



FISCAL YEAR 2025 FINANCIAL PLAN



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CHAPTER 1

The Fiscal Year 2025 Financial Plan

Overview

West Virginia University remains one of the nation's preeminent land-grant, R1, public universities. Our students receive a quality education from dedicated faculty members while performing world-class research, engaging in meaningful service activities and finding their purpose.

On both the academic and non-academic sides of the University, staff support our students' journeys at WVU in many meaningful ways. And with an alumni base of more than 210,000, WVU graduates lead in communities and organizations in every corner of West Virginia and around the globe. Combined, our students, faculty, staff and alumni have an immense, positive effect on healthcare, education, prosperity and purpose.

While WVU has much to be proud of and many opportunities to advance, higher education institutions continue to face significant challenges across the country. The decline in high school graduates over the last several years is especially difficult, and continued declines are expected. There have also been post-pandemic challenges, such as international recruiting. In addition, increased demand for scholarships, higher benefit costs and inflation further compound our challenges.

WVU has been at the forefront of these challenges as we worked to ensure the University will continue to be positioned as a strong, thriving institution. While we have made strides, these challenges have affected our bottom line.

The University has been in a state of transformation in recent years but even more so throughout the past year. Through a holistic transformation process, the University completed a thorough review of all areas of the institution to ensure we are operating as efficiently and cost-effectively as possible. WVU implemented several strategic programs aimed at reducing costs, including a voluntary Work-Time Reduction Program, a Managed Print Program and an Indoor Space Temperature Policy, among others. While these programs had a positive effect on WVU's bottom line, the University still faced significant budgetary headwinds.



As a result, WVU reviewed its academic and non-academic units through unit reviews, campus community surveys, stakeholder meetings and more to determine additional areas in which the University could operate more efficiently.

Through an academic program review process, the University eliminated some non-classified staff and faculty positions through contract non-renewals, eliminated a number of academic programs, merged colleges and streamlined general education coursework. A limited number of classified staff positions were also eliminated through a reduction in force (RIF) process.

Concurrently, the University increased its efforts to enhance student success outcomes, including retention, persistence and graduation rates. To ensure we remain at adequate employment levels that shift with enrollment changes and provide both academic and non-academic resources that align with student needs, we will review these factors on a more regular basis in future years.

In addition, the University is moving forward with the full implementation of a new incentive-based budget model. The use of this model will assist the University in continued efforts to streamline the budget, identify resources to invest in programs that will attract students and invest in infrastructure and staffing for future success.

To that end, in this Fiscal Year 2025 Financial Plan (“FY2025 Plan”), University leadership is proposing a budget that shows a positive net position of \$4.6 million on an accrual basis. On a cash basis, there is a slight decline of \$7.3 million, but there is an improvement in Days Cash On Hand.

The plan reflects the savings from transformation efforts, combined with additional savings from across the University over the last two years, to balance the budget. The University worked tremendously hard to overcome the looming \$45 million deficit and to position itself for future success.

The development of the FY2025 budget was informed by the new incentive-based budget model which focuses on the creation of a pool of resources to address unit-level subsidies, University priorities, revenue growth strategies and other strategic initiatives. The FY2025 Plan takes into consideration the savings from transformation efforts to replace the one-time use of WVU Foundation funds.

In addition, an additional \$7 million in expense reductions had to be allocated due to inflation; increases in both business insurance premiums and employee health (PEIA) insurance premiums; and investment in critical areas, including recruitment, retention and needs related to the implementation of Senate Bill 10 (Campus Self-Defense Act). The University’s goal is to have the permanent \$7 million in reductions accomplished by 2027 with interim use of WVU Foundation funds as necessary.

The following charts, chapters and appendices provide additional detail relating to the FY2025 Plan.

University Revenues

The following is a breakdown of the projected revenues of the University for FY2025, divided into major categories, along with comparable FY2023 actual revenues and FY2024 revenue projections:

	FY2023 ACTUALS	FY2024 PROJECTIONS	FY2025 BUDGET	FY2024 TO FY2025 DIFFERENCE
<i>Gross Tuition and Fees</i>	\$504,281,000	\$505,887,000	\$528,581,000	\$22,694,000
<i>Tuition and Fees Allowances¹</i>	(103,306,000)	(97,885,000)	(109,420,000)	(11,535,000)
Total Net Tuition and Fees	\$400,975,000	\$408,002,000	\$419,161,000	\$11,159,000
<i>State Appropriations</i>	186,725,000	190,344,000	198,927,000	8,583,000
<i>Federal and Local Land Grant Appropriations</i>	12,759,000	13,100,000	12,009,000	(1,091,000)
Total Appropriations	\$199,484,000	\$203,444,000	\$210,936,000	\$7,492,000
Deferred Maintenance Appropriation	-	\$5,131,000	\$28,940,000	\$23,809,000
Capital Grants and Contract Revenues	\$48,935,000	-	-	-
<i>Restricted Grants</i>	166,609,000	173,000,000	173,000,000	-
<i>Unrestricted Grants</i>	32,156,000	30,117,000	30,608,000	491,000
<i>Indirect Grants and Contract Revenues (F&A)</i>	39,216,000	39,400,000	41,600,000	2,200,000
<i>WVU Health System Net Reimbursement and Support</i>	64,427,000	70,972,000	76,771,000	5,799,000
<i>Pell Grants</i>	25,443,000	25,500,000	30,000,000	4,500,000
Total Non-Capital Grant and Contract Revenues	\$327,851,000	\$338,989,000	\$351,979,000	\$12,990,000
<i>Housing and Dining</i>	29,273,000	29,483,000	30,789,000	1,306,000
<i>Athletics</i>	72,777,000	65,449,000	70,755,000	5,306,000
<i>Other</i>	37,380,000	39,698,000	40,259,000	561,000
<i>Auxiliaries Institutional Support</i>	(9,720,000)	(6,637,000)	(10,296,000)	(3,659,000)
Auxiliaries	\$129,710,000	\$127,993,000	\$131,507,000	\$3,514,000
<i>Foundation Gift Revenue</i>	113,037,000	105,589,000	98,033,000	(7,556,000)
<i>Investment Income (Loss)</i>	11,789,000	3,000,000	6,000,000	3,000,000
<i>Interest Income</i>	7,353,000	2,800,000	2,500,000	(300,000)
<i>Other Activity</i>	13,510,000	21,072,000	24,462,000	3,390,000
Other Revenues	\$145,689,000	\$132,461,000	\$130,995,000	(\$1,466,000)
Total Revenues	\$1,252,644,000	\$1,216,020,000	\$1,273,518,000	\$57,498,000

¹ Allowances are internally funded, discounted merit and need-based aid to students.

