OPERATING BUDGET REQUEST



2013 - 2015 BIENNIUM

Eastern Washington University



EASTERN WASHINGTON UNIVERSITY

OPERATING BUDGET REQUEST

2013 – 2015 BIENNIUM





September 10, 2012

Governor Christine Gregoire Office of the Governor PO Box 40002 Olympia, WA 98504

Dear Governor Gregoire:

This letter transmits the 2013-15 biennial operating budget request for Eastern Washington University. Developed within the guidelines set by the Office of Financial Management, this request represents Eastern's university-wide efforts to focus on its mission to expand opportunities for personal transformation through excellence in learning.

Eastern has proposed decision package requests which are directly related to our mission that include faculty salaries, enrollment, learning commons, outreach, opportunity and student success, and maintenance and operations.

Compensation

Eastern is committed to providing a high quality educational opportunity to the students in its region. In order to offer a curriculum that provides a strong academic foundation for its students, it is essential the university attract and retain high-quality faculty. Eastern has experienced challenges in recruiting and retaining faculty of excellence. The competitiveness of our salaries determines, in large part, our ability to accomplish this goal. If Eastern continues to struggle to fill faculty vacancies in critical program areas and to lose good faculty to better paying opportunities at other universities, the quality of education will be impacted. Eastern requests funding for faculty and professional exempt staff salary increases.

Enrollment

Eastern's leadership team works diligently to balance its responsibility to provide additional access to students with its duty to provide quality educational and professional programs. However, the university struggles to maintain both quality programs and fiscal balance without additional state funding support. Most university enrollment growth in recent biennia directly serves the needs of Washington residents. Eastern has responsibly managed its enrollment growth. However, funding reductions from the past two biennia combined with modest enrollment growth have created an unexpected funding gap of more than 1,300 full-time equivalent students (FTES). Eastern's enrollment request for the 2013-15 biennium asks the legislature to fund 650 FTES in FY14 and an additional 650 FTES in FY15. This request funds only 75 percent of the expected enrollment gap for 2013-15.

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Learning Commons

In its continued commitment to student success, Eastern Washington University will remodel significant space within the John F. Kennedy Library on the Cheney campus to accommodate a student Learning Commons. A Learning Commons is a blended learning space that supports the entire student-learning experience, including students' technology needs, their collaborative learning needs, and their personal development. The Learning Commons combines traditional library research services with writing assistance, peer programs, computing and technology support, individual and group study, and other services to facilitate and enhance the processes of inquiry, analysis, understanding, synthesis, and acquisition of knowledge.

Outreach, Opportunity and Student Success

Students who are first generation or those with financial need are at greater risk than their peers for leaving college without earning degrees. National studies show that high need students can be as capable as their more affluent peers, and that thoughtful student success interventions are effective at retaining them, graduating them and demonstrating a high value-added result for the public. Half of new freshman and transfer students served by Eastern are first-generation students, many are from under-represented ethnic groups, and a significant number are from families of mid to low socio-economic status. More Eastern freshman are eligible for Federal Pell Grants than freshmen at any other Washington state four year college or university. Pell grants are a direct indicator of low socio-economic status, reflecting the fact that Eastern educates a greater percentage of high need students than its sister institutions. Eastern proposes projects that will expand opportunities for students and return-to-school learners, increased veterans support, improved support for students with disabilities and improvement of student assistance and case management.

Maintenance and Operations

Reductions in state funding since 2008 have significantly limited the resources available for Eastern's maintenance and operations. In connection with the university strategic plan, scarce state funding has been allocated to the core instructional mission. Position reductions within facilities make it difficult to accomplish maintenance tasks and have caused further delays in rotating maintenance schedules. Over time, this approach can substantially impact the maintenance of instructional support spaces and facilities. Deferring maintenance will reduce the lifecycle and increase the operational cost of state facilities. In addition, during this same time period, operational costs have substantially increased. Minimum wage increases and contracted classified salary and benefit increases all impact the university's ability to provide quality care to state buildings. Eastern seeks to restore (2008 levels) and increase maintenance and operation funding to address the increase in campus square footage, the increased cost of goods sold for

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maintenance and operations, to provide leadership and supervision for campus recycling and sustainability and for currently non-funded maintenance and operational mandates.

