

THE EVERGREEN STATE COLLEGE

June 14, 2009

Executive Summary

TO: Board of Trustees

FROM: Thomas L. Purce, President

REFERENCE: 2009-11 Operating Budget Spending Plan

1) Administrative Recommendation

Approve the operating budget spending plan and policy changes described in Attachment A.

Detail

Part 1: Approve the \$158,219,000 operating budget spending plan for all areas of the college as outlined below.

College Spending Plan by Fund Type	2007-09 Spending Plan	2009-11 Proposed Spending Plan
• State General Fund	\$59,801,000	\$43,377,000
• Education Legacy Trust Fund	4,758,000	5,450,000
• Federal Stimulus Appropriation	-0-	2,366,000
• Tuition Revenue	45,267,000	51,660,000
• Local Dedicated Funds	13,107,000	13,750,000
• Grants & Contracts	6,500,000	7,200,000
• <u>Non-Budgeted Service/Auxiliary Funds</u>	<u>32,663,000</u>	<u>34,416,000</u>
TOTAL SPENDING PLANS	\$162,096,000	\$158,219,000

Note: Spending plans above do not include state, federal and private student financial aid programs.

Part II: Approve the following policy changes:

For Student Tuition and Fee Adjustments:

- Increase resident undergraduate tuition levels by 14% per year; and
- Increase non-resident undergraduate and resident graduate tuition levels 5% per year (non-resident graduate tuition levels will remain un-changed); and
- Utilize 20% of the net revenue from tuition increases to increase the size of the Evergreen's student aid program; and
- Increase the Student and Activities fee by 3% in 2009-10 and by 2% in 2010-11; and
- Increase Housing Rates by an average of 5% per year; and
- Increase Dining Plans by an average of 7% per year; and

- g) Increase the Community Health and Counseling Fee by 25% in 2009-10 and by 14% in 2010-11; and
- h) Charge a \$2 fee to participate in the Washington Student Lobby; and

For Adjustments to Base Budget:

- i) Implement a \$4,188,450 (7.9%) college wide budget reduction plan (see attached); and
- j) Apply \$1,185,719 of college one-time reserves to bridge the larger cut levels in the first year of that biennium over the second year; and
- k) Create a \$586, 926 Hold-back Reserve for 2010-11; and
- l) Allocate resources sufficient to annualize the exempt compensation plan implemented part way through the current year; and
- m) Allocate resources sufficient to increase Faculty compensation levels by 1% per year as previously collectively bargained; and

Part III: Adjustments that don't require board action:

- n) Increase operating budgets campus-wide to reflect the increased costs of employee benefit rates, and;
- o) Adjust the base budget to reflect utility rate increases, revolving fund payments, and Tacoma lease cons increase, and;
- p) Establish budget levels that reflect our best estimates for grants, contracts, service & auxiliary accounts, and student grants-in-aid for the next two-year period. *Note, the S&A Tier I and Tier II spending plans are approved by the Board in a separate motion.*

2) Explanation:

- a) Present Policy: This approval incorporates the internal adjustments required to carry out the legislative changes to the board's previously approved base spending levels. This plan reflects the budgetary changes necessary to:
 - maintain an appropriate level of institutional contingency to address potential state changes next biennium;
 - re-base the base budget for mandatory costs increases, shortfalls in the operating budget and in increases associated with tuition increases;
 - implement the necessary COLA salary adjustments and employee benefit cost increase over the next two years;
 - adjust all locally funded operations for fee and rate increases;
 - utilize current reserves to help balance the college budget next year;
 - reflect our best estimates for grants, contracts, service & auxiliary activity, and student grants in aid for the next two year period; and,

These changes are necessary to enter into the 2009-11 biennium with an expenditure plan that funds approved policy changes and balances to projected revenue sources.

b) Proposed by: Thomas L. Purce, President

c) Purpose: To approve the 2009-11 operating budget spending plans for all areas of the college.

3) Scheduling:

This approval will finalize the remaining budget policy elements and allow our internal financial system to be loaded with the necessary line item budget controls prior to the July month end cut-off. This approval will allow the college to finalize notification to students regarding tuition and fee amounts, complete student financial aid packaging, implement necessary layoff notices and allow staff to submit the monthly allotment schedule to the Office of Financial Management in early as required.

4) Fiscal Impact:

Provides the funds to carry out legislative intent and board approved policy changes.

5) Program Impact:

(see Attachment B, *2009-11 Operating Budget Policy Framework*.)

6) Legal Process:

The Office of Financial Management provides clear instruction to carry out the legal budgetary requirements. Legislative staff has provided the college with the necessary interpretations of legislative intent for adjustments not specifically written into law. Washington state law and the Board's Delegation of Authority require the Board to approve the college's official spending plan and all student fee changes.

7) Staff Review

_____Executive Director of Operational Planning And Budget

_____Executive Assistant to the President

Attachment A:

The proposed motion incorporates the following elements:

Operating Budget Spending Plan

1. Approve the \$158,219,000 operating budget spending plan for all areas of the college

For Student Tuition and Fee Adjustments:

