

Student Affairs and Academic Support Services

Budget Reduction Planning

March 2009

A. Introductory Letter to the Campus Community

The Division of Student Affairs and Academic Support Services' strategic budget discussions have spanned at least the last six months. In fact, after the University's 2007-09 budget was approved by the Board of Trustees, the state budget situation was beginning to look difficult so the division's Administrative Team began prioritizing the use of the new funds allocated in that budget. A portion of new 2007-09 allocations were retained centrally in anticipation of cuts as well as for reassessment of more strategic uses of the funds for critical crisis management and mental health/safety services.

This decision to hold back dollars intended for new positions in addition to various resignations, retirements and failed searches have created a significant number of vacancies. Current vacancies total approximately 28 FTE with about half of these state-funded. The value of the vacancies totals approximately 10% of the division's total state budget. These vacancies have stretched department staff very thin, but have also given the division greater flexibility in how it might deal with budget reductions by considering reorganization and reassignment of staff where possible.

Prior to receiving instructions from the university regarding budget reduction planning expectations, the division began making operational reductions and reorganized where prudent to save resources. The largest example of this is the decision to combine Academic Advising/Tutorial Services and Career Services into one department under one director. This reorganization not only resulted in savings to put toward the required budget cuts, but created a more collaborative service delivery model and converted an administrative position (the director line) into a direct service delivery position (Academic Advisor.)

Early in the process it became apparent that additional factors besides the state budget cuts would converge to create unprecedented fiscal difficulties, requiring extremely difficult decisions to be made in a timely manner. Athletics experienced loss of endowment principal values and income that funded critical program expenditure commitments on an annual basis. Athletics' budget was already in cumulative and continuing annual deficit (expenses exceeding revenues) with efforts to provide sufficient funding inadequate for the present and the long term. The scale of the situation unfortunately required action of a substantial nature. The division followed the university's confidential process for consideration of program elimination when it reviewed and recommended that the sport of football be cut in order to deal with these multiple fiscal challenges that had put the future of the entire Athletics program at risk. The elimination of this size of program was necessary in order to preserve quality in the remaining programs. It was announced in early January so that student-athletes and coaches had the best opportunity to explore alternative options.

All other budget reduction recommendations brought forward by directors and prioritized and supported by the division's Administrative Team at the 5% and 7% level as requested are included in the documents on this Web site for full review as a part of the university's upcoming open hearing process.

Vision, Mission, Principles and Assumptions

The Division of Student Affairs and Academic Support Services is committed to engaged excellence in student service founded on outcome-based planning that positions Western Washington University as a premier public comprehensive university. The division advances the mission of the university by facilitating student learning and fostering opportunities for engagement. We do so by promoting a diverse, student-centered environment that maximizes and nurtures the individual development of student leadership, social responsibility and effective citizenship.

In addition to the overall Principles and Guidelines outlined in the University Planning and Budgeting document, the division developed its own **Principles and Assumptions** which guided the division's budget reduction discussions.

Overall University-Wide Principles

The division followed the University-wide Principles and Guidelines, of which the following were particularly relevant:

- Shape decisions on thoughtful consideration of data, analyses, projections and peer benchmarks.
- Ensure decisions and processes are fully compliant with state statute, university policies, governance, handbooks and collectively bargained union agreements.
- Top priority is to fulfill the role of contributing to the transformation of our world through the distinctive means we identify as "engaged excellence."
- Examine opportunities for effectiveness through partnerships, collaborations, entrepreneurial opportunities and revenue increases.