University Expenses

The following is a breakdown of the projected and budgeted expenses of the University for FY2025, divided into major categories, along with comparable FY2023 actual expenses and FY2024 expense projections:

	FY2023 ACTUALS	FY2024 PROJECTIONS	FY2025 BUDGET	FY2024 TO FY2025 DIFFERENCE
Total Salaries and Wages	\$605,065,000	\$593,525,000	\$586,344,000	(\$7,181,000)
<i>Benefits</i>	88,897,000	131,193,000	134,668,000	3,475,000
<i>Waivers</i>	41,063,000	39,500,000	41,000,000	1,500,000
<i>OPEB, Pension and Other Adjustments</i>	(7,416,000)	–	–	–
Total Benefits	\$122,544,000	\$170,693,000	\$175,668,000	\$4,975,000
Total Supplies and Other Services	\$258,158,000	\$225,385,000	\$246,956,000	\$21,571,000
<i>Depreciation and Amortization (Excluding Software Donations)</i>	85,768,000	85,039,000	84,149,000	(890,000)
<i>Amortization of Software Donations</i>	43,085,000	34,735,000	22,574,000	(12,161,000)
Total Depreciation and Amortization	\$128,853,000	\$119,774,000	\$106,723,000	(\$13,051,000)
Utilities	\$40,058,000	\$39,033,000	\$39,566,000	\$533,000
Scholarship and Fellowship	\$66,592,000	\$73,940,000	\$70,532,000	(\$3,408,000)
Interest Payments	\$34,554,000	\$36,906,000	\$37,592,000	\$686,000
Other	\$4,234,000	\$3,788,000	\$5,566,000	\$1,778,000
Total Expenses	\$1,260,058,000	\$1,263,044,000	\$1,268,947,000	\$5,903,000

Summary of University Revenues and Expenses

The following is a breakdown of the projected and budgeted revenues and expenses of the University for FY2025, along with comparable FY2023 actual expenses and FY2024 expense projections, showing a margin improvement of \$52 million between FY2024 projections and the FY2025 budget:

	FY2023 ACTUALS	FY2024 PROJECTIONS	FY2025 BUDGET	FY2024 TO FY2025 DIFFERENCE
REVENUES				
Total Net Tuition and Fees	\$400,975,000	\$408,002,000	\$419,161,000	\$11,159,000
Total Appropriations	199,484,000	203,444,000	210,936,000	7,492,000
Deferred Maintenance	–	5,131,000	28,940,000	23,809,000
Capital Grants and Contract Revenues	48,935,000	–	–	–
Total Non-Capital Grant and Contract Revenues	327,851,000	338,989,000	351,979,000	12,990,000
Auxiliaries	129,710,000	127,993,000	131,507,000	3,514,000
Other Revenues	145,689,000	132,461,000	130,995,000	(1,466,000)
Total Revenues	\$1,252,644,000	\$1,216,020,000	\$1,273,518,000	\$57,498,000
EXPENSES				
Total Salaries and Wages	605,065,000	593,525,000	586,344,000	(7,181,000)
Total Benefits	122,544,000	170,693,000	175,668,000	4,975,000
Total Supplies and Other Services	258,158,000	225,385,000	246,956,000	21,571,000
Total Depreciation and Amortization	128,853,000	119,774,000	106,723,000	(13,051,000)
Utilities	40,058,000	39,033,000	39,566,000	533,000
Scholarship and Fellowship	66,592,000	73,940,000	70,532,000	(3,408,000)
Interest Payments	34,554,000	36,906,000	37,592,000	686,000
Other	4,234,000	3,788,000	5,566,000	1,778,000
Total Expenses	\$1,260,058,000	\$1,263,044,000	\$1,268,947,000	\$5,903,000
Net Position	(\$7,414,000)	(\$47,024,000)	\$4,571,000	\$51,595,000
Net Position Excluding Amortization of Donated Software	\$35,671,000	(\$12,289,000)	\$27,145,000	\$39,434,000

The following table shows the University's FY2025 budget inclusive of the 2025 Cancer Institute special appropriation budget. In FY2024, a \$50 million state appropriation for the Cancer Institute was received and recorded as revenue for the University. The activity on this appropriation will be shown on the audited financial statements in accordance with GASB. The funds are segregated on the Balance Sheet and have no effect on Operating Cash or Days Cash On Hand.

After projected FY2024 expenses and the budgeted FY2025 expenditures, the balance of this special appropriation will be approximately \$36.2 million.

	FY2025 BUDGET	FY2025 CANCER INSTITUTE BUDGET	FY2025 TOTAL BUDGET
REVENUES			
Total Net Tuition and Fees	\$419,161,000	-	\$419,161,000
Total Appropriations	210,936,000	-	210,936,000
Deferred Maintenance	28,940,000	-	28,940,000
Capital Grants and Contract Revenues	-	-	-
Total Non-Capital Grant and Contract Revenues	351,979,000	-	351,979,000
Auxiliaries	131,507,000	-	131,507,000
Other Revenues	130,995,000	-	130,995,000
Total Revenues	\$1,273,518,000	-	\$1,273,518,000
EXPENSES			
Total Salaries and Wages	\$586,344,000	\$1,637,000	\$587,981,000
Total Benefits	175,668,000	373,000	176,041,000
Total Supplies and Other Services	246,956,000	8,235,000	255,191,000
Total Depreciation and Amortization	106,723,000	-	106,723,000
Utilities	39,566,000	-	39,566,000
Scholarship and Fellowship	70,532,000	-	70,532,000
Interest Payments	37,592,000	-	37,592,000
Other	5,566,000	-	5,566,000
Total Expenses	\$1,268,947,000	\$10,245,000	\$1,279,192,000
Net Position	\$4,571,000	(\$10,245,000)	(\$5,674,000)
Net Position Excluding Amortization of Donated Software	\$27,145,000	(\$10,245,000)	\$16,900,000

Conversion of Accrual to Cash and Cash Position

The University projects the below cash flows from the budgeted revenues and expenses for FY2025 based on the projected accrued financial statements:

	FY2023 ACTUALS	FY2024 PROJECTIONS	FY2025 BUDGET	FY2024 TO FY2025 DIFFERENCE
Beginning Operational Cash	\$137,900,000	\$130,985,000	\$131,308,000	\$323,000
Financial Statement Gain (Loss)	(\$7,414,000)	(\$47,024,000)	\$4,571,000	\$51,595,000
<i>Depreciation and Amortization</i>	128,853,000	119,774,000	106,723,000	(13,051,000)
<i>Investment (Income) Loss</i>	(11,789,000)	(3,000,000)	(6,000,000)	(3,000,000)
<i>Bond Proceeds Used on Capital</i>	45,695,000	21,929,000	29,541,000	7,612,000
<i>Capital Purchases</i>	(73,383,000)	(41,806,000)	(78,995,000)	(37,189,000)
<i>Principal Payments on Debt, Capital Leases and Subscription IT Agreements</i>	(39,409,000)	(45,328,000)	(46,752,000)	(1,424,000)
<i>Other Changes in Balance Sheet Accounts Affecting Cash</i>	(49,468,000)	(4,222,000)	(16,382,000)	(12,160,000)
Total Adjustments	\$499,000	\$47,347,000	(\$11,865,000)	(\$59,212,000)
Operational Cash Gain/Loss	(\$6,915,000)	\$323,000	(\$7,294,000)	(\$7,617,000)
Ending Operational Cash	\$130,985,000	\$131,308,000	\$124,014,000	(\$7,294,000)

FY2024 is projected to end with operational cash flow very close to budget. This projection shows that our efforts to overcome the \$45 million deficit in FY2024 were effective. This consisted of permanent reductions of \$21 million, coupled with a one-time use of WVU Foundation funds of \$24 million. Fall 2023 enrollment also exceeded the budgeted enrollment by 284 students, or 1.7%.

For FY2025, the net reduction in operating cash of \$7.3 million was primarily the result of additional funds allocated to capital needs for IT, facilities and equipment due to the reduced spending initiatives in FY2024.

Days Cash on Hand

The FY2025 Plan should result in WVU having approximately 63 days of cash on hand at the close of FY2025, which is a one-day improvement over the days cash on hand that the University is projecting for the end of FY2024.²

The following is a summary of the actual days of cash on hand for FY2023, projected days of cash on hand for FY2024 and a projection for days of cash on hand for FY2025.

