



*Vice Provost for Research
And
Dean of the Graduate School*

**To the University Community
from
the Vice Provost for Research/Dean of the Graduate School**

2009 -011 OPERATING BUDGET PROPOSAL

1. Principles:

In developing the proposed budget plans for the Office of Research and Sponsored Programs (RSP) and for the Graduate School we maintained three principles:

- a. In as much as possible, avoid actions that would negatively impact current level and quality of service to faculty and graduate students.
- b. While 42% of RSP's budget consists of Summer Research Grants for faculty, in as much as possible, avoid reductions in that program as it is essential for maintaining faculty scholarship and creative activities.
- c. While 78% of the Graduate School budget consists of stipends and benefits for Graduate Assistants, in as much as possible, avoid reductions in the number of Graduate Assistants.

2. Our assumptions included:

- a. The number of faculty members who find that summer is an opportunity to concentrate on research/ scholarship/ creative activities will remain constant.
- b. Undergraduate enrollment will remain constant, requiring that the number of sections and laboratories staffed by Graduate Assistants remain constant.
- c. It is unlikely that Colleges will find resources to compensate for any reduction in the Graduate Assistantships allocated by the Graduate School.
- d. The dollar volume of grants and contracts that fund faculty research and scholarship will remain constant in spite of the tightening Federal budget.

3. The long term vision for the two units are:

a. Research and Scholarship:

- (i) Continued growth in the externally funded projects;
- (ii) Initiation of new interdisciplinary research centers, institutes and programs; and
- (iii) Collaboration with private, governmental and NGO agencies to take advantage of complementary strengths.

b. Graduate Education:

- (i) Growth in graduate enrollment to meet the degree targets set by HECB;

- (ii) Introduction of new innovative graduate programs such as the Professional Science Masters; and
- (iii) Increase the number of programs that offer accelerated Masters degree.
- (iv) Respond to the needs of the community for highly trained professionals.

4. **Process:**

The budget proposal was developed in collaboration with the professional staff of both the RSP and the Graduate School.

5. **Response to community suggestions for cost saving measures:**

Of the hundred and five proposal posted on the web site as of February 12, three (numbers 7, 18 and 67) addressed issues related to graduate education and research.

Suggestion 18 encouraged us to “Use grad students in lower level classes in order to teach the classes.” Suggestion 7, while agreeing that “Grad students teaching low-level classes is a great way to save money” cautioned us not to over rely on graduate assistants. Our response in the budget plan is to minimize the impact of budget reductions on the number of Graduate Assistants and maintain the quality of undergraduate education.

Suggestion 67 encourages us to pursue technology transfer “partnering scientists with a Technology Transfer organization would allow for the beginnings of revenue based upon patents and licensing agreements.” Our plan will continue the filing of patents on inventions through a law firm with which we retained (we currently hold 4 patents and 3 patent applications are in process) and use technology transfer consultants to market the patents. Our agreements with industries that sponsor research and development always contain provisions for intellectual property protection and licensing of technology.

**WESTERN WASHINGTON UNIVERSITY
GRADUATE EDUCATION AND RESEARCH
Strengths, Challenges, Opportunities and Threats
January 2009**

INTERNAL ASSESSMENT – STRENGTHS

- **Solid infrastructure for graduate education:** The Northwest Association of Schools and Colleges 2008 Accreditation Report's states that, "In summary, the Graduate School appears operationally sound; there are clear processes and procedures for faculty deployment, curricular review, and student admission and degree progress."
- **National accreditation of professional programs:** National professional organizations periodically evaluate and accredit a number of graduate programs. These include: The National Council for the Accreditation of Teacher Education, the International Association to Advance Collegiate Schools of Business, the American Speech-Language-Hearing Association's Council on Academic Accreditation in Audiology and Speech-Language Pathology, and the Council for the Accreditation of Counseling and Related Educational Programs. Western's graduate programs meet the national standards and are accredited by these organizations.
- **Quality graduate programs:** As a measure of quality, WWU graduate theses have been finalists in the annual Distinguished Thesis Award competition of the Western Association of Graduate Schools (98 graduate schools in the 13 western states and 3 Canadian provinces) in 12 of the past 15 years and have won awards in five of those years.
- **Strong academic preparation:** WWU graduate students who choose to continue their graduate education beyond the Masters degree are admitted to the doctoral programs in the top ranked universities including: University of California, Stanford University, University of Washington, University of Oregon, University of Colorado, Columbia University, University of Massachusetts, State University of New York, University of Arizona, Purdue University, and the University of Michigan.
- **Accelerated Masters programs:** WWU is the only university in Washington offering Accelerated Master's Degrees enabling bright undergraduates to complete the B.S and the M.S., or the B.A. and MBA in five years.