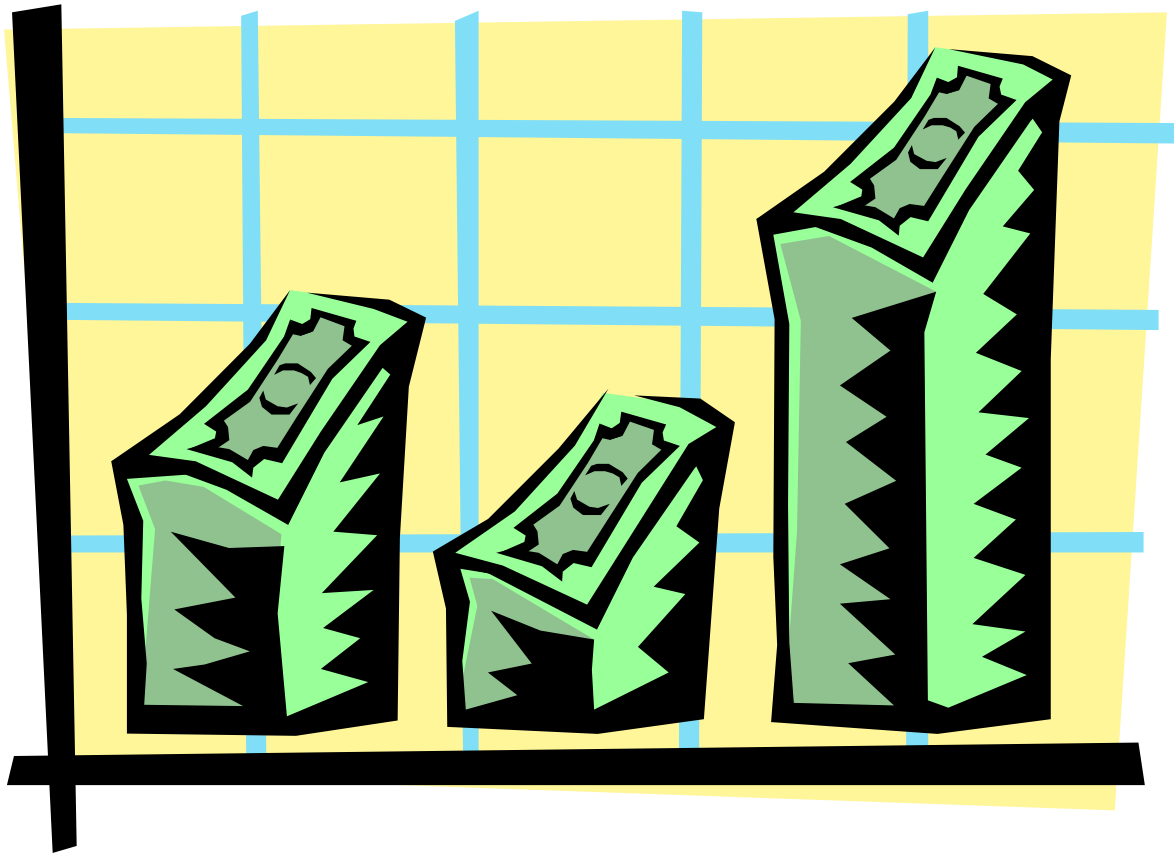
2. Increase resident undergraduate tuition levels by 14% per year; and
3. Increase non-resident undergraduate and resident graduate tuition levels 5% per year (non-resident graduate tuition levels will remain un-changed); and
4. Utilize 20% of the net revenue from tuition increases to increase the size of the Evergreen's student aid program; and
5. Increase the Student and Activities fee by 3% in 2009-10 and by 2% in 2010-11; and
6. Increase Housing Rates by an average of 5% per year; and
7. Increase Dining Plans by an average of 7% per year; and
8. Increase the Community Health and Counseling Fee by 25% in 2009-10 and by 14% in 2010-11; and
9. Charge a \$2 fee to participate in the Washington Student Lobby; and

For Adjustments to Base Budget:

10. Implement a \$4,188,450 (7.9%) college wide budget reduction plan (see attached); and
11. Apply \$1,185,719 of college one-time reserves to bridge the larger cut levels in the first year of that biennium over the second year; and
12. Create a \$586, 926 Hold-back Reserve for 2010-11; and
13. Allocate resources sufficient to annualize the exempt compensation plan implemented part way through the current year; and
14. Allocate resources sufficient to increase Faculty compensation levels by 1% per year as previously collectively bargained; and

Attachment B:

**Recommended 2009-11
Operating Budget Policy Framework**



A budget is a plan of operations ,that includes the proposed expenditures for a specific period or purpose and the proposed means of financing them.

Board of Trustees – June 2007

Context for the 2009-11 Operating Budget

For at least the last decade the college has faced little improvement in core funding support. The primary features over this time frame of legislative budgets have been smaller incremental changes due to tight budgets including: some budget cuts, enrollment increases, little to no funding for inflationary impacts, minimal salary increase adjustments and tuition increases.

Years of limited salary improvements, tight core operating budget levels, overall enrollment revenue stabilization, strategic investments and enrollment growth generate the primary focus of our 2009-11 Legislative Budget Request submitted the Governor's Office of Financial Management in September 2008.

What were the Animating Features of Our 2009-11 Legislative Budget Request Submitted to the Governor last September?

Faculty & Staff Recruitment & Retention: Competitive salary increases, improve labor relations infrastructure, enhancements to employee programming and acquisition of a new human resource management system, etc.

Student Recruitment & Retention: Enrollment growth, increased student financial aid, a new high school admissions counselor, a new 1st year student academic advising program, a standing diversity and equity committee, and Integrated Marketing Support, etc.

Basic Infrastructure and Institutional Capacity: Active shooter response programming, additional staff support to further diversity college revenue streams, replacing and adding new administrative computer applications, increase support in Network services, administrative computing, library, student financial services and payroll, and resources to address numerous inflationary concerns campus-wide, etc.

What Were the Animating Features of the Final Legislative Budget?

Immediately following our budget request last September the global, national and state economies for all practical purposes, melted down. For the next 6-7 months the state and the college emphasis shifted to retrenchment planning as each new revenue and unemployment forecast updates continued to show a worsen. How quickly our attention shifted from planning to shore up our basic core budget into major campus-wide budget reduction planning to meet the ever worsening state economy. The final legislative 13.2% budget reduction for the 2009-11 biennium are the largest the state has faced in over 3 decades exceeding the 10.1% cuts Evergreen took in October 1981.

- Negotiated salary increases for classified staff were eliminated
- Tuition increase of up to 14% per year for Resident Undergraduates
- Budget Reduction totaling \$4.2 million annually (7.9% cuts)
- 21.4 less staff positions, 11 full time equivalent less temporary and student positions and 2.3 less temporary faculty positions.
- Student share of cost increase for the 1st time above 50% (a 10% increase)
- State funding decreased over \$1,500 per student from current support levels