	FY2023 ACTUALS	FY2024 PROJECTIONS	FY2025 BUDGET	FY2024 TO FY2025 DIFFERENCE
Beginning Cash	\$137,900,000	\$130,985,000	\$131,308,000	\$323,000
Ending Cash	\$130,985,000	\$131,308,000	\$124,014,000	(\$7,294,000)
Ending Investments	\$65,923,000	\$68,923,000	\$74,923,000	\$6,000,000
Deferred Maintenance Grant Carry-over Funds	–	(\$6,511,000)	–	\$6,511,000
Expenses	\$1,260,058,000	\$1,263,044,000	\$1,268,947,000	\$5,903,000
Depreciation and Amortization	(\$128,853,000)	(\$119,774,000)	(\$106,723,000)	\$13,051,000
OPEB, Pension and Donated Non-Capital Software Adjustment	\$37,342,000	–	–	–
Cash Per Day	\$3,201,499	\$3,123,689	\$3,134,013	\$10,324
Ending Days of Cash on Hand	62	62	63	1

The FY2025 Plan is a product of the work of many and serves as a commitment to WVU’s success, as well as its mission, vision and values. Although appropriately reflecting enrollment realities, the FY2025 Plan is designed to fulfill the University’s commitment to its students, faculty, staff, the state of West Virginia and the region.

² The FY2025 Plan includes the operating and capital plans for the University, the WVU Research Corp. and the WVU Alumni Association. The FY2025 Plan does not include the WVU Health System, WVU Hospitals, WVU Innovation Corporation operating expenses or the WVU Foundation. Each of these entities are separate corporate entities with separate governing boards that each derive their own revenues and expenses and review, approve and oversee their own operating budgets.

CHAPTER 2

WVU's Mission, Vision and Values

MORGANTOWN



BECKLEY



KEYSER



The WVU System is a family of distinct campuses united by a single mission. From the groundbreaking research of its flagship campus in Morgantown to the career-oriented programs of WVU Potomac State in Keyser and the technology-intensive programs at WVU Institute of Technology in Beckley, the University is leveraging its talents and resources to create a better future for West Virginia and the world.

Mission

As a land-grant institution, the faculty, staff and students at West Virginia University commit to creating a diverse and inclusive culture that advances education, healthcare and prosperity for all by providing access and opportunity; by advancing high-impact research; and by leading transformation in West Virginia and the world through local, state and global engagement.

Vision

As One WVU, we are purposeful in our studies and our work so we can partner with our communities – both near and far – to bring needed and valued solutions to real-life problems within the pillars of education, healthcare and prosperity.

Values

- / **Service:** We seek opportunities to serve others and are committed to providing the highest quality of service.
- / **Curiosity:** We ask questions, seek new opportunities and change through innovation.
- / **Respect:** We are respectful, transparent and inclusive with each other.
- / **Accountability:** We perform at our very best every day to create a university that is responsive, efficient and effective.
- / **Appreciation:** We support and value each other's contributions as we build a community that is One WVU.

IN 2021-22, WVU EXTENSION
WORKED WITH MORE THAN

193,622 ADULTS

AND

94,166 YOUTHS

ACROSS WEST VIRGINIA



10+ RESIDENCE HALLS



4 APARTMENT COMPLEXES

2

REGIONAL CAMPUSES

3

HEALTH SCIENCES CAMPUSES

26,000+

STUDENTS
ACROSS ALL
CAMPUSES

210,000+

ALUMNI
IN 135
NATIONS

PURPOSE CENTER

purpose.wvu.edu

PROJECT 168

project168.wvu.edu

WVU SCHOLARS

aspire.wvu.edu



STUDENTS
COME FROM

50

STATES



STUDENTS COME FROM

90

DIFFERENT COUNTRIES

52 WVU FACULTY

HAVE RECEIVED THE NATIONAL SCIENCE
FOUNDATION CAREER AWARD

THE CENTER FOR
WORLD UNIVERSITY
RANKINGS PLACES
WVU IN THE TOP

2.4%

OF 20,966 WORLDWIDE UNIVERSITIES.

94,617 HOURS

RECORDED IN 2023 WHILE PARTICIPATING IN
COMMUNITY ENGAGEMENT INITIATIVES

WVU IS ONE
OF ONLY 146
INSTITUTIONS TO
RECEIVE THE

R1

RESEARCH STATUS DESIGNATION.

WVU's **RNI** is doing
GROUNDBREAKING WORK on
Alzheimer's disease and addiction
treatment using focused ultrasound

*(reported by "60 Minutes," the New York Times, New
England Journal of Medicine, the Washington Post).*

WVU'S
ECONOMIC
ANNUAL IMPACT
ON THE STATE OF
WV HAS BEEN

**\$2
BILLION**

CHAPTER 3

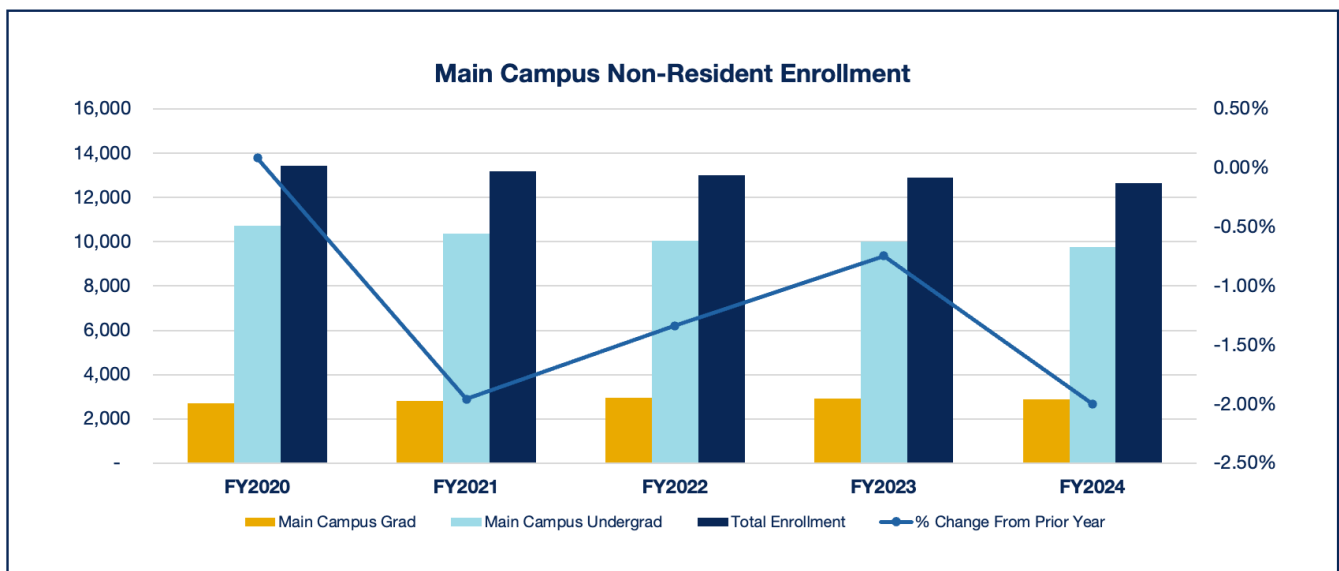
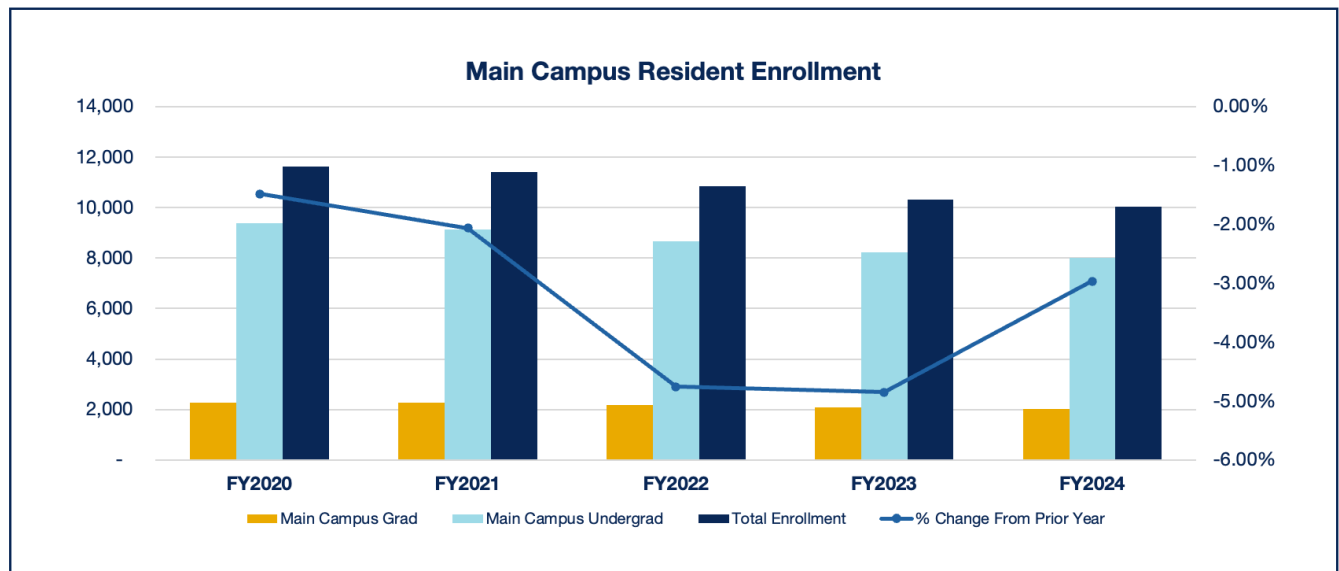
Summary of Enrollment, Tuition and Fees, Financial Aid and Waivers