Division Principles

The following principles were developed and shared with all staff of the division at its quarterly meeting in early December:

- Protect core services
 - Focus on services essential to institutional functioning and meet legal mandates
- Avoid layoffs by utilizing staff in new ways
 - Capitalize on vacancies and restructure for greater efficiency and effectiveness
- Focus on "function," not people
 - Strategically prioritize programs and match staffing to achieve needed service levels
- Look at creative options
 - Consider new partnerships, reassignments, use of technology and ways of doing business
 - Secure new funding sources (e.g. grants, fundraising)

Assumptions underlying the division's budget discussions

Process & Results

- Plan reductions in a way that allows for preservation of quality in remaining programs and services
- Collaborate with student government
- Encourage openness to preserving jobs through reallocations and reassignments by fostering cross-division communication & collaboration
- Inform decisions with cost/benefit analyses, benchmarking, data, etc.
- Incorporate outcome-based planning and assessment
- Preserve one-time funds where legally required and/or when committed for priority strategic longer-term purposes (e.g. long term capital plans such as the new residence hall)

Funding Sources

- Protect core services without regard to funding source; share cuts in ways that honor the purpose of student fees and revenues
- Avoid cost shifting to other departments and divisions
- Include auxiliaries' contribution to planned reductions through the agreed-upon Administrative Services Assessment (ASA) fee and other cost-sharing arrangements
- Look for other sources of funding (e.g. grants, fundraising)

Legal

- Adhere to current legal restrictions on fee increases
- Comply with laws and regulations
- Continue to meet bond covenants and internal fiscal principles

“Primary Core Service Functions” were identified by the Administrative Team and the directors as a part of the budget reduction discussions.

- Enrollment planning to reach state funded FTE within Western's strategic objectives
- Registration and integrity of academic records
- Basic academic advising
- Providing financial aid services given a current 29% increase in financial aid applications
- Providing disability accommodations
- Managing student crisis situations

In spite of the need to make reductions to meet budget targets, some areas remain important for strategic investment (reallocation of existing funds or allocation of new funds):

- Leadership
- Student crisis management
- Counseling Center interns
- Financial aid

As the demographic of prospective students entering Western changes (e.g. first generation, low income, students of color, at risk), the above areas are important for positioning the institution going forward (leadership/engaged excellence), for ensuring the health and safety of students, and for ensuring basic financial services.

Outcome-based Planning and Assessment Team

The "Division Assessment Resource Team" (DART) was formed in fall 2007 to build capacity for outcome-based planning and assessment within the Division of Student Affairs and Academic Support Services. The team is made up of a cohort of practitioners from within the division with different backgrounds and experiences, who meet on a weekly basis to expand their assessment knowledge, skills, and abilities.

The mission of DART is to increase assessment knowledge, skills, and abilities in ourselves and others within Student Affairs so that we may together contribute to a division-wide transition toward outcome-based planning and assessment. As a part of their efforts, the team is evaluating investment in benchmarking data collection systems.

The group has produced a draft of recommendations for Student Learning Outcome areas:

- Intrapersonal and Interpersonal Competence
- Social Responsibility
- Acquisition, Integration, and Application of Complex Knowledge
- Practical Competence
- Responsible Leadership
- Stewardship of Individual and Community Health

The division's departments are in various stages of incorporating student learning outcomes into their planning models, and have utilized this data to the degree possible in making recommendations for budget reductions, program adjustments and reinvestments.

Budget-Reduction Planning Processes and Consideration of Community Suggestions

Over the past several months, the division has taken the following steps to ensure a bottom-up, transparent process for consideration of ideas and collaborative decision-making within the division:

- From early fall through the present, the vice president's Administrative Team has had discussions regarding strategic directions and priorities, potential budget cuts and reallocations, and options for dealing with vacant positions.
- The division-wide quarterly meeting held in December focused on the budget, clarifying the fiscal situation as known at the time, communicating the division's principles and processes, and inviting all staff to submit ideas to the VP's Administrative Team in addition to the general university web forum.
- During October, the director's group identified core functions and began brainstorming areas for potential budget reductions. In early 2009, the directors worked with their departments to bring forward items that should be included in the division's SCOT analysis.
- During January and February, the Administrative Team held "listening sessions" with each department director to understand current program levels, challenges, and potential areas for reduction at the 5% and 10% levels. Discussions were tied to strategic directions and several potential cross-departmental program collaborations were identified for further review. These listening sessions were held with auxiliaries in addition to state-funded areas.
- During February, the director of budget and administration met with each director and their budget personnel to carefully review projected budgets and balances and to confirm the potential savings from proposed reductions.