Comparision of Various 2009-11 Operating Budget Requests

	Evergreen's Request	Governor's Budget	Senate Budget	House Budget	Conference Final
Current Biennium Totals	108,294,000	108,294,000	108,294,000	108,294,000	108,294,000
Current Authorized Level Budget	111,064,000	111,064,000	111,064,000	111,064,000	111,064,000
<i>Maintenance Level Changes</i>					
- Fire Protection Agreement	162,000	161,000	161,000	161,000	161,000
- Operating Costs/New Bldgs.	32,000	32,000	0	0	0
- Tacoma Lease Increase.	124,000	90,000	124,000	124,000	124,000
- Workers Comp Changes	0	4,000	4,000	4,000	4,000
- Central Svs. Charges	0	-104,000	-102,000	-102,000	-102,000
- Pension Rate Changes	0	-72,000	-72,000	-72,000	-72,000
- Self Insurance Premium	0	0	-30,000	-30,000	-30,000
- Adjusment to Tuition Base	<u>0</u>	<u>0</u>	<u>-1,140,000</u>	<u>0</u>	<u>-1,140,000</u>
Sub-Total	318,000	111,000	-1,055,000	85,000	-1,055,000
Total Maintenance Level Budget	111,382,000	111,175,000	110,009,000	111,149,000	110,009,000
<i>Policy Requests (enhancements):</i>					
- Employee Recruitment & Retention	6,607,000	0	0	0	0
- Student Recruitment & Retention	3,029,000	0	0	0	0
- Basic Infrastructure & Inst. Capacity	3,536,000	0	0	0	0
- WSIPP Race Disproportionality Study	0	0	0	77,000	77,000
- WSIPP GAU Assessment and Review	0	0	0	0	75,000
- WSIPP Passport Pipeline Study	0	0	0	0	75,000
- WSIPP Contracted Childhood Welfare	0	0	0	0	59,000
- WSIPP Non-Food Items for the Needy	0	0	0	0	15,000
Enhancements, COLA's & Enrollments	13,172,000	0	0	77,000	301,000
- Employee Insurance Rate Increase	0	1,128,000			464,000
- PERS Actuarial Method Change	<u>0</u>	<u>-545,000</u>			<u>-611,000</u>
Employee Benefit Changes	0	583,000	0	0	-147,000
Governor's Directed Freeze	0	-1,552,000	0	0	
Governor's Directed 1% Non-Inst. Cut	0	-94,000	0	0	
Senate Academic & Inst. Support Cut	0	0	-3,158,000	0	-3,495,000
Senate Other Non-Instructional Cuts	0	0	-6,773,000	0	-6,773,000
Senate Student Svs. & Instr. Cuts	0	0	-2,811,000	0	-3,834,000
General Budget Reductions	0	-7,855,000	0	-14,104,000	0
Budget Cuts & Tuition Increases	<u>0</u>	<u>-9,501,000</u>	<u>-12,742,000</u>	<u>-14,104,000</u>	<u>-14,102,000</u>
Tuition Increases	0	5,448,000	5,394,000	7,783,000	6,951,000
Grand Total Operating Budget	124,554,000	107,705,000	102,661,000	104,905,000	103,012,000

Legislative Budget Reduction Instruction:

- Seek to minimize impacts on student services and instructional programs by maximizing reductions in admin and other non-instructional activities: reduce expenditures on institutional/academic admin by at least 12%
- In order to prioritize as much state and tuition revenue for direct instructional and student services as possible, TESC is likely to reduce expenditures in services such as research and education in areas such as labor relations, undergraduate education techniques, Pacific Northwest Native American culture and issues, community-based student learning and engagement, and Washington state public policy. Other major activities likely to experience significant reductions include library hours/acquisitions; energy usage; and facility/grounds maintenance.
- To the extent permitted by the applicable personnel system rules and collectively bargained with represented employees, institutions are encouraged to achieve the reductions in full-time-equivalent employment and payroll levels necessary to operate within this budget through strategies that will minimize impacts on employees, their families, their communities, and short- and long-term accomplishment of institutional mission. Institutions are encouraged to utilize strategies such as reduced work hours per day or week, voluntary leave without pay, and temporary furloughs.
- Salary increases provided from non-state sources shall not be included in the base used to calculate future state-funded compensation adjustments.
- Institutions are expected to enroll and educate at least the following number of FTE state-supported students per academic year. For Evergreen 4,213 09-10 and 4,213 10-11 (i.e. maintain enrollment) Because higher education is an essential driver of economic recovery and development, the college shall maintain, and endeavor to increase, enrollments and degree production levels at or beyond the 08-09 levels in the following high demand fields: Biological and biomedical sciences; computer and information sciences; education with specializations in special education, math, or science; engineering and engineering technology; health professions and related clinical sciences; and mathematics and statistics.
- At least \$100,000 of state appropriations for FY2010 and FY 2011 shall be expended on the Labor Center. The Labor Center's base budget is \$310,993. *Note: This is an expectation from our total base funding meaning this is to be 'self-funded'.*
- At least \$200,000 of state appropriations for FY 2010 and FY2011 shall be expended on the Washington Center for Undergraduate Education. The Washington Center's base budget is \$304,389. *Note: This is an expectation from our total base funding meaning this is to be 'self-funded'.*
- From state appropriations TESC will provide \$100,000 for FY 2010 and 2011 for the Washington State Institute for Public Policy (WSIPP) to be used as leverage from private funding. The program will calculate the return on public investment for evidence-based prevention and intervention programs and public policies that influence crime, K-2 education outcomes, child maltreatment, substance abuse, mental health, public health, public assistance, employment and housing. *Note: This is an expectation from our total base funding meaning this is to be 'self-funded'.*

- To the extent that federal or private funding is available the WSIPP and the Center for Reinventing Public Education at UW shall examine the relationship between teacher pension systems and teacher quality and mobility patterns in the state.
- Funding is provided for specific WSIPP studies. (\$15,000 is provided for the WSIPP to examine the need for and methods to increase the availability of nonfood items, such as personal hygiene supplies, soaps, paper products and other productions and other items, to needy persons in the state. \$59,000 is provided for the WSIPP to implement SSHB2106 concerning child welfare outcomes. \$77,000 is provided for the WSIPP to implement SSB5882 concerning racial disproportionality. \$75,000 is provided for the WSIPP to evaluate the adequacy of and access to financial aid and independent living programs for youth in foster care. \$75,000 is provided for the WSIPP to conduct an assessment of the general assistance unemployment program and other similar programs.)
- To the extent funds are available the WSIPP is encouraged to continue the longitudinal analysis of long-term mental health outcomes (mental health audit of 2001) to build upon the evaluation of the impact of mentally ill offenders (laws of 1999); and to assess program outcomes and cost effectiveness of children's mental health pilot projects are required by the law adopted in 2006.