Enrollment

The FY2025 Plan is based on the following enrollment assumptions:

	FIRST-TIME FRESHMAN	UPPERCLASS UNDERGRADUATE	GRADUATE AND PROFESSIONAL	TOTAL ENROLLMENT
<i>Main Campus Total</i>	4,329	13,300	5,388	23,017
<i>WVU Tech at Beckley</i>	312	705	–	1,017
<i>WVU Potomac State at Keyser</i>	390	566	–	956
System Total	5,031	14,571	5,388	24,990

Throughout the past few years, WVU has seen a decline in overall enrollment. From both a raw number and a percentage basis, enrollment declines at the University’s main campus in Morgantown have occurred primarily at the resident level:



Tuition and Fees

WVU charges each student University tuition and University fees (collectively, “tuition and fees”). WVU also charges students a differential college tuition based on their college of record. WVU is committed to a tuition and fee structure that continues to be of great value to both resident and non-resident students.

Throughout the past five years, the average increase in University tuition and fees for resident students per semester has been \$113. The average increase for non-resident students has been \$329.

For FY2025, WVU proposes to increase residential undergraduate University tuition and fees by \$228 per semester and non-residential undergraduate University tuition and fees by \$624 per semester. Similarly, for graduate students, WVU proposes to increase residential University tuition and fees by \$252 per semester and non-residential University tuition and fees by \$639 per semester. These increases include a \$12 increase in University fees. These tuition and fee increases are necessary to cover increased costs due to inflation and to continue to invest in excellence within the institution’s core academic mission.

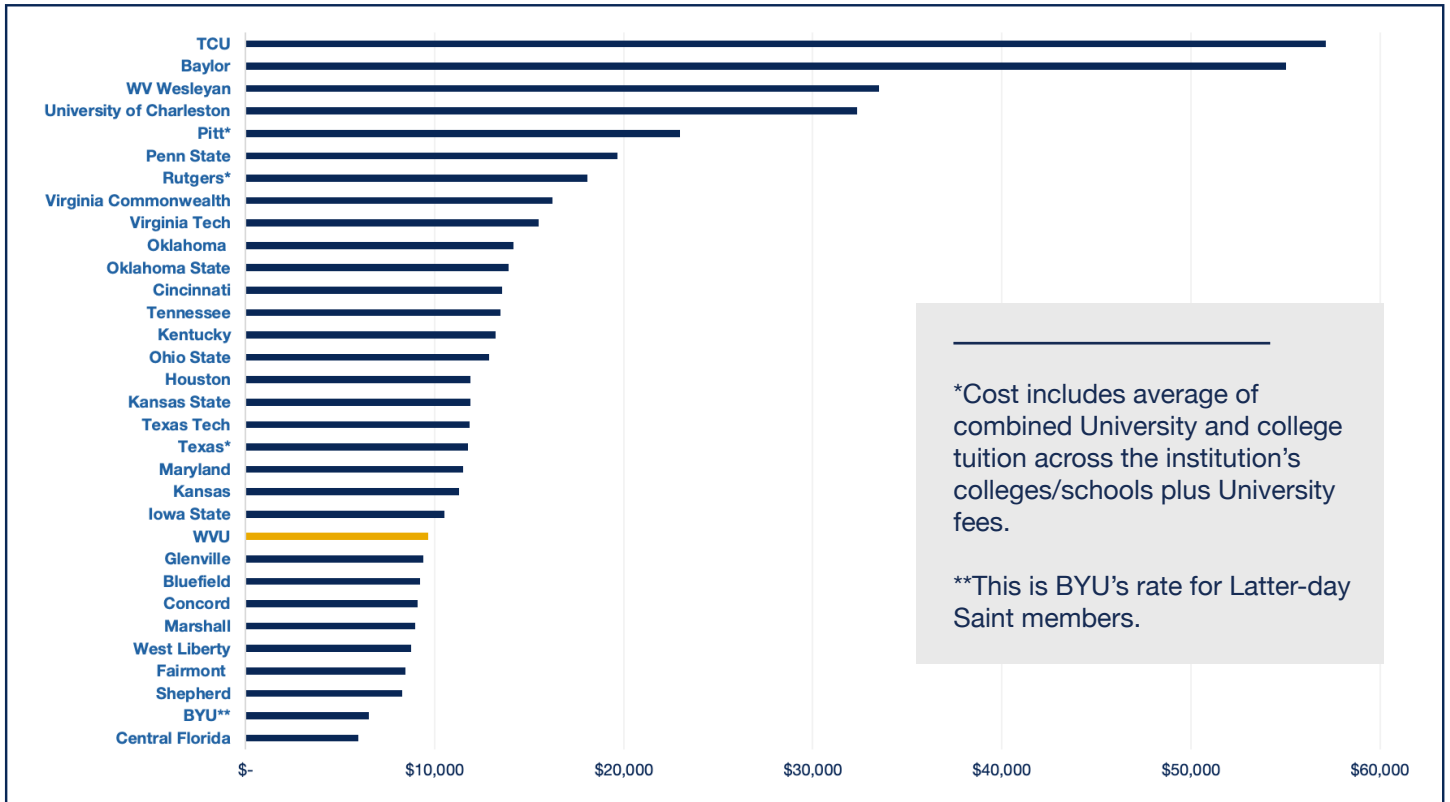
The below table summarizes the current and proposed tuition and fee schedule per semester. For detailed tuition and fee schedules for all colleges and populations, housing rates and dining rates, see Appendix A.