Departments within the division have followed similar open processes appropriate to their areas, ranging from workshops, to management meetings, to brainstorming sessions, etc. Because the division continually reviews areas for program efficiency, effectiveness, and prudent use of resources as a part of its normal annual processes, as noted in the beginning of this document, organizational restructures and collaborative efforts were underway before the budget situation worsened.

The division appreciated all of the thoughtful suggestions received from the campus and division processes for potential budget-savings actions. These suggestions were discussed and as possible are being incorporated into plans for reductions. Many fall within the auxiliary areas where facility-related efficiencies are especially important and pursued. Sample categories of suggestions included:

- Energy usage savings
- Staff reclassification/reorganization
- Athletic programs
- Reduce printed publications
- Facilities (e.g. Carver pool)
- Early retirements, pay reductions, etc.
- Longer auxiliary equipment replacement plans (e.g. Recreation Center)

The departmental listening sessions noted above enabled the Administrative Team to better assess each area's core functions and essential programs and their capacity to take budget reductions. Discussions have focused on the most critical strategic services, and decisions have been considered with regard to the Division's Principles, Assumptions and SCOT Analysis.

Strategic investments, or preservation of services, that we know we need to make fall within the core areas (repeated from above):

- Enrollment planning to reach state funded FTE within Western's strategic objectives
- Registration and integrity of academic records
- Basic academic advising
- Providing financial aid services given a current 29% increase in applications
- Providing disability accommodations
- Managing student crisis situations

In order to achieve desired results, investments are proposed to be made in DisAbility Services, case management of student situations, and staffing within Financial Aid (from new funds received for that purpose within the 2007-09 budget). Creative reorganizations are – or will be – taking place as staff positions open in Admissions, the Registrar's Office, Financial Aid, and Academic Advising and Tutorial Services, all of which will create budget savings.

The division's proposed budget reduction plan is not across the board, but strategically protects core and critical services while asking for greater reductions in other areas as an offset. It would be prudent to preserve a small amount of central reserve in a division of this size in order to deal with unforeseen circumstances each year.

Discussions with the Associated Students are continuing with regard to reductions and reinvestment in strategic directions such as leadership. Grant requests have been written for Western's Leadership Advantage and Admissions outreach and support of migrant students (Costco, College Spark, and CAMP.)

Auxiliary areas have participated fully in budget-reduction planning to afford the scheduled increases in the Administrative Services Assessment (ASA) Fee, to avoid raising student fees (as limited by draft legislation) and to preserve capacity for the longer-term health of the entity and the ability to take further budget reductions if necessary.

Our division's plan at this point does not require any additional layoffs of current staff (besides Football coaches.) This is due to the large number of existing vacancies. Many of these positions will not be filled and additional restructure and reassignment and reassignment is proposed to occur in order to reach the required reductions. As the institution handles any reductions, it will be important to manage any reassignments in a way that maximizes our human capital and minimizes retraining and losses of accumulated knowledge. We are well aware that cuts in other divisions have the potential to negatively impact services to our departments, particularly in the technology area upon which many of our services are largely dependent.

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6
7 INTERNAL ASSESSMENT – STRENGTHS
8