Tuition and Fee Increase Authorities:

- May increase tuition by no more than 14% for resident, undergraduate students. May increase tuition charges to graduate and professional students, and to nonresident undergraduate students by amounts judged reasonable and necessary by the governing boards.
- Each governing board is authorized to increase summer quarter tuition and fees for resident and nonresident undergraduate, graduate, and professional students. Authorized to adopt or increase charges for fee-based, self-sustaining degree programs, credit courses, noncredit workshops and courses, and special contract courses by amounts judged reasonable. Authorized to adopt or increase services and activities fees for all categories of students. Authorized to adopt or increase technology fees. Authorized to adopt or increase special course & lab fees, and health & counseling fees. Authorized to adopt or increase admin fees.
- Institutions may waive all or a portion of operating fees for any student, but state general fund appropriations shall not be provided to replace foregone tuition and fee revenues.
- In addition to the 3.5% loan fund, TESC shall ensure that at least one-seventh of the additional net revenue beyond the 7% level will be used to provide additional student financial aid.
- TESC shall consult with existing student associations or organizations with student representatives regarding the impacts of potential tuition increases.
- TESC shall include information on our student billing statements notifying students of tax credits available through the American opportunity tax credit provided in the American recovery and reinvestment act of 2009.

Accountability & Transparency Requirements:

- To facilitate transparency and compliance with the federal stimulus bill institutions receiving state and federal appropriations shall allot anticipated state, federal and tuition expenditures by budget program and fiscal year.
- The state performance agreement committee and each public four year institution shall develop performance agreements for the period of September 1, 2009 through June 30, 2015. The agreements shall reflect the level of state, tuition, and other resources appropriated or authorized for each institution in the omnibus 2009-11 operating and capital budgets as well as reasonably anticipated changes in such resources for the two subsequent biennia as required to accomplish the higher education master plan. The agreements shall build upon each institution's actual performance relative to the 2011 targets previously negotiated between the institution, HECB, and OFM. Shall include measurable performance targets, benchmarks, and goals in areas including but not limited to: student enrollment levels, degree production, degree production in high-demand fields, undergraduate retention and graduation rates, time-to-degree, efficiency to degree, capital investment to maintain existing capacity and meet enrollment targets. Report progress towards performance targets during the preceding academic year to the state performance agreement committee prior to 11/1/10.
- Shall report personnel data to the DOP for inclusion in the Department's data warehouse. Uniform reporting procedures will be est. by the DOP for use by the reporting institutions.
- Colleges of Education within the 2009-11 appropriations shall develop a plan, by October 30, 2009, to increase the number of math and science teacher endorsements and certificates granted by the institution. States that to accomplish this work, enrollments may need to be shifted from low-need endorsement (i.e. elementary education endorsements) and certificate areas to math and science.

Budget Recommendation for the 2009-11 Biennium

11-Jun-09

THIS IS THE TOTAL CUT LEVEL SET BY
THE FINAL LEGISLATIVE BUDGET

Tuition Increases Are Assumed at:
14% per year for Resident Undergraduates
5% per year for Resident Graduates
5% per year for Non-Resident Undergraduates
No Change for Non-Resident Graduates

This is a View of How the Budget
Reduction Recommendations are
Viewed When Sorted by College Division

This is an additional View of how the Budget
Reduction Recommendations are
Distributed when sorted by Accounting Structure

*Note: These two budget reduction views
are not additive -- for display purposes only.*

These are costs not recognized by
the legislative budget that need to be
built into our budget assumptions

These are the actions required to 'bridge'
the impact of budget reductions larger
in the 1st year than the second to
begin to rebuild a 2nd year contingency fund
given national and state economic conditions

2009-10 Summary Position	
Final Conference Budget	(7,052,000)
Tuition Cap in Final Conference Budget	
Gross Tuition 14%, 5% , 5% & 0%	2,417,795
Less 3.5% Loan Fund	(183,994)
Less Student Waiver Authority	(78,183)
Net Amount per Formula	2,155,618
Less 20% more Student Aid	(431,124)
Amount to Help Offset Cuts	1,724,494
Stop Taking Credit Cards	180,000
Total Potential New Revenue	1,904,494

Budget Reductions by Division Sort		% of Base
Academics	(2,010,482)	-6.9%
Finance & Admin	(922,020)	-6.6%
Student Affairs	(413,542)	-6.5%
College Advancement	(111,600)	-5.3%
President's Office	(103,139)	-8.6%
WSIPP	(124,733)	-20.0%
07-09 Hold Back Contingency	(502,934)	-100.0%
Total Budget Reductions	(4,188,450)	-7.9%
Budget Reduction by Program Sort		
010 - Direct Instruction	(1,001,891)	-4.4%
020 - Sponsored Research	(18,707)	-25.0%
030 - Public Service	(734,358)	-26.1%
040 - Deans & Acad. Computing	(35,260)	-1.4%
050 - Library	(325,769)	-7.0%
060 - Student Services	(323,018)	-7.2%
080 - Admin, HR, Business Svs. Advanc	(1,321,292)	-13.0%
090 - Plant Ops & Maintenance	(428,155)	-8.7%
Total Budget Reductions	(4,188,450)	-7.9%

Base Budget Changes	
Exempt Comp. Plan	59,163
Faculty 1%/yr Sal. Inc.	167,500
Total Base Budget Changes	226,663

Resulting Balance	(1,185,719)
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Final Budget Management Actions	
One Time Bridge - 1st Year Cuts	1,185,721
One Time Bridge - Transition	500,000
One Time Bridge - Unemployment	50,000
Re-build a 09-11 Contingency Fund	??
Total Final Balancing Action	1,735,721

2010-11 Summary Position	
Final Conference Budget	(7,050,000)
Tuition Cap in Final Conference Budget	
Gross Tuition 14%, 5% , 5% & 0%	5,117,423
Less 3.5% Loan Fund	(389,436)
Less Student Waiver Authority	(165,480)
Net Amount per Formula	4,562,507
Less 20% more Student Aid	(898,224)
Amount to Help Offset Cuts	3,664,283
Stop Taking Credit Cards	180,000
Total Potential New Revenue	3,844,283