PROPOSED FY2025 TUITION AND FEES PER SEMESTER

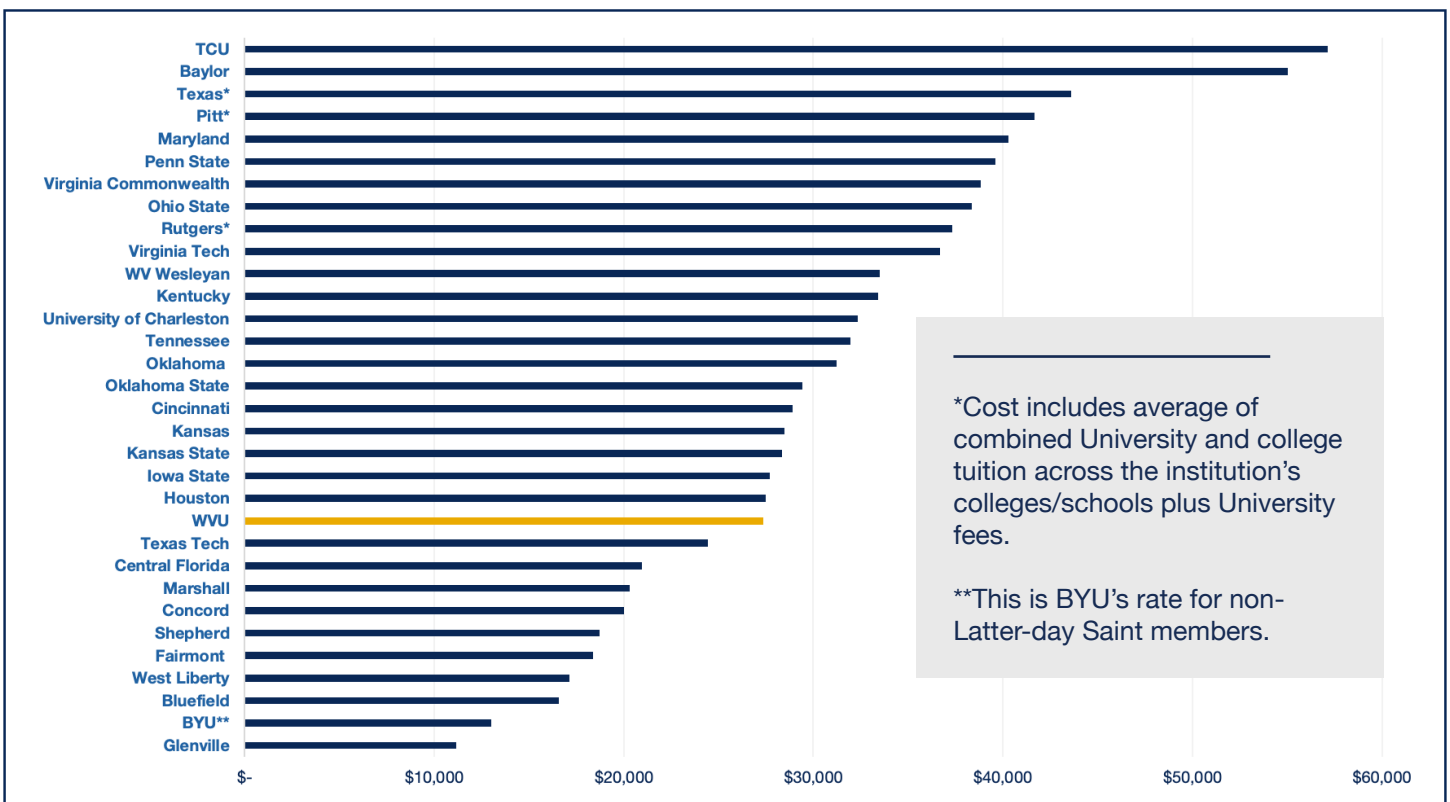
	CURRENT FY2024	PROPOSED FY2025	\$ INCREASE
Undergraduate, Resident	\$4,824	\$5,052	\$228
Undergraduate, Non-Resident	\$13,680	\$14,304	\$624
Graduate, Resident	\$5,454	\$5,706	\$252
Graduate, Non-Resident	\$14,130	\$14,769	\$639

The University's tuition and fee structure is competitive compared to Big 12 peers, regional peers and other higher education institutions in West Virginia, from both resident and non-resident perspectives:

2023-2024 UNDERGRADUATE RESIDENT TUITION AND FEES PER YEAR



2023-2024 UNDERGRADUATE NON-RESIDENT TUITION AND FEES PER YEAR



Student Financial Support

In FY2025, if WVU charged every student full tuition price, it would collect approximately \$529 million in University tuition and fees. However, the cost of education must remain manageable for students, and WVU must stay competitive in attracting them. As such, WVU works hard to leverage federal aid, state aid and externally funded scholarships for students. The University also provides assistance through University-supported aid to students. In this vein, WVU seeks to appropriately balance the need to invest in the quality of education alongside the reality of tuition and fees.

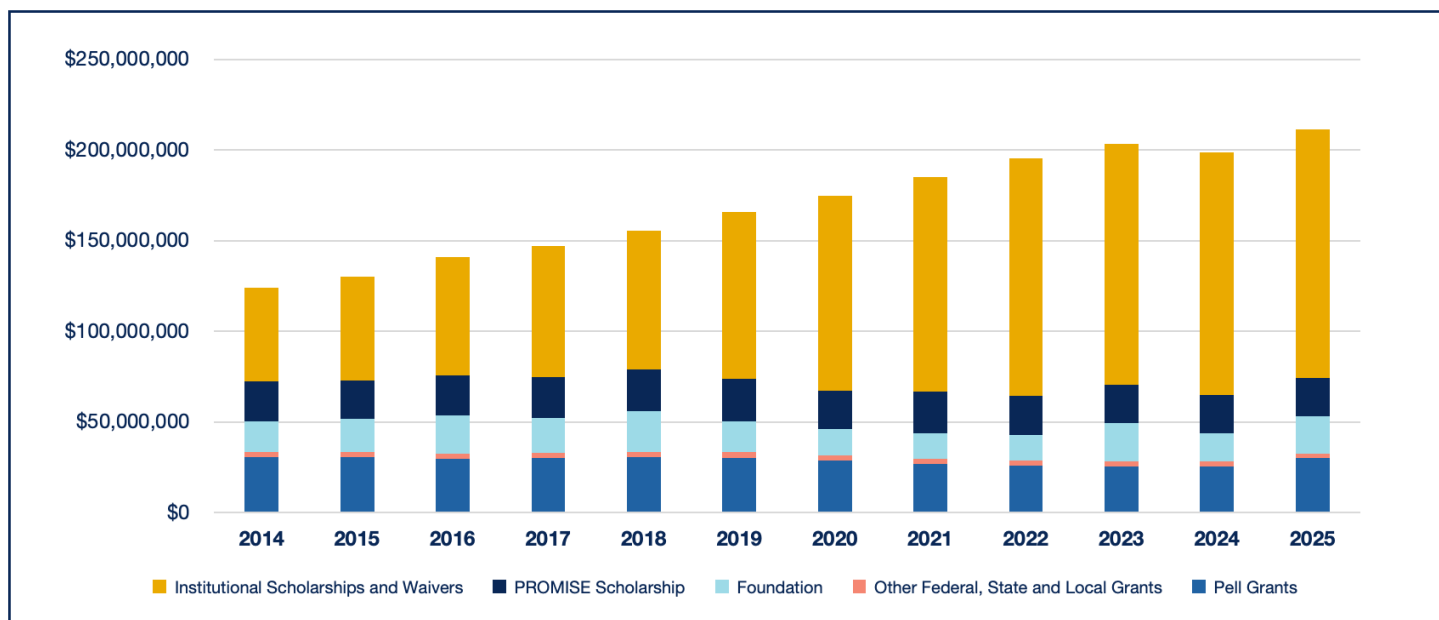
In recent years, the University has significantly increased the amount of institutional aid deployed to benefit students. WVU is expected to exceed \$137 million in institutional aid in FY2025. This institutional aid is unfunded and provided to students through discounted merit and need-based aid and waivers.

