3.00 - \$328.38	\$3.00 - \$328.38	\$3.00 - \$341.52	\$3.00 - 355.17	RCW 28B.15.069	Fees provide student support in the area for which they are collected
Lab/Course Fees	380	\$1.85 - \$396.00	\$1.85 - \$750.00	\$1.85 - \$750.00	\$1.85 - \$750.00	\$1.10 - \$750.00	\$1.16 - \$750.00	\$1.23 - \$750.00	RCW 28B.15.100	Fee covers the cost of consumable materials used by students to make items retained by the student, unique personal expenses(eg.,artist models, technicians). Cost of supplies and materials required in the course and provided directly to students for convenience and/or economy purposes, course specific equipment repair and /or replacement, field trips
Fee Based Degree, Non-Credit, Credit Programs	380	\$11.00 - \$300.00	\$12.00 - \$325.00	\$12.00 - \$325.00	\$12.00 - \$400	\$11.00 - \$2,500.00	\$11.00 - \$2,500.00	\$13.00 - \$2,500.00	RCW 28B.15.069	Fees provide student support in the area for which they are collected
Application Fees	380	\$26.00 - \$100.00	\$26.00 - \$100.00	\$28.00 - \$100.00	\$28.00 - \$100.00	\$28.00 - \$100.00	\$28.00 - \$100.00	\$35.00 - \$100.00	RCW 28B.15.069	Fee to cover the cost of services
Administrative Fees	380	\$0.04 - \$8,200.00	\$0.04 - \$8,200.00	\$0.04 - \$8,400.00	\$0.04 - \$8,400.00	\$0.04 - \$15,000.00	\$0.04 - \$18,289	\$0.05 - \$20,046	RCW 28B.15.069	Fee covers the cost of providing goods or services and is directly related to the cost of the services or goods provided.

**Western Washington University**

ENTERPRISE RISK	RESPONSE STRATEGY
<b>Buildings and Infrastructure</b>	
<p><b>Risk Statement:</b> <i>The under-funding of renewal needs at the University's aging buildings and infrastructure will result in increased deterioration and system failure. Poorly functioning and aesthetically unappealing structures are a detriment to Western's goals of building student enrollment and employee retention.</i></p> <p><b>Opportunity Statement:</b> <i>An attractive, well-maintained campus that mixes the beauty and grandure of our historic buildings with striking modern structures will instill pride and affection in current students and alumni and help attract new students and employees.</i></p> <p>1</p>	<p>This risk has been previously prioritized in Western's ERM program. In partnership with the other 4-year Washington State higher education institutions, we contracted with a facilities benchmarking consultant to develop a long-term strategy for operating and capital budget discussions with Olympia, building the case for investment in buildings and infrastructure. Content and recommendations from the WWU report were incorporated into the FY21-23 capital request to Olympia.</p> <p>Going forward, Western has committed to developing capital budget plans over the span of several biennia for increased and staggered infrastructure reinvestment. The focus has been on strategic building system renewals using minor preservation funds and seek to increase this funding.</p> <p>To this end, Western is submitting a DP request for full funding of maintenance and operations costs to restore the original intent of the building fees account. This request is in the amount of \$4,154,000.</p> <p>Western is also requesting M&amp;O for new building occupancy. During the 2025-2027 biennium, Western anticipates taking occupancy of the new 34,000 square foot Student Development &amp; Success Center (projected occupancy is 9/30/26). This request for \$276,874 is based on recent state funding of new square footage, and is expected to cover the actual costs of utilities, building and utility maintenance, custodial and ground services, operations/maintenance support, and building information technology infrastructure.</p>
<b>Affordability and enrollment management</b>	
<p><b>Risk Statement:</b> <i>Loss of or failure to grow enrollment and tuition revenue is an immediate risk to our financial viability. A decreasing base of graduating high school seniors and a cultural diminishment of the value placed on higher education has placed colleges and universities in competition for the limited pool of prospective college students.</i></p> <p><b>Opportunity Statement:</b> <i>Western's commitment to academic excellence and student success, combined with innovative approaches to recruitment and educational content delivery provide an opportunity to grow a non-traditional and diverse student body.</i></p> <p>2</p>	<p>To achieve enrollment success, it is imperative that Western Washington University meet student expectations for educational programs, housing and recreational facilities.</p> <p>Western has consistently received some of the lowest per student funding over the past 3 decades when compared with other public four-year institutions. Over time, this policy has eroded Western's base budget causing a serious structural budget deficit. Western is requesting \$10.7 million per year in recurring funding, based on the gap between WWU and the next-lowest funded institution of higher education in the state.</p> <p>To best serve surrounding communities and foster college going culture among first generation and low-income students, Western intends to expand outreach capacity and bolster the long-running Compass 2 Campus program. To combat declines in postsecondary enrollment and increase availability of credentialed workers in Washington state, outreach initiatives are critical to cultivating student interest in higher education, specifically for first generation and low-income students. To support these efforts, Western is requesting that the one-time, nonrecurring funding for our Academic Access &amp; Outreach proposal be made recurring in the amount of \$800,000 annually.</p>
<b>Information Technology (IT) Systems, Infrastructure and Governance</b>	
<p><b>Risk Statement:</b> <i>The University's IT systems and infrastructure, including its data network and communications systems, are near end-of-life or out of support, have no replacement schedule, nor have strategic system/equipment priorities been identified (except for Banner 8 to 9). Lack of an institutional IT governance structure compromises IT strategy, accessibility, security, IT capital planning, offsite backup strategies and data management efforts.</i></p> <p><b>Opportunity Statement:</b> <i>Modern, reliable IT systems and infrastructure, coupled with a strong IT governance structure, will empower - rather than restrain - both academic and administrative programs, departments, and centers as they pursue their respective objectives under the University's strategic plan.</i></p> <p>3</p>	<p>This risk was also previously prioritized under WWU's ERM program. The previously identified Action Plans are slowly, but successfully, improving this enterprise risk for the following reason. Temporary funding was identified by the University enabling IT to update the most critical aspect of the campus data network, the 'core network'. Having the core network upgraded to supported and more secure technology, the chances of campus completely losing outside traffic is reduced and the primary reason for the drop in the impact rating.</p> <p>Still at stake are individual buildings with 13-year-old equipment which could, lose network connectivity. 32 are running unsupported equipment, six (6) years past their end-of-life and vendor support. We expect this rating to continue to move lower as funding becomes available to replace the deferred backlog of IT equipment.</p> <p>Western Washington University is submitting a funding request in the amount of \$14,917,301, to replace our aging enterprise resource planning (ERP) system, in place since early 1991, with modern software built on cloud-based architecture. The first phase will replace modules for human resources, payroll, and finance. As on-premises technology becomes more costly and difficult to maintain, it's imperative Western begins system modernization to ensure continued support for basic functionality as well as critical patches and security updates. A new ERP system will give Western the administrative foundation for a better customer experience and, ultimately, support our institutional strategic plan.</p>
Page 1 of 1	



Dollars in Thousands

**ABS030 Working Capital Reserve  
380 Western Washington University  
2025-27 Regular Budget Session  
WWUREQ2 - 2025-2027 Operating Request V2**

065	WWU Capital Projects Account	712	712
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