Budget Reductions by Division		% of Base
Academics	(2,010,482)	-6.9%
Finance & Admin	(922,020)	-6.6%
Student Affairs	(413,542)	-6.5%
College Advancement	(111,600)	-5.3%
President's Office	(103,139)	-8.6%
WSIPP	(124,733)	-20.0%
07-09 Hold Back Contingency	(502,934)	-100.0%
Total Budget Reductions	(4,188,450)	-7.9%
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090 - Plant Ops & Maintenance	(428,155)	-8.7%
Total Budget Reductions	(4,188,450)	-7.9%

Base Budget Changes	
Exempt Comp. Plan	59,163
Faculty 1%/yr Sal. Inc.	336,644
Total Base Budget Changes	395,807

Resulting Balance	586,926
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Final Budget Management Actions	
One Time Bridge - 1st Year Cuts	None
One Time Bridge - Transition	None
One Time Bridge - Unemployment	None
Build a 09-11 Contingency Fund	586,926
Total Final Balancing Action	586,926
	% of Base
	1.1%

DETAILS OF BUDGET REDUCTIONS

DETAILS OF BUDGET REDUCTIONS				2010-11 Budget Reduction Recommendations									
Division	Dept.	Program	Short Description of Change	Support Staff				Faculty Changes			Program & Fiscal Impact		
				Temp.	Class.	Exempt	RIF	Temp.	Cont.	RIF	% Cut	Actual Cut	Running Total
Inst.	Inst. Reserve	Reserves	Eliminate 09-11 Hold Back Conting.	-	-	-	No	-	-	No	100%	(502,934)	(502,934)
Acad.	Aca Admin	Uncommitted Base	Reduces ability to address unplanned base adjustments (e.g. position	-	-	-	No	-	-	No	25%	(28,295)	(531,229)
Acad.	Aca Admin	Provost Travel	From \$7,500 to \$2,500	-	-	-	No	-	-	No	67%	(5,000)	(536,229)
Acad.	Aca Admin	Deans	Reprioritization of dean workload needed	-	-	-	No	1.00	-	No	17%	(25,000)	(561,229)
Acad.	Aca Admin	Deans Desk Budgets	Negligible	-	-	-	No	-	-	No	50%	(10,260)	(571,489)
Acad.	Aca Admin	International Travel	Plans for expanded support discontinued	-	(1.00)	-	No	-	-	No	100%	(51,736)	(623,225)
Acad.	Aca Admin	Program Secretary	Office coverage reduced.	(0.65)	(0.50)	-	Yes	-	-	No	100%	(41,000)	(664,225)
Acad.	Aca Admin	IR goods and services	Reduced Operations	-	-	-	No	-	-	No	15%	(8,889)	(673,114)
Acad.	Aca Admin	Faculty Recruit/Retention	Associated with reduced faculty hiring (need to reinstate later)	-	-	-	No	-	-	No	50%	(50,000)	(723,114)
Acad.	Aca Admin	Faculty Recruit/New Faculty	Associated with reduced faculty hiring (need to reinstate later)	-	-	-	No	-	-	No	50%	(24,342)	(747,456)
Acad.	Aca Admin	Reclass Research Associate	None	-	-	-	No	-	-	No	100%	(5,341)	(752,797)
Acad.	Curric Support	Beginning the Journey	Need to examine/develop other entry options	-	-	-	No	-	-	No	65%	(5,340)	(758,137)
Acad.	Curric Support	Equipment	Equipment replacement dependent on reserves	-	-	-	No	-	-	No	100%	(248,000)	(1,006,137)
Acad.	Curric Support	Student Wages	Fewer employment opportunities for students.	(2.00)	-	-	No	-	-	No	7.5%	(31,976)	(1,038,113)
Acad.	Fac. Develop	Professional travel faculty	Fewer faculty travel opportunites	-	-	-	No	-	-	No	25%	(23,733)	(1,061,846)
Acad.	Fac. Develop	Sponsored Research	Fewer faculty development opportunities	-	-	-	No	-	-	No	25%	(18,707)	(1,080,553)
Acad.	Fac. Develop	Summer institutes	Fewer faculty development opportunites	-	-	-	No	-	-	No	25%	(31,400)	(1,111,953)
Acad.	Fac. Develop	Faculty Planning Retreat(s)	Curriculum planning retreats no longer off-campus	-	-	-	No	-	-	No	60%	(7,200)	(1,119,153)
Acad.	Fac. Develop	Rotations	Eliminate Library, Kobe rotations	-	-	-	No	1.33	-	No	0%	-	(1,119,153)
Acad.	Centers	Labor Center	Training/education program for unions reduced	-	-	(2.00)	Yes	-	-	No	49%	(153,009)	(1,272,162)
Acad.	Centers	WA Center	Program scope likely reduced.	-	(1.50)	(0.34)	Yes	-	-	No	34%	(104,390)	(1,376,552)
Acad.	Centers	Ctr for Ed Improvement	Program reduced & absorbed in Teacher Ed. Prog.	-	-	(2.00)	No	-	-	No	81%	(174,254)	(1,550,806)
Acad.	Centers	NW Indian Research	Dir. contract, G&S reduced. Grant funding sought.	-	-	-	No	-	(0.33)	No	50%	(68,453)	(1,619,259)
Acad.	Centers	Longhouse	Staff fte & GST reduced. Grant funding sought.	-	(0.50)	(0.70)	Yes	-	-	No	49%	(109,519)	(1,728,778)
Acad.	Curric Support	CAL	CAL reorganized into Academic Computing	-	(1.00)	-	No	-	-	No	49%	(109,943)	(1,838,721)
Acad.	Aca Program	MPA Tribal Cohort	Reduced GST - minimal impact.	-	-	-	No	-	-	No	8.5%	(7,000)	(1,845,721)
Acad.	Aca Program	MES Program	Reduced temp. employee & GST - minimal impact.	(0.37)	-	-	No	-	-	No	10%	(10,284)	(1,856,005)
Acad.	Aca Program	MIT/MED Program	Reduced GST - minimal impact.	(0.77)	-	-	No	-	-	No	10%	(28,684)	(1,884,689)
Acad.	Aca Program	MPA - General Cohort	Reduced GST - minimal impact.	-	-	-	No	-	-	No	12%	(12,890)	(1,897,579)
Acad.	Aca Program	Tacoma Program Support	Asst. to Exec. Dir. Fte and G&S reduced	-	-	(0.50)	No	-	-	No	10%	(25,711)	(1,923,290)
Acad.	Curric Support	Library	Reduce periodicals, 1,875 vacant media staff positions, GST and	(1.68)	(1.88)	-	No	-	-	No	9%	(325,769)	(2,249,059)
Acad.	Curric Support	Performing Arts Support	Evergreen Expression discontinued, Less G&S	-	-	-	No	-	-	No	3.7%	(15,836)	(2,264,895)
Acad.	Curric Support	Science Support	Reduction in G&S and Farm student support	(0.60)	-	-	No	-	-	No	4.2%	(25,200)	(2,290,095)
Acad.	Curric Support	Study Abroad	Reduction in study abroad programs	-	-	-	No	-	-	No	50%	(25,000)	(2,315,095)
Acad.	Curric Support	Program budgets	Academic program support impact	-	-	-	No	-	-	No	15%	(51,531)	(2,366,626)
Acad.	Faculty	Temporary Faculty	Offset by redeployment of non-teaching continuing faculty to mainta	-	-	-	No	(2.33)	-	No	5%	(146,790)	(2,513,416)
Finance	Business Services	Mail & Receiving	E-Billing for student statements - Postage	-	-	-	No	-	-	No	????	(11,500)	(2,524,916)
Finance	Business Services	Student Accounts	E-Billing for student statements -envelopes	-	-	-	No	-	-	No	????	(1,500)	(2,526,416)
Finance	VP FAD Office	VP FAD Office	Special Assistant to the VP	-	-	(0.40)	No	-	-	No	100%	(42,642)	(2,569,058)
Finance	Division Wide	Division Wide	reduce FAD division equipment funds	-	-	-	No	-	-	No	????	(29,935)	(2,598,993)
Finance	Business Services	Insurance	Reduce property insurance	-	-	-	No	-	-	No	????	(13,888)	(2,612,881)
Finance	Business Services	Student Accounts	Transfer salaries to Misc Admin org 3215	-	-	-	No	-	-	No	????	(30,000)	(2,642,881)
Finance	Business Services	Student Accounts	Implement 12% interest charge on past due accounts	-	-	-	No	-	-	9.00		(50,000)	(2,692,881)
Finance	Business Services	Student Accounts	Transfer Fiscal Analyst II salary to Perkins Admin org 3214	-	-	-	No	-	-	No	22%	(13,000)	(2,705,881)
Finance	Business Services	Conferences	Additional recharge to Conference Services	-	-	-	No	-	-	No	????	(10,000)	(2,715,881)
Finance	Business Services	Mail & Receiving	Mail Processing Driver	-	(0.25)	-	No	-	-	No	50%	(13,800)	(2,729,681)