The following is a breakdown of the projected tuition and fees and financial support amounts at WVU for FY2025, along with comparable FY2023 actual amounts and FY2024 projections:

	FY2023 ACTUALS	FY2024 PROJECTIONS	FY2025 BUDGET
<i>University Tuition</i>	\$400,632,000	\$412,258,000	\$430,991,000
<i>University Fees</i>	13,731,000	11,965,000	11,972,000
<i>College Tuition</i>	64,804,000	66,054,000	69,292,000
<i>Other Student Fees</i>	25,114,000	15,610,000	16,326,000
Total Tuition	\$504,281,000	\$505,887,000	\$528,581,000
<i>Pell Grants</i>	25,443,000	25,500,000	30,000,000
<i>Other Federal, State and Local Grants</i>	3,027,000	2,800,000	2,700,000
<i>Promise Scholarships</i>	20,909,000	21,000,000	21,000,000
<i>Foundation</i>	20,966,000	15,500,000	20,500,000
Total Externally Funded Aid	\$70,345,000	\$64,800,000	\$74,200,000
<i>Undergraduate Merit Waivers</i>	3,193,000	5,200,000	5,200,000
<i>Graduate Merit Waivers</i>	7,207,000	9,500,000	7,000,000
<i>Institutional Scholarships</i>	122,720,000	119,461,000	124,848,000
Total Internally Funded Aid	\$133,120,000	\$134,161,000	\$137,048,000
Net Tuition Paid by Students - Net of Revenue Allowances and Scholarships Expense	\$300,816,000	\$306,926,000	\$317,333,000

Sources of Financial Support

The below chart illustrates trends relating to financial support for WVU students and where this support comes from:



WVU is committed to providing a high-quality, affordable education to all. Recent efforts include:

- / **WVU Pledge:** Automatically offered to incoming first-year students who are West Virginia residents, this scholarship program assists PROMISE scholars who have a Student Aid Index of -1500 by covering full University tuition and fees, as well as college tuition, plus a standard amount for a double occupancy residence hall room and meal plan. Approximately 25% of WVU students are Pell Eligible, meaning they have exceptional financial need. The WVU Pledge scholarship is part of the University's commitment to removing financial barriers and making college accessible for all West Virginia students.
- / **Mountain Scholars Program:** Aimed to support first-year students from rural West Virginia, this program focuses on the unique needs of underrepresented students as they transition to college life and enhances their college experience through targeted advising, coaching and peer mentoring.
- / **Institutional Scholarships:** Upon receipt of a first-year student's high school GPA and test scores, if submitting, students are automatically considered for a Climb Higher scholarship. These scholarships, which are awarded in varying amounts depending on GPA and test scores, provide students with a scholarship for up to four years or completion of their degree – whichever comes first. Scholarships are offered on an ongoing basis and continue to demonstrate the University's commitment to college affordability.
- / **Upward Bound:** At WVU Tech, the Upward Bound program is the longest-running in the state, supported by federal grants since 1966. In summer 2022, WVU Tech provided 90 prospective first-generation students from Fayette and Raleigh counties with academic and financial support to prepare for higher education.

/ **Bachelor of Integrated Studies:** This flexible degree program at Potomac State College assists both traditional and non-traditional students in creating pathways that are best for students. By focusing on their professional goals and interests, non traditional students can receive College Equivalent Credit for career, military and volunteer experiences. These efforts allow them to graduate sooner, reducing the cost of obtaining this education.

The cost of higher education is an ongoing concern, and the University continues to work to lessen these financial stressors and make accessible education a priority.

Finally, WVU provides waivers to employees and students holding graduate student appointments to pay for graduate tuition and fees. The total University waiver expense is categorized as a benefit and is projected to be \$41 million in FY2025.

Reducing the Financial Burden

Overall, the strategies deployed by the University in leveraging both internal and external support significantly alleviate the overall financial burden on WVU students. In fact, 50% of residential students and 40% of non-residential students graduated with bachelor's degrees from the WVU System in May 2023 with zero debt.

Average federal debt of students who graduate with a four-year degree from a public university in the U.S.:

\$32,829 Source: Education Data Initiative

Average student loan debt for May 2023 graduates earning bachelor's degrees across WVU's three campuses:

\$19,725

45%

of WVU's May 2023 graduates earning bachelor's degrees graduated with

NO DEBT.

Average student loan debt for resident May 2023 graduates earning bachelor's degrees:

\$18,374
(50% HAD NO DEBT)

Average student loan debt for non-resident May 2023 graduates earning bachelor's degrees:

\$21,075
(40% HAD NO DEBT)

CHAPTER 4

State, Federal and Local Appropriation Support

State Appropriation Support

WVU receives essential funding from the State of West Virginia through the appropriations process. At the beginning of the West Virginia Legislature’s regular session each year, the Governor provides revenue estimates and a budget of proposed expenditures for the appropriation of State General, Special, Lottery, Transportation and Federal Revenues. The Legislature then considers and passes an appropriations bill allocating those revenues for expenditure.

For FY2025, the Governor and the Legislature budgeted the following money for the University:

	FY2025 BUDGET
General Revenue Appropriations	
<i>Main Campus³</i>	\$100,188,000
<i>Institute of Technology</i>	8,916,000
<i>Potomac State College</i>	5,138,000
<i>Land-Grant Match</i>	8,550,000
<i>Jackson's Mill</i>	514,000
<i>Brownfield Professional Development</i>	817,000
<i>Energy Express</i>	383,000
Health Sciences	
<i>Health Sciences, Main Campus</i>	16,156,000
<i>Health Sciences, Eastern Division</i>	2,426,000
<i>Health Sciences, Charleston Division</i>	2,479,000
<i>Rural Health Outreach Programs</i>	170,000
<i>BRIM Subsidy</i>	1,203,000
Special Revenue Appropriations	
<i>WVU Health Sciences Center Insurance Tax</i>	14,000,000
Lottery Revenue Appropriations	
<i>RHI Program and Site Support</i>	1,246,000
<i>MA Public Health Program and Health Sciences Technology</i>	52,000
<i>Health Career Opportunities Program</i>	337,000
<i>HSTA Program</i>	1,904,000
<i>Center for Excellence in Disabilities</i>	328,000
State Budget Bill Appropriations Total	\$164,807,000
State Medicaid Allocation from WVU Hospitals	\$34,120,000
Total Budgeted State Appropriations	\$198,927,000

³ The above includes \$5 million as a one-time appropriation for the new funding formula that will be officially addressed by the State of WV in August 2024. The above does not include approximately \$15.6 million in supplemental funding awarded to WVU by the State of WV to be used for operations.

The Governor and the Legislature also provided WVU with a \$50 million appropriation from the expected surplus at the end of FY2023, which was received in FY2024. This money was allocated to allow the University and the WVU Health System to advance efforts to improve cancer outcomes in Appalachia and make strides in attaining a National Cancer Institute designation.

In addition, it is expected that FY2024 surplus funds will be awarded in FY2025. The FY2025 Plan includes an estimated one-time \$5 million from these surplus funds related to the new inflation-adjusted, outcomes-based funding model.