9 The Division of Student Affairs and Academic Support Services' strengths include:

- 10
11 ▪ Co-curricular programs and services that complement the academic curriculum and support
12 student learning at Western
- 13
14 ▪ A highly experienced, dedicated, resilient, collaborative, creative, and diverse staff that are
15 committed to the provision of effective, student-centered programs and services
- 16
17 ▪ A strong commitment to student involvement in university governance, including student
18 participation in key division committees/advisory boards and initiatives
- 19
20 ▪ Collaborative relationships – both on- and off-campus – that result in enhanced service to
21 students, shared education/problem solving, and a strength of response in crisis situations
- 22
23 ▪ An ongoing commitment to diversity, as evidenced by the success of division programs in
24 recruiting, enrolling, serving, and retaining diverse students and staff
- 25
26 ▪ Shared leadership in campus sustainability efforts, particularly in the areas of renewable
27 energy, recycling, sustainable food, and reducing the amount of paper used (by converting
28 print publications to online versions)
- 29
30 ▪ A long history of partnerships with Washington feeder community colleges and Northwest
31 Indian College, particularly around transfer/articulation and integrating transfer students into
32 the fabric of Western's campus community and student life
- 33
34 ▪ Excellence in the residential environment, including strengths in student orientation
35 programs, outreach and advising services, and an emphasis on health and wellness
- 36
37 ▪ A balanced athletic program that ranked 20th nationally (among all Division II schools) in the
38 2007-08 U.S. Sports Academy Directors' Cup
- 39
40 ▪ Increased, cost-efficient, and on-demand service to students through the development of
41 self-service web applications, including the "Countdown to Western" page, Transfer Course
42 Equivalency Guide, and "myRoommate" roommate selection program
- 43
44 ▪ Excellence in career and student employment services, as evidenced by the high placement
45 rates of Western graduates in graduate/professional schools and careers
- 46
47 ▪ Recently constructed and renovated facilities (e.g., the Viking Union, residence halls, the
48 Atrium at Arntzen, the Student Recreation Center) that are well-maintained, add to the
49 overall campus environment, and facilitate improved service delivery to students
- 50
51 ▪ Strength in admissions and new student-focused marketing, outreach, and publications efforts
- 52

EXTERNAL ASSESSMENT – OPPORTUNITIES

Opportunities for the Division of Student Affairs and Academic Support Services include:

- Partner with Academic Affairs to strengthen the first-year and undergraduate student experience, and engage students in efforts that enhance their learning and development
- Make the shift from a usage- and satisfaction-based assessment model to an outcomes-based model focused on student learning, and partner with Academic Affairs to explore options for demonstrating accountability, including the Voluntary System of Accountability, the National Student Clearinghouse, and the National Survey of Student Engagement
- Explore/expand grant-writing, sponsorship, and fundraising efforts, including the possibility of a capital campaign, in partnership with the WWU Foundation and the Alumni Association
- Make the shift to an early registration model, to enhance the availability of faculty and staff to advise continuing students, address enrollment trends
- Increase partnership/collaboration with the Associated Students, and work together to identify areas of potential overlap and/or shared interest
- Reinvest in intercollegiate athletics, in partnership with the Viking Athletics Strategic Advisory Committee, to address gender equity issues and strengthen existing programs
- Work collaboratively with Academic Affairs, the Associated Students, and University Residences to maximize Western's long history of excellence by enhancing the student experience through a portfolio of leadership development opportunities, as part of the Leadership Advantage program
- Facilitate an inclusive community by reaching out to diverse student populations – including veterans, low-income and first-generation students, students with disabilities, and others who have been historically underserved by higher education
- Partner with the university to explore options for on-site student services and the feasibility of a collaboratively-developed events center, as part of the waterfront development project
- Enhance relationships with current and former student leaders – including A.S. Board members, Resident Assistants, Orientation Student Advisors, Student Admissions Representatives, Lifestyle Advisors, student athletes, etc. – and partner with the WWU Foundation, Alumni Association, and parents around fundraising/development efforts
- Examine opportunities to streamline policies, rework processes, and increase connections between/among departments in an effort to better serve students
- Explore options related to the national accreditation of division programs, including the Child Development Center, Counseling Center, and Student Health Center

EXTERNAL ASSESSMENT – THREATS

Threats faced by the Division of Student of Student Affairs and Academic Support Services include:

- Significant demographic shifts are occurring in the state and region that have the potential to impact recruitment, retention, and Western’s ability to meet enrollment goals; these include a decline in K-12 enrollment, increased recruitment efforts and enhanced financial aid/scholarship offers from competitor institutions, increased competition for a declining pool of financially-viable non-resident applicants, and an increase in the number of historically underserved student populations (e.g., low-income, first-generation, and Hispanic students)
- Declining financial support for students (e.g., Pell Grants, scholarships, etc.) has required an increasing numbers of students to work in order to finance/stay in school
- The need to generate additional revenue – through grant-writing, external fundraising, and other sources – to make up for state and federal funding shortfalls detracts from the provision of core services and programs
- Mandated increases in the minimum wage have impacted division departments, stretching budgets thin and limiting the number of on-campus jobs available to students
- As greater numbers of students and their parents/guardians are losing jobs, demand for service – from financial aid re-packaging to on-campus health care – is likely to increase
- The timing of this year’s budget cycle presents a significant challenge for Financial Aid; any changes made to state/federal aid programs and/or tuition rates after March will require that a considerable number of aid packages be re-calculated and re-packaged
- Division departments are facing increasing demands, expectations, and scrutiny from a variety of internal and external groups, including students, parents, legislators, and others
- New unfunded mandates and accountability requirements, at both the state and federal level, have impacted a number of division departments and increased overall workload
- State-mandated salary increases for nurses, technology employees, and others have had a significant fiscal impact on a number of division departments
- The A.S. Bookstore faces a rapidly changing environment, including increased competition from online book sellers, growth in the availability of electronic course materials, and a number of new state and federal mandates/regulations which they must implement

FORM A

PROPOSED 2009-2011 REDUCTIONS

Planning Unit:

STUDENT AFFAIRS/ACADEMIC SUPPORT SERVICES - 5% TARGET

State Operating Budget -- Reduction Goal 5%: \$ 365,080 2009-10 \$ 365,080 2010-11

Item #	DESCRIPTION	Reduction Amount		FTE Reduction		Position Type	Fund-Org-Program Code	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	VP OFFICE: Shift Portion of Central Administrative Team Salary	8,190	8,190	0.890	0.890	Professional	10200-7100-061BSS	Shift some administrative staff funding to auxiliaries to better match funding sources with administrative staff time.
2	STUDENT OUTREACH: Reduce Operating Budget	20,000	20,000	-	-		14392-7510-061BSS	Reduce operating expenditures through cross-department efficiencies in programs; collaborate with ESC, Advising, Tutorial Center, etc.
3	ACADEMIC ADVISING & CAREER SERVICES: Academic Advisor Position	24,174	24,174	0.500	0.500	Professional	14197-7100-061ZAB	Basic Academic Advising for new students is core. Funding to be shifted to Auxiliary (Enrollment Fee).
4	DISABILITY SERVICES: Reduce Student Outreach/DisAbility Services Operating Budget	10,000	10,000	-	-		14198-7540-061BSS	Shared budget between DisAbility Services & Student Outreach. New funding for First Generation/Low Income gained these offices efficiencies in student staffing coverage.
5	STUDENT LIFE: Reduce Student Life & Dean of Students Operating Budgets	5,000	5,000	-	-		14341-7140-061BSS	Operating budgets are sufficient and can withstand a small reduction.
6	ADMISSIONS: Out of State Recruitment	31,820	31,820	0.760	0.760	Professional	14197-7100-061ZAB	Reduced ability to recruit higher tuition-paying students from out of state. Restructure & continue to look for efficient ways to achieve goal.
7	REGISTRAR: Cut portion of Associate Registrar/Clerical Support	17,432	17,432	0.205	0.205		14197-7100-061ZAB	Restructer staff with retirements/vacancies. Effectively utilize technology & technology staff.
8	ATHLETICS: Reduce VP Contingency Budget Line (primarily for Athletics in the past)	22,255	22,255	-	-		14197-7100-061ZAB	In the future, departments cannot rely on funding assistance for expenditures exceeding revenue. Football program elimination was done to achieve future solvency in Athletics.
9	COUNSELING: Counselor	3,530	3,530	0.082	0.082	Professional	14197-7100-061ZAB	Department is utilizing interns and existing staff to try to meet demand.
10	ATHLETICS: Gender Equity Coaching Salaries	18,400	18,400	-	-		14197-7100-061ZAB	Will make slower progress toward Gender Equity.
11	STUDENT LIFE: Leadership Advantage Operating Budget	12,000	12,000	-	-		14197-7100-061ZAB	Private and grant funding has been requested. Discussions with AS for further support continue.
12	ACADEMIC ADVISING: Reduce Cost of Pre-Planning Guide	10,000	10,000	-	-		14200-7200-061BSS	Produce Pre-Planning Guide in a less expensive format.