DETAILS OF BUDGET REDUCTIONS (Continued)

DETAILS OF BUDGET REDUCTIONS (Continued)				2010-11 Budget Reduction Recommendations									
				Support Staff				Faculty Changes			Program & Fiscal Impact		
Division	Dept.	Program	Short Description of Change	Temp.	Class.	Exempt	RIF	Temp.	Cont.	RIF	% Cut	Actual Cut	Running Total
Finance	C&C	C&C	Eliminate Advancement of Technology funds	-	-	-	No	-	-	No	100%	(79,000)	(2,808,681)
Finance	C&C	C&C	Reduce travel funds	-	-	-	No	-	-	No	50%	(3,500)	(2,812,181)
Finance	Facilities	Facilities	Reduce goods & services	-	-	-	No	-	-	No	15%	(50,722)	(2,862,903)
Finance	Facilities	Facilities	Reduce travel	-	-	-	No	-	-	No	10%	(5,516)	(2,868,419)
Finance	Business Services	Director Business Svc	Goods and Services	-	-	-	No	-	-	No	14%	(5,000)	(2,873,419)
Finance	C&C	Telecommunications	ITS -4	-	(1.00)	-	No	-	-	No	100%	(89,940)	(2,963,359)
Finance	Business Services	TS&R	Fiscal Analyst I	-	(1.00)	-	No	-	-	No	100%	(55,160)	(3,018,519)
Finance	C&C	Administrative Computing	Senior Systems Analyst/Programmer	-	-	0.20	No	-	-	No	100%	16,000	(3,002,519)
Finance	Facilities	Utility Services	Plumber/Pipefitter/Steamfitter	-	(1.00)	-	No	-	-	No	100%	(62,884)	(3,065,403)
Finance	Facilities	Building Services	Custodian	-	(0.50)	-	No	-	-	No	100%	(24,147)	(3,089,550)
Finance	Business Services	Student Accounts	Cashier II	-	(0.50)	-	No	-	-	No	100%	(19,000)	(3,108,550)
Finance	Facilities	Energy	10% Reduction in Utility Consumption	-	-	-	No	-	-	No	10%	(284,886)	(3,393,436)
Finance	C&C	C&C	Reduce funds available for systems maintenance	-	-	-	No	-	-	No	13%	(35,000)	(3,428,436)
Finance	Business Services	Director Business Svc	Reduce temp/OT/Student salaries	(0.41)	-	-	No	-	-	No	???	(7,000)	(3,435,436)
Student	VPSA	Super Saturday	Discontinue Super Saturday	-	-	-	No	-	-	No	100%	(20,000)	(3,455,436)
Student	SASS	WATEP	Discontinue expansion	-	-	-	No	-	-	No	30%	(56,296)	(3,511,732)
Student	Enroll. Svs.	Financial Aid	Shift salary to non-state revenue	-	-	-	No	-	-	No	26%	(16,475)	(3,528,207)
Student	Enroll. Svs.	Admissions	Shift postage to non-state revenue	-	-	-	No	-	-	No	19%	(16,000)	(3,544,207)
Student	SASS	Access Services	Reduce hiring costs-hire temps instead of via contract	-	-	-	No	-	-	No	30%	(15,000)	(3,559,207)
Student	VPSA	Equipment Reserve	Reduce annual expenditures	-	-	-	No	-	-	No	50%	(25,000)	(3,584,207)
Student	SASS	SASS	Shift expenses to indirect costs	-	-	-	No	-	-	No	-	(10,000)	(3,594,207)
Student	Enroll. Svs.	Admissions	Reduce E/W advertising	-	-	-	No	-	-	No	31%	(14,000)	(3,608,207)
Student	Enroll. Svs.	Admissions	Reduce viewbook printing/mailing	-	-	-	No	-	-	No	3%	(9,000)	(3,617,207)
Student	Enroll. Svs.	Enrollment Management	Discontinue mailing of scholarship brochure	-	-	-	No	-	-	No	100%	(7,000)	(3,624,207)
Student	VPSA	VPSA	Reduce goods & services	-	-	-	No	-	-	No	12%	(15,524)	(3,639,731)
Student	Enroll. Svs.	Registration & Records	Reduce goods & services	-	-	-	No	-	-	No	4%	(1,000)	(3,640,731)
Student	SASS	Academic Advising	Reduce goods & services	-	-	-	No	-	-	No	10%	(1,490)	(3,642,221)
Student	Enroll. Svs.	Student Employment	Reduce goods & services	-	-	-	No	-	-	No	12%	(1,000)	(3,643,221)
Student	SASS	General Education	Eliminate professional development funds	-	-	-	No	-	-	No	100%	(12,000)	(3,655,221)
Student	SASS	Academic Advising	Staff reduction-currently vacant Adviser	-	-	(1.00)	No	-	-	No	100%	(52,771)	(3,707,992)
Student	SASS	SASS	Reduce student labor - Main Reception	(0.35)	-	-	No	-	-	No	20%	(3,000)	(3,710,992)
Student	Enroll. Svs.	Registration & Records	Eliminate overtime	(0.09)	-	-	No	-	-	No	50%	(3,750)	(3,714,742)
Student	SASS	Access Services	Reception-reduce student labor & coverage	(0.21)	-	-	No	-	-	No	25%	(1,800)	(3,716,542)
Student	Enroll. Svs.	Registration & Records	Eliminate student labor	(0.42)	-	-	No	-	-	No	50%	(3,500)	(3,720,042)