In FY2024, the Legislature provided a \$282 million surplus appropriation to the Contingency Fund in the Governor’s Office. This money is dedicated to grants for deferred maintenance projects relating to state correctional facilities and public institutions of higher education. The University was awarded \$46 million in grants from this allocation. To date, the University has received \$11.6 million, or 25%, of these funds. Revenue is recognized as the money is spent. The remainder of the \$46 million will be received in subsequent installments as progress reports are submitted to the Governor’s office. In the FY2025 Plan, an estimated \$29 million is reflected as grant revenue related to this deferred maintenance award.

WVU notes that the \$29 million in deferred moneys are in addition to the \$50 million that the University will spend next year on capital expenses, core equipment, IT and related items as well as the normal facilities operating budget that WVU deploys to care for and maintain University buildings and equipment.

Federal and Local Appropriation Support

Additionally, the University receives support from the federal and local governments to support its land-grant efforts, as shown below:

	FY2025 BUDGET
Davis College	\$3,660,000
Extension Services	8,349,000
Federal and Local Land-Grant Appropriations	\$12,009,000

CHAPTER 5

Grants and Contracts

Grant and Contract Revenues

Throughout the past decade, the University has seen significant growth in federal, state and private grant activity with year-over-year significant, steady and sustained growth as the University has solidified its R1 status. WVU expects an increase in grants and contract revenue of \$13 million for a total of \$352 million in FY2025. The following table details the actual grants and contracts revenue for FY2023 compared to projected amounts for FY2024 and budgeted amounts for FY2025.

	FY2023 ACTUALS	FY2024 PROJECTIONS	FY2025 BUDGET	FY2024 TO FY2025 DIFFERENCE
Capital Grants and Contract Revenues	\$48,935,000	-	-	-
<i>Restricted Grants</i>	166,609,000	173,000,000	173,000,000	-
<i>Unrestricted Grants</i>	32,156,000	30,117,000	30,608,000	491,000
<i>Indirect Grants and Contract Revenues (F&A)</i>	39,216,000	39,400,000	41,600,000	2,200,000
<i>WVU Health System Net Reimbursement and Support</i>	64,427,000	70,972,000	76,771,000	5,799,000
<i>Pell Grants</i>	25,443,000	25,500,000	30,000,000	4,500,000
Non-Capital Grants and Contract Revenues	\$327,851,000	\$338,989,000	\$351,979,000	\$12,990,000
Total Grants and Contracts Revenues	\$376,786,000	\$338,989,000	\$351,979,000	\$12,990,000

The WVU Health System Net Reimbursement and Support is the net revenue and reimbursement amount that WVU Hospitals, Inc. provides to the WVU Health Sciences Center relating to clinical expenses initially paid by the WVU Health Sciences Center but ultimately covered by WVU Hospitals, Inc. and other reimbursements paid by the entities relating to the overall WVU academic medical center enterprise.

CHAPTER 6

Auxiliaries and Other Revenues

Auxiliaries and Other Revenues

The following is a summary of actual auxiliary revenues for FY2023 compared to projected amounts for FY2024 and budgeted amounts for FY2025. The increase of \$3.5 million is related to increased Athletics ticket sales and Big 12 revenues.

	FY2023 ACTUALS	FY2024 PROJECTIONS	FY2025 BUDGET	FY2024 TO FY2025 DIFFERENCE
<i>Housing and Dining</i>	\$29,273,000	\$29,483,000	\$30,789,000	\$1,306,000
<i>Athletics⁴</i>	72,777,000	65,449,000	70,755,000	5,306,000
<i>Other⁵</i>	37,380,000	39,698,000	40,259,000	561,000
<i>Auxiliaries Institutional Support</i>	(9,720,000)	(6,637,000)	(10,296,000)	(3,659,000)
Total Auxiliaries Revenue	\$129,710,000	\$127,993,000	\$131,507,000	\$3,514,000

The following is a summary of other revenue for FY2023 compared to projected amounts for FY2024 and budgeted amounts for FY2025. Other revenue is anticipated to decline by \$1.5 million in FY2025, primarily due to a decrease in WVU Foundation gift revenue utilized in FY2024 that is replaced by permanent expense reductions in FY2025.

	FY2023 ACTUALS	FY2024 PROJECTIONS	FY2025 BUDGET	FY2024 TO FY2025 DIFFERENCE
<i>Foundation Gift Revenue</i>	\$113,037,000	\$105,589,000	\$98,033,000	(\$7,556,000)
<i>Investment Income (Loss)</i>	11,789,000	3,000,000	6,000,000	3,000,000
<i>Interest Income</i>	7,353,000	2,800,000	2,500,000	(300,000)
<i>Payments on Behalf</i>	(7,417,000)	–	–	–
<i>Sales and Service of Education Activity</i>	13,190,000	12,833,000	14,361,000	1,528,000
<i>Service Agreement - Parkersburg</i>	250,000	250,000	250,000	–
<i>Miscellaneous Revenue⁶</i>	7,487,000	7,989,000	9,851,000	1,862,000
Total Other Revenues	\$145,689,000	\$132,461,000	\$130,995,000	(\$1,466,000)

⁴ In addition to the revenues generated from ticket sales, advertising, Big 12 revenues, fundraising and other revenues, WVU student-athletes annually generate millions of dollars' worth of positive exposure to the University, benefiting recruiting and the value of the WVU brand. WVU Athletics also provides revenues to the University relating to the costs of tuition, room and board and fees. The revenues referenced in this note are in multiple financial statement lines beyond auxiliaries.

⁵ Included in "Other Auxiliaries" are revenues such as campus parking fees, contract commissions and guarantees and fees associated with the Public Private Partnerships.

⁶ "Miscellaneous Revenue" includes rental fees, pouring rights, commissions, corporate sponsorships, etc.

CHAPTER 7

Salaries and Benefits

WVU Employee Classifications

The University has several different classifications of employees: faculty; faculty equivalent academic positions (“FEAP”); non-classified (generally salaried individuals); and classified (generally hourly individuals). The following tables show the breakdown of these classifications between FY2023 and projected FY2024, as well as the location of all employees.

EMPLOYEE COUNT BY TYPE

	JUNE 30, 2023 ACTUALS	JUNE 30, 2024 PROJECTIONS	FY2024 TO FY2023 DIFFERENCE
FACULTY			
<i>Non-Clinical</i>	2,183	2,160	(23)
<i>Clinical</i>	1,343	1,405	62
Total Faculty	3,526	3,565	39
ADMINISTRATIVE AND STAFF			
<i>Classified</i>	1,512	1,430	(82)
<i>Non-Classified</i>	2,079	1,989	(90)
<i>Faculty-Equivalent</i>	879	758	(121)
Total Administrative and Staff	4,470	4,177	(293)
WVU Research Corporation	533	538	5
Total Employee Count	8,529	8,280	(249)

EMPLOYEE COUNT BY LOCATION

	JUNE 30, 2023 ACTUALS	JUNE 30, 2024 PROJECTIONS	FY2023 TO FY2024 DIFFERENCE
General University Without Research Corporation	7,578	7,337	(241)
WVU Research Corporation	533	538	5
WVU Tech	254	256	2
Potomac State	164	149	(15)
Total Employee Count	8,529	8,280	(249)

Personnel Expenses

The following is the projected salary and wage expense of the University for FY2025, along with the comparable FY2023 actual amounts and the FY2024 projections. The variance of \$7.2 million decrease from FY2024 to FY2025 is primarily made up of a decrease of \$14.5 million in transformation efforts offset by a state pay raise increase of \$2.9 million and a net increase of \$4.4 million related to necessary staffing investments in areas such as Research, Enrollment Management and Athletics.