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STUDENT AFFAIRS/ACADEMIC SUPPORT SERVICES - 5% TARGET

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		2009-10	2010-11	2009-10	2010-11			
13	REGISTRAR: Convert Registrar to Associate Registrar	16,319	16,319	-	-	Professional	10200-2140-061BSS	Restructured in anticipation of budget cuts. Convert Registrar position to Associate Registrar and increase scope for Asst VP Student Affairs.
14	VP OFFICE: Reduce Operating Budget	5,000	5,000	-	-		14196-7100-061BSS	Reduce operating budget line for student employees; will provide office coverage with existing staff.
15	COUNSELING: Counselor	35,250	35,250	0.750	0.750	Professional	10200-7410-061BSS	Counseling in crisis situations is a core function. Funding partially replaced by Auxiliary (Health Center and Univ Residences) to supplement Counseling budget as cuts worsen.
16	ACADEMIC ADVISING & CAREER SERVICES: Restructure to New Organizational Model	42,340	42,340	-	-	Professional	10200-7200 & 7300-061BSS	Restructure staff upon retirements & vacancies. Will cross-train & preserve core advising, reducing services in Career area where necessary.
17	CAREER SERVICES: Preprofessional Advisor	2,660	2,660	0.200	0.200	Professional	10200-7300-061BSS	Incumbant is WWU retiree who came back to work & can reduce her appointment from 0.70 FTE to 0.50 FTE. Reduces service level to students in pre-professional career planning.
18	REGISTRAR: Re-Classification Information Technology Specialist 3	8,621	8,621	-	-	Classified	10200-2140-061BSS	Reduce classification to IT 2.
19	VP OFFICE: Athletics Budget Cut	45,000	45,000	-	-		14197-7100-061ZAB	Either one-time reserves or Auxiliary cuts that may not happen until later would have to be tapped to fund required level of cuts until Athletics can contribute their permanent share
20	VP RESERVE: Cut Permanent Reserve Fund	4,763	4,763	-	-		14197-7100-061ZAB	Eliminating permanent VP Reserve to achieve budget cuts would leave the division with no permanent source of funding to deal with unforeseen circumstances.
Corresponding Benefits from Pooled Benefits								
21	Benefits corresponding to reducing a full-time position to part-time to be deducted from the pooled benefits budget at 16%**	12,501	12,501					
22	Benefits corresponding to permanently budgeted full-time positions (50% or greater) that are eliminated to be deducted from the pooled benefits budget at 28%**	9,870	9,870					
TOTAL		365,124	365,124	3.387	3.387			
Balance (Over)/Under Reduction Goal (Line 5)		(44)	(44)					

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		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?

FORM A

PROPOSED 2009-2011 REDUCTIONS

Planning Unit:

STUDENT AFFAIRS/ACADEMIC SUPPORT SERVICES - 7% TARGET

State Operating Budget -- Reduction Goal 7%: \$ 511,112 \$ 511,112

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19	VP OFFICE: Athletics Budget Cut	45,000	45,000	-	-		14197-7100-061ZAB	Either one-time reserves or Auxiliary cuts that may not happen until later would have to be tapped to fund required level of cuts until Athletics can contribute their permanent share
20	VP RESERVE: Cut Permanent Reserve Fund	4,763	4,763	-	-		14197-7100-061ZAB	Eliminating permanent VP Reserve to achieve budget cuts would leave the division with no permanent source of funding to deal with unforeseen circumstances.
21	ADMISSIONS: Cut equivalent of .83 FTE through Department Staff Restructure (Benefits @ 28% below)	32,000	32,000	0.830	0.830	Classified	10200-2110-061BSS	Restructure staff and utilize technology to more efficiently provide service. Eliminate funding for position through restructure utilizing vacancies in dept (est \$32K plus benefits)
22	STUDENT OUTREACH: Reduce Operating Budget	5,000	5,000	-	-	N/A	14392-7510-061BSS	Further reduce operating expenditures through cross-department efficiencies in programs