Student	Enroll. Svs.	Admissions	Staff reduction-temporary Counselors	-	-	(1.84)	No	-	-	No	20%	(59,020)	(3,779,062)
Student	Enroll. Svs.	Registration & Records	Eliminate temporary staffing	(0.41)	-	-	No	-	-	No	50%	(3,500)	(3,782,562)
Student	SASS	Academic Advising	Reduce student labor-Peer Advisor Program	(0.59)	-	-	No	-	-	No	20%	(5,000)	(3,787,562)
Student	SASS	Career Development	Reduce student labor, goods & services, and travel (eliminate travel,	-	-	-	No	-	-	No	7%	(1,130)	(3,788,692)
Student	SASS	Orientation	Reduce goods & services (reduction in printing and mailing, entertain	-	-	-	No	-	-	No	73%	(7,286)	(3,795,978)
Student	SASS	First Peoples	Reduce goods & services -Day of Absence/Presence	-	-	-	No	-	-	No	30%	(3,000)	(3,798,978)
Student	Residential & Dining S	RAD	Increase recharge to 5% (expenses offset elsewhere)	-	-	-	No	-	-	No	2%	(50,000)	(3,848,978)
Advance.	Development	Fundraising	Move Gift Officers to State	-	-	2.00	No	-	-	No	100%	132,009	(3,716,969)
Advance.	Vice President	Administration	Cut Senior Level Mgmt Position	-	-	(1.00)	Yes	-	-	No	100%	(92,859)	(3,809,828)
Advance.	College Relations	Administration	Prof Development/travel	-	-	-	No	-	-	No	50%	(8,500)	(3,818,328)
Advance.	Dev & Alumni	Administration	Prof Development/travel	-	-	-	No	-	-	No	50%	(15,000)	(3,833,328)
Advance.	Vice President	Administration	Cut VP Travel	-	-	-	No	-	-	No	13%	(3,000)	(3,836,328)

DETAILS OF BUDGET REDUCTIONS (Continued)

DETAILS OF BUDGET REDUCTIONS (Continued)				2010-11 Budget Reduction Recommendations									
				Support Staff				Faculty Changes			Program & Fiscal Impact		
Division	Dept.	Program	Short Description of Change	Temp.	Class.	Exempt	RIF	Temp.	Cont.	RIF	% Cut	Actual Cut	Running Total
Advance.	Development	Fundraising	Direct Mail	-	-	-	No	-	-	No	45%	(40,000)	(3,876,328)
Advance.	College Relations	Web & Publications	Cut Students & Temps	(0.37)	-	-	No	-	-	No	25%	(6,250)	(3,882,578)
Advance.	Development	Fundraising	Student Employees	(0.94)	-	-	No	-	-	No	7%	(8,000)	(3,890,578)
Advance.	Development	Fundraising	Student Employees	(0.94)	-	-	No	-	-	No	7%	(8,000)	(3,898,578)
Advance.	Development	Fundraising	Travel	-	-	-	No	-	-	No	40%	(2,000)	(3,900,578)
Advance.	College Relations	Evergreen Magazine	Cut 1 issue; shift to on-line	-	-	-	No	-	-	No	43%	(25,000)	(3,925,578)
Advance.	College Relations	Institutional Marketing	Cut Advertising for paid recruit & promo	-	-	-	No	-	-	No	0%	(35,000)	(3,960,578)
Pres.	President	Administration	Transfer Some Goods & Svs. To Indirect	-	-	-	No	-	-	No	8%	(5,000)	(3,965,578)
Pres.	President	Administration	Eliminate the Equipment Replacement Fund	-	-	-	No	-	-	No	100%	(8,165)	(3,973,743)
Pres.	President	Administration	Eliminate Vacant Professional Staff Position	-	-	(1.00)	No	-	-	No	100%	(76,974)	(4,050,717)
Pres.	President	Administration	Reduce President's Compensation Package	-	-	-	No	-	-	No	0%	(13,000)	(4,063,717)
Pres.	WSIPP	WSIPP	Reduce Base Funding by 20%	-	-	(2.00)	Yes	-	-	No	20%	(124,733)	(4,188,450)
TOTALS				(10.80)	(10.63)	(10.58)		0.00	(0.33)			(4,188,450)	

Staffing Impact Analysis	Temp.	Class.	Exempt
Temporary and Vacant Positions	(10.80)	(8.63)	(6.74)
Necessary Increases in Position Base	-	-	2.20
Layoff but potential to move to other funds	-	(1.50)	(5.04)
Full or Partial Layoffs	-	(0.50)	(1.00)
TOTALS	(10.80)	(10.63)	(10.58)

**Recommended
General Student Tuition and Mandatory Fees
For the 2009-10 and 2010-11 Regular Academic Years**



Board of Trustees – June 2009

Legislative Approved Tuition and Aid Policies

Financial Aid: The legislature provided an impressive \$82.2 million to increase the State Need Grant and Washington Scholars and the Washington Award for Vocational Excellence programs. This enhancement assumes that all Boards increase tuition to the maximum levels.