The University will receive \$3.5 million from the State of WV to support pay raises and the associated employee benefit costs. The \$2.9 million dedicated to raises will be used to increase the minimum entry pay rate at WVU to \$14 per hour to remain competitive in the market. In addition, on April 23, 2024, the U.S. Department of Labor announced updates to the Fair Labor Standards Act to increase the salary test for exempt employees (i.e., those not eligible for overtime). The rule increases the salary threshold from \$684 per week or \$35,568 annually to \$844 per week or \$43,888 annually.

As a result, any WVU employee who currently is exempt and makes less than \$844 per week or \$43,888 annually will either need to be moved to non-exempt hourly status and be eligible for overtime or have their salary increased to \$844 per week or \$43,888 annually. The rule will become effective on July 1, 2024. To remain compliant with the rule, the Talent and Culture Compensation team will work with leaders across campus to either move employees to hourly/non-exempt status with eligibility for overtime or increase the employee’s base salary to meet the new threshold before July 1, 2024.

	JUNE 30, 2023 ACTUALS	JUNE 30, 2024 PROJECTION	JUNE 30, 2025 BUDGET	FY2024 TO FY2025 DIFFERENCE
Total Salaries and Wages	\$605,065,000	\$593,525,000	\$586,344,000	(\$7,181,000)

Benefits

Benefits at the University consist of several items, including retirement plans, PEIA benefits, educational benefits and other insurance benefits. PEIA benefit costs have risen over 2024 and 2025 by a total of \$16 million for both years.

Below are the anticipated benefit expenses for FY2025. The net increase of \$5 million is primarily made up of a decrease of \$3 million related to transformation efforts offset by a \$5 million increase in PEIA and \$1.5 million increase in waivers.

	JUNE 30, 2023 ACTUALS	JUNE 30, 2024 PROJECTION	JUNE 30, 2025 BUDGET	FY2024 TO FY2025 DIFFERENCE
Total Benefits	\$122,544,000	\$170,693,000	\$175,668,000	\$4,975,000

Supplies and Other Services

Supplies and Other Services encompasses a large range of expenses that includes, but is not limited to, IT costs, contracts and professional services, insurance, travel, general maintenance and repairs, student activities, research and educational supplies, advertising and marketing, vehicle costs and dues and memberships.

Below are the anticipated expenses for FY2025 compared to actual FY2023 expenses and FY2024 projected expenses. The increase of \$21.6 million from FY2024 to FY2025 is mainly due to increasing IT costs related to the upgrade to Windows 11, contracts and professional services and research and educational supplies.

	FY2023 ACTUAL	FY2024 PROJECTION	FY2025 BUDGET	FY2024 TO FY2025 DIFFERENCE
Total Supplies and Other Services	\$258,158,000	\$225,385,000	\$246,956,000	\$21,571,000

APPENDIX A

Tuition and Fees

Tuition and Fees

Six tuition and fee schedules detail a variety of costs for undergraduate, graduate and professional students across all three WVU campuses and WVU Health Sciences. These costs are further sorted based on the student's residency and the college they are enrolled in. The schedules provide information on:

- / University tuition, University fees and college tuition;
- / WVU Online tuition, WVU Online fees and college tuition;
- / Other fees;
- / Student housing;
- / Dining plans; and
- / University apartments.

[**DOWNLOAD THE TUITION AND FEE SCHEDULE.**](#)



APPENDIX B

Capital Investment

Capital Expenditures

As indicated in the Statement of Cash Flows, the University anticipates deploying approximately \$79 million in capital projects in FY2025, including \$29 million in deferred maintenance state grants. The table below shows the details of the \$79 million both related to type and funding source. This is an increase over FY2024 capital spending primarily related to deferred maintenance.

UNIT TYPE	GRANTS	BONDS (ERP)	BONDS (OTHER)	FOUNDATION	DEFERRED MAINTENANCE	STATE FUNDS	TOTAL
Deferred Maintenance	-	-	-	-	\$28,940,000	-	\$28,940,000
Facilities and Equipment	6,018,000	-	12,294,000	2,959,000	-	2,542,000	23,813,000
ERP Capital	-	17,247,000	-	-	-	-	17,247,000
Athletics	-	-	-	6,545,000	-	421,000	6,966,000
University Libraries ⁷	-	-	-	-	-	1,252,000	1,252,000
Health Sciences Center	-	-	-	-	-	777,000	777,000
Totals	\$6,018,000	\$17,247,000	\$12,294,000	\$9,504,000	\$28,940,000	\$4,992,000	\$78,995,000

⁷ Net of amount treated as capitalized leases/subscriptions.

WVU Modernization Program Costs

Included in the \$79 million in capital projects, the University intends to expend \$17.2 million in bond-funded capital for WVU Modernization Program-related costs in FY2025, as follows:

	FY2025
DESCRIPTION OF COSTS FOR WVU MODERNIZATION PROJECT	
Internal Resources	\$2,523,000
Implementation Partner	4,131,000
Foundational Projects	-
Annual FIN/HCM/SIS Subscriptions	2,003,000
Change Order (Out-of-Scope)	-
Contingency	653,000
Total	\$9,310,000
ADDITIONAL WVU MODERNIZATION PROGRAM PROJECTS	
Budget Model Expansion	-
API and Data Management	1,460,000
Tableau Cloud	149,000
Enterprise Research Administration Application Suite	1,891,000
Student Experience Enhancement	2,036,000
Information Security Enhancement	1,901,000
OASIS Transition	500,000
Total	\$7,937,000
Total WVU Modernization Program Project Cost	\$17,247,000

APPENDIX C

Budget Model

The New Budget Model

For FY2025, WVU has incorporated a new budgeting model to support institutional financial planning. This new model improves the understanding of resource earning and use. The tool provides the basic framework for evaluating the activities of all academic and support units within the University, allowing proactive responses to changing economic issues as they arise. Using pre-determined metrics and budgeted pools of revenue and expenses, the model allocates unrestricted and operating resources to units within the University where they are earned or used.

In prior fiscal years, the University deployed a centrally driven operations budgeting tool based on increments or decrements to adjust budgets, which divided unrestricted resources into denoted “central” or “non-central” fund buckets. It was not an activity-focused tool and did not provide a complete picture of the resource life cycle.

The new model informed the FY2025 budget process, but it was not the only tool used in it. During the FY2025 budgeting process, FY2024 budgets started as the basis for each unit’s budget. There were adjustments made to the data to account for increased operating needs or reductions. The new model assisted in determining reduction amounts to the unit’s budget based on how these units performed using the budget model allocation methodology. Reports will be generated and distributed twice during the fiscal year to elucidate how each unit’s activities align with and perform in the new budget model.

Since the new budget model was designed to improve clarity and understanding of WVU’s resources, the continued use of the budget tool will strengthen shared governance and accountability while simultaneously promoting an alignment of resources and expenses that will promote growth in the University’s priorities and initiatives.

Using information from the new budget model, the University leadership team will evaluate activities throughout the fiscal year and will determine whether adjustments are necessary to preserve the financial stability of the University or to authorize additional expenditures if revenues exceed budgeted projections.

WVU will continue to use the new model moving forward and anticipates implementing it fully as a part of the budgeting process in the Workday Enterprise Management System implementation. For additional information about the new model, please visit the [WVU budget model redesign website](#).



WVU is an EEO/Affirmative Action Employer - Minority/Female/Disability/Veteran