- **Well prepared professionals:** Over the past nine-year period 80.6% of the Master's degree recipients found employment in positions related to their field of study and that only 3.2% were still seeking employment six months after graduation.
- **Western's MBA program,** ranked in the top 100 programs worldwide in an Aspen Institute survey measuring academic content and efforts to integrate social and environmental concerns.
- **Excellent faculty scholarship:** WWU faculty members are first rate scholars. In AY 2007/8 WWU faculty published 44 books, edited 38 volumes, contributed 430 journal articles and 123 book chapters and presented 625 papers at scholarly conferences. Faculty members in the performing arts contributed 139 exhibits, 23 recordings and 333 performances during that year.
- **Strong research:** WWU faculty members are nationally acknowledged researchers, winning over the past four years an average of \$11.6 million per year in competitive funding.
- **Innovative Research:** Western Border Policy Research Institute is a nationally recognized center for policy research dealing with transportation, mobility and security issues affecting the U.S.-Canada border. Two other innovative research/education programs are: Advanced Materials Science and Education Center (AMSEC) and the Biomedical Research Activities in Neuroscience (BRAIN) program.

INTERNAL ASSESSMENT – CHALLENGES

- **The role of graduate programs** as a component of our mission needs clarification. The NWASC 2008 Accreditation Report states: "Strategically, the Graduate School has been tapped as an action item in the current strategic plan. On-site interviews substantiated faculty interest in discussing the issues related to graduate education, especially in the areas of target enrollments and resource deployment."
- **WWU's tuition and fees** for graduate students are higher than national averages (WWU has the authority to adjust tuition in these categories).
- **Resource allocation** to support the number of graduate assistantships has not increased in the past decade.

- **Start-up funds:** To recruit excellent faculty and to maintain their productivity WWU needs to invest more resources in start-up funds.
- **Bridge funds:** To support faculty between externally funded grants, we need a “bridge fund” program.

EXTERNAL ASSESSMENT – OPPORTUNITIES

- **Growth Goals:** There are ambitious enrollment growth goals established by the HEC Board for graduate programs at WWU.
- **New types of Masters programs:** Professional Science Masters, have been developed nationally. WWU offering such programs will give us a comparative advantage –no other university in the state has such programs.
- **Future Community College faculty:** There is a rapidly growing demand for Community College faculty and administrators. WWU can play a leading role (both regionally and nationally) in developing programs for future CC faculty and administrators.
- **Science and Mathematics Education:** WWU has a national reputation in Science Education on which we can capitalize by strengthening and growing the graduate program and research in Science Education.

EXTERNAL ASSESSMENT – THREATS

- **Low Endowment:** WWU lacks private scholarships dollars for graduate students when compared to competition.
- **Regulatory Compliance:** Implementation of existing and new state and/or federal regulatory accountability requirements without requisite funding to establish a research compliance office. We risk losing federal funding if found in violation of regulations.
- **Competition** from online programs and privates especially in the fields of education and business administration.