Waivers: In addition to the current 3.5% local student loan fund and 7.6% student waiver level, the final conference committee budget legislature requires that all institutions ensure that at least one seventh of the net additional revenue from tuition increases beyond the 7% level be used to provide additional student financial aid.

Tuition Increases: The final budget authorizes up to a 14% increase in resident undergraduate tuition at the research and regional universities and Evergreen. continue to be the prerogative of the Board of Trustees.

Proposed Tuition (Operating and Building Fee) Increase Schedule

Tuition Increases:	Fiscal 2008-09 Current Rates	Fiscal 2009-10		Fiscal 2010-11	
		Amount of Increase	Total Proposed	Amount of Increase	Total Proposed
Resident Undergraduate	4,297	602	4,899	686	5,585
Non-Resident Undergraduate	6,069	303	6,372	319	6,691
Resident Graduate	15,157	758	15,915	796	16,711
Non-Resident Graduate	19,506	-	19,506	-	19,506

Note: The Legislature does not mandate tuition increases. Higher education governing boards are authorized to locally decide the level of increase necessary provided that resident undergraduate tuition increases do not exceed the 14% maximum annual limit.

This table assumes that resident undergraduate tuition is increased 14% per year and non-resident undergraduate and resident graduate rates increase by 5% per year. Non-resident graduate tuition rates are assumed to remain at current levels through the next two-year budget cycle.

Other Fee Increase: There are several other fee increases under consideration that the board will hear about though-out the work-session including:

- Increasing the S&A Fee
- Increasing the Health & Counseling fee
- Increasing the Housing and Dining Rates.
- Implementing the Washington Student Lobby Fee

The attached table factors these changes to reflect the impact to the total estimated cost of attendance for the next two-year period.

Estimated Total Cost of Attendance For The 2009-11 Biennium

**Tuition increases: 14%/yr. Resident Undergraduate, & 5%/yr. Non-Resident Undergraduate
and 5%/yr for Resident Graduate, & 0% for Non-Resident Graduate.**

**Rate & fees: Student Activities increases are 3% in FY 2010 and another 2% in FY 2011, Health & Counseling
will increase 25% in FY 2010 and other 14% in 2011, Housing is estimate to increase 5% per year and
Dining plans are estimated to increase by 7% per year.**

		Resident Undergraduate			Non-Resident Undergraduate			Resident Graduate			Non-Resident Graduate		
		Current 2008-09 Levels	Forecast 2009-10 Levels	Forecast 2010-11 Levels	Current 2008-09 Levels	Forecast 2009-10 Levels	Forecast 2010-11 Levels	Current 2008-09 Levels	Forecast 2009-10 Levels	Forecast 2010-11 Levels	Current 2008-09 Levels	Forecast 2009-10 Levels	Forecast 2010-11 Levels
General Tuition & Manditory Fees													
Operating		4,125	4,703	5,362	14,551	15,278	16,043	5,917	6,213	6,524	18,921	18,921	18,921
Building		172	196	223	606	637	668	152	159	167	585	585	585
Student & Activities		499	514	524	499	514	524	499	514	524	499	514	524
Sub-Total		4,796	5,413	6,109	15,656	16,429	17,235	6,568	6,886	7,215	20,005	20,020	20,030
Health & Counseling		141	174	198	141	174	198	141	174	198	141	174	198
Bus Pass Fee (inc. late-nite)		49	49	49	49	49	49	49	49	49	49	49	49
Clean Energy Fee		48	48	48	48	48	48	48	48	48	48	48	48
CAB Building Fee		276	276	276	276	276	276	276	276	276	276	276	276
WASH-PIRG		18	-	-	18	-	-	18	-	-	18	-	-
Sub-Total		532	547	571	532	547	571	532	547	571	532	547	571
Total Direct Costs		5,328	5,960	6,680	16,188	16,976	17,806	7,100	7,433	7,786	20,537	20,567	20,601
Dollar Change			632	720		788	830		333	353		30	34
Percent Change			11.86%	12.08%		4.87%	4.89%		4.69%	4.75%		0.15%	0.17%
Estimated Other Costs													
		Current Aid Package	Current Aid Package		Current Aid Package	Current Aid Package		Current Aid Package	Current Aid Package		Current Aid Package	Current Aid Package	
Books & Supplies		932	924	924	932	924	924	932	1,200	1,200	932	1,200	1,200
Loan Fees		-	225	225	-	225	225	-	225	225	-	225	225
Room & Board		8,116	8,052	8,052	8,116	8,052	8,052	8,116	8,052	8,052	8,116	8,052	8,052
Personal Needs		1,956	1,941	1,941	1,956	1,941	1,941	1,956	1,941	1,941	1,956	1,941	1,941
Transportation		1,081	1,098	1,098	1,081	1,098	1,098	1,081	1,098	1,098	1,081	1,098	1,098
Total Other Costs		12,085	12,240	12,240	12,085	12,240	12,240	12,085	12,516	12,516	12,085	12,516	12,516
Dollar Change			155	-		155	-		431	-		431	-
Percent Change			1.28%	0.00%		1.28%	0.00%		3.57%	0.00%		3.57%	0.00%
TOTAL ESTIMATED COSTS		17,413	18,200	18,920	28,273	29,216	30,046	19,185	19,949	20,302	32,622	33,083	33,117
Dollar Change			787	720		943	830		764	353		461	34
Percent Change			4.52%	3.96%		3.34%	2.84%		3.98%	1.77%		1.41%	0.10%
Biennial Dollar Change				1,507			1,773			1,117			495
Biennial Percent Change				8.7%			6.3%			5.8%			1.5%

Note: The final Tuition levels are subject to Board of Trustees Action