FORM A

PROPOSED 2009-2011 REDUCTIONS

Planning Unit:

STUDENT AFFAIRS/ACADEMIC SUPPORT SERVICES - 7% TARGET

State Operating Budget -- Reduction Goal 7%: \$ 511,112 2009-10 \$ 511,112 2010-11

Item #	DESCRIPTION	Reduction Amount		FTE Reduction		Position Type	Fund-Org-Program Code	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			
23	ATHLETICS: Football Salary Lines	48,438	48,438	0.432	0.432	Professional	10200-8900-061BSS	Elimination of Football Program. All permanent funds saved cannot yet be counted due to current fiscal commitments of the Athletic department. NOTE: The full cut is being delayed because current savings from Football program elimination must go to current commitments for athlete scholarships, coach contracts, deficit elimination, endowment fund income shortages, and annual expenses that exceed revenues. Other division cuts will fill in temporarily; further permanent cuts of the Football salary lines will be taken as soon as affordable.
24	COUNSELING: Counselor Position plus Temp Counseling Budget	30,350	30,350	0.500	0.500	Professional	10200-7410-061BSS	Counseling is a critical function. Shift funding to Auxiliary (Health Center) to preserve student service levels.
Corresponding Benefits from Pooled Benefits								
25	Benefits corresponding to reducing a full-time position to part-time to be deducted from the pooled benefits budget at 16%**	12,501	12,501					
26	Benefits corresponding to permanently budgeted full-time positions (50% or greater) that are eliminated to be deducted from the pooled benefits budget at 28%**	40,891	40,891					
TOTAL		511,932	511,932	5.149	5.149			
Balance (Over)/Under Reduction Goal (Line 5)		(821)	(821)					

FORM B

**OPPORTUNITIES or NECESSITY FOR
NEW INVESTMENT**

Planning Unit:

STUDENT AFFAIRS/ACADEMIC SUPPORT SERVICES

STATE OPERATING BUDGET (State Appropriations & Tuition)

Item #	DESCRIPTION	Amount		New FTE		Position Type	Fund-Org-Program Code	IMPACT Relationship to Unit's long term vision? University's?
		2009-10	2010-11	2009-10	2010-11			
1	DISABILITY SERVICES: ADA Direct Service Budget - Amount is an estimate and varies depending on # & type of students serviced.	30,000	30,000					Any overage in ADA costs have been managed centrally by the University. If this becomes Student Affairs' responsibility, a contingency will be needed in the division. The amount is estimated and varies depending on the number and type of student services provided.
Corresponding Benefits for all New Positions (to be paid into Pooled Benefits)								
2	Benefits corresponding to adding a part-time positions (less than 50%) at 16%	-	-					
3	Benefits corresponding to adding a full-time position (50% or greater) at 29%.	-	-					
TOTAL		30,000	30,000	-	-			

FORM C

REALLOCATION OF EXISTING RESOURCES

Planning Unit:

STUDENT AFFAIRS/ACADEMIC SUPPORT SERVICES

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	<u>Amount</u>		<u>FTE</u>		Position Type	<u>RATIONALE</u>
		2009-10	2010-11	2009-10	2010-11		
1	COUNSELING: Pre Doctoral Intern Stipends (2 interns)	18,000	18,000	0.330	0.330	Professional	Utilize intern stipend funds and additional internal reallocations to raise salaries and pay benefits for current Pre Doctoral Interns who serve clients efficiently.
2	DISABILITY SERVICES: Accommodation Counselor	24,174	24,174	0.500	0.500	Professional	Salary dollars from an Academic Advisor will be reallocated to support a DisAbility Counselor, a high priority given the level of demand for services.
3	REGISTRAR: Possible Policy Changes - Reinstatement & Late Fees	25,000	25,000	-	-		Net impact from proposed change in policy will result in a net loss of \$25,000 in revenue. Current reinstatement and late fee policies impact student service and retention by penalizing students who can least afford it with high late fees and reinstatement charges. A proposal is underway to revise the policies and fees. Funds will be reallocated within the Registrar's Office.
TOTAL		67,174	67,174	0.830	0.830		