FORM A

PROPOSED 2009-2011 REDUCTIONS

Planning Unit:

VICE PROVOST FOR RESEARCH: OFFICE OF RESEARCH AND SPONSORED PROGRAMS-3.8% Scenario

LINE 5 State Operating Budget -- Reduction Goal:3.8%

2009-10 2010-11
\$ 14,011 \$ 14,011 **Reduction Goal to be established by Division Vice President**

Item #	DESCRIPTION	<u>Reduction Amount</u>		<u>FTE Reduction</u>		Position Type	<u>CONSEQUENCES</u>
		2009-10	2010-11	2009-10	2010-11		Relationship to Unit's long term vision? University's? Will reduction be covered by other funding sources so that service continues?
1	Reduce Equipment Match	14,011	14,011				The effect of reducing equipment match will be mitigated by providing funds from a self-sustaining account.
Corresponding Benefits from Pooled Benefits							
TOTAL		14,011	14,011	-	-		
Balance (Over)/Under Reduction Goal (Line 5)		-	-				

FORM A

PROPOSED 2009-2011 REDUCTIONS

Planning Unit:

VICE PROVOST FOR RESEARCH: THE GRADUATE SCHOOL-3.8% Scenario

Line 5 State Operating Budget --Reduction Goal:3.8%

Item #	DESCRIPTION	2009-10		2010-11		Reduction Goal to be established by Division Vice President		Position Type	Relationship to Unit's long term vision? University's? Will reduction be covered by other funding sources so that service continues?	CONSEQUENCES
		Reduction Amount		FTE Reduction		2009-10	2010-11			
		2009-10	2010-11	2009-10	2010-11					
		\$ 68,606	\$ 68,606							
1	Eliminate Graduate Recruitment	9,000	9,000							Eliminating the funds for graduate recruitment will negatively affect our ability to grow graduate enrollment.
2	Eliminate operating funds	4,027	4,027							We will mitigate the effect by charging operating expenditures to a self-sustaining account
3	Reduce Professional staff salaries :Fill Assistant Dean's position at a lower salary -requires 16% benefits cut - line 8	10,261	10,261							No impact on program.
4	Reduce Classified staff salaries: Eliminate one clerical position-- requires 28% benefits cut, line 7	13,500	13,500	0.500	0.500					We will combine the functions of two positions and eliminate one position upon the retirement of the incumbent. This is a 25% reduction in classified staff, and efficiency may be negatively impacted.
5	Reduce the number of Graduate Assistants by one position	8,016	8,016	0.250	0.250					Will reduce the number of sections/ labs. available to undergraduates, thereby affecting the quality of education.
6	Reduce Health Insurance for Graduate Assistants	20,000	20,000							Will require Graduate Assistants to pay a portion of health insurance costs.
Corresponding Benefits from Pooled Benefits										
7	Benefits Corresponding line #3 @ 16%	1,642	1,642							
8	Benefits Corresponding to line #4 @ 16%	2,160	2,160							
	TOTAL	68,606	68,606	0.750	0.750					
	Balance (Over)/Under Reduction Goal (Line 5)	0	0							

FORM A

PROPOSED 2009-2011 REDUCTIONS

Planning Unit:

VICE PROVOST FOR RESEARCH: OFFICE OF RESEARCH AND SPONSORED PROGRAMS-5% Scenario

Line 5 State Operating Budget--Reduction Goal: 5.0%

2009-10 2010-11
\$ 18,435 \$ 18,435 Reduction Goal to be established by Division Vice President

Item #	DESCRIPTION	<u>Reduction Amount</u>		<u>FTE Reduction</u>		Position Type	<u>CONSEQUENCES</u>
		2009-10	2010-11	2009-10	2010-11		Relationship to Unit's long term vision? University's? Will reduction be covered by other funding sources so that service continues?
Corresponding Benefits from Pooled Benefits							
	TOTAL	18,435	18,435	-	-		
	Balance (Over)/Under Reduction Goal (Line 5)	-	-				

FORM A

PROPOSED 2009-2011 REDUCTIONS

Planning Unit:

VICE PROVOST FOR RESEARCH: THE GRADUATE SCHOOL-5% Scenario

LINE 5 State Operating Budget -- Reduction Goal: 5.0%

2009-10 2010-11
\$ 90,271 \$ 90,271 Reduction Goal to be established by Division Vice President

Item #	DESCRIPTION	Reduction Amount		FTE Reduction		Position Type	CONSEQUENCES Relationship to Unit's long term vision? University's? Will reduction be covered by other funding sources so that service continues?
		2009-10	2010-11	2009-10	2010-11		
1	Eliminate Graduate Recruitment	9,000	9,000				Eliminating the funds for graduate recruitment will negatively affect our ability to grow graduate enrollment.
2	Eliminate operating funds	4,027	4,027				We will mitigate the effect by charging operating expenditures to a self-sustaining account
3	Reduce Professional staff salaries :Fill Assistant Dean's position at a lower salary--requires 16% benefit cut, line 8.	10,261	10,261			Professional	No impact on program.
4	Reduce Classified staff salaries: Eliminate one clerical position--requires 28% benefits cut, line 7.	13,500	13,500	0.500	0.500	Classified	We will combine the functions of two positions and eliminate one position upon the retirement of the incumbent. his is a 25% reduction in classified staff, and efficiency may be negatively impacted.
5	Reduce the number of Graduate Assistants by three position	29,681	29,681	0.750	0.750	Graduate	Will reduce the number of sections/ labs. available to undergrautes, thereby affecting the quality of education.
6	Reduce Health Insurance for Graduate Assistants	20,000	20,000				Will require Graduate Assistants to pay a portion of health insurance costs.
Corresponding Benefits from Pooled Benefits							
7	Benefits Corresponding line #3 @ 16%	1,642	1,642				
8	Benefits Corresponding to line #4 @ 16%	2,160	2,160				
TOTAL		90,271	90,271	1.250	1.250		
Balance (Over)/Under Reduction Goal (Line 5)		0	0				

FORM B

**OPPORTUNITIES or NECESSITY FOR
NEW INVESTMENT**

Planning Unit:

VICE PROVOST FOR RESEARCH: THE GRADUATE SCHOOL

STATE OPERATING BUDGET (State Appropriations & Tuition)

Item #	DESCRIPTION	Amount		New FTE		Position Type	IMPACT
		2009-10	2010-11	2009-10	2010-11		
1	Increase the number of Graduate Assistantships by 20 (from 102 to 122)	230,000	230,000	5.000	5.000	Graduate	(1) Our plan calls for growing graduate enrollment so that it reaches 10% of total enrollment. This would be possible only if we increased the opportunities for Graduate Assistantships as we are competing with other universities who offer such support. (2) We are also planning on introducing innovative cross disciplinary graduate programs as well as Professional Science masters programs. The increase in Graduate Assistantships will allow us to support these programs. (3) Finally, the need for Teaching Assistants has grown with the growth in undergraduate enrollment: the number of GA positions has remained constant since the 1997/99 biennium in spite of the significant growth in undergraduate enrollment over the decade.
Corresponding Benefits for all New Positions (to be paid into Pooled Benefits)							
TOTAL		230,000	230,000	5.000	5.000		

FORM C**REALLOCATION OF EXISTING RESOURCES** **Planning Unit:**

VICE PROVOST FOR RESEARCH: THE GRADUATE SCHOOL

What action has your Planning Unit taken to eliminate an activity or program funded by the 2008-09 state operating budget in order to use those funds to support a priority activity or program?

This list is intended to demonstrate how Planning Unit base budgets are efficiently managed.

Item #	DESCRIPTION	Amount		FTE		Position Type	RATIONALE
		2009-10	2010-11	2009-10	2010-11		
1	2008-09 salary differential from retired administrator helps absorbing operating budget reductions.	6,968	10,261			Professional	Administrator retired and a replacement was hired at a lower salary. The difference will be used to minimize the impact of reductions on the number of Graduate Assistants positions.
2	In 2010-11 we anticipate merging the duties of two classified positions.		34,560		1.000	Classified	Anticipate retirement of a classified employee. We will define the duties of another classified position allowing us to eliminate one position (25% of classified staff). This will allow us to minimize the impact on budget reductions on the number of Graduate Assistants positions.
TOTAL		6,968	44,821	-	1.000		