Eastern Washington University remains focused on its mission and is actively working to fulfill its obligation to serve the educational needs of its region. Your support for, and recognition of, the role of higher education in a successful state economy is critical to our institution, our citizens, and our state.

I urge you to carefully consider and support this request, and I look forward to discussing Eastern's plans with you and your staff. Thank you for your support.

Sincerely,

Ket alle Aniand

Rodolfo Arévalo, Ph.D. President

RA:cgg

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Inspiring the Future - Strategic Plan – 2012-2017

In the spring of 2011, President Dr. Arévalo, announced a new strategic planning process for Eastern Washington University. *Inspiring the Future* was developed to reflect what the university is trying to achieve: a clear action plan with attainable goals that will truly inspire those who are involved with Eastern as they undergo this transformation. The process was in response to the EWU Board of Trustees charge to create a new five-year strategic plan.

Much has changed at Eastern since the last strategic plan was established in 2003, and it was time to develop a new blueprint for the future. The process provided an exciting chance to take a fresh look at EWU's future vision, values, and direction, reaffirming what is important to the institution, while looking at new opportunities for transformation.

Given the significant changes to the funding of higher education in the state of Washington, it was important to look at shorter planning periods to take advantage of the most current external demands put upon the university. These shorter planning schemes would be more action oriented and focused on short term, achievable activities. In addition, the academic directions and focus of the university have changed and new demands from the region and state required a reassessment of the best ways to utilize campus resources. It was important for the university to develop new goals, strategies and actions to meet the new challenges.

The Strategic Planning committee was co-chaired by Dr. Arévalo and Dr. Rex Fuller, Provost and Vice President for Academic Affairs. The committee consisted of broad representation from all aspects of the university (students, faculty, and staff) and the community.

The university hosted numerous strategy sessions. A Spokane-based communications firm, Desautel Hege, helped the strategic planning committee reach out to constituents for their input. Focus groups were held on the Cheney, Riverpoint and Bellevue campuses, web surveys were sent to people from Eastern and the outside community. In addition, key businesses, legislative and community leaders as well as university board members were interviewed to gather their unique insight.

Results from the strategy sessions lead to the focus of the strategic plan on four key areas: Student Success, Innovation, Reputation and Community Engagement. Each relating to how Eastern positions itself in the community, builds on its strengths and creates an environment where each student thrives. The first draft of the *Inspiring the Future Strategic Plan* was unveiled in campus community open forums for feedback.

In winter of 2012, the final plan was in place that clearly defined the university vision of student success, emphasized the importance of developing graduates who are critical thinkers and highlighted the uniqueness of Eastern. The university celebrated the importance of the new strategic plan with a campus-wide event. The event keynote speaker was Dr. Mark, Milliron, an award-winning leader, author, speaker and consultant well known for exploring leadership development and learning strategies.

EWU is hopeful this will be a new era of unique collaboration and effort to focus on what we do best – providing a high-quality education to our students. This will allow the university to excel during these difficult economic times. The *Inspiring the Future Strategic Plan* for 2012-2017 follows.



inspiring the future

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ewu.edu/inspiringthefuture

∞ New EWU Values, Mission & Vision ∞

EWU is a regional, comprehensive public university located in Cheney and Spokane, Wash., with programs offered throughout the state and online.



OUR VALUES

EWU is dedicated to the following key values:

STUDENT-CENTERED LEARNING ENVIRONMENT

Students are the reason we exist.

QUALITY

We strive for excellence in everything we do.

ACCESS

We expand access to opportunity and success for students.

INCLUSIVENESS

Our diversity makes EWU a stronger community.

INTEGRITY

We foster a culture of respect, commitment and honesty.

OUR MISSION

EWU expands opportunities for personal transformation through excellence in learning.

EWU ACHIEVES THIS MISSION BY:

- fostering excellence in learning through quality academic programs, undergraduate and graduate student research and individual student-faculty interaction. Students extend their learning beyond the classroom through co-curricular programs, life skills development, internship programs, volunteering and service learning.
- creating environments for personal transformation that enrich the lives of individuals, families, communities and society at large.
- expanding opportunity for all students by providing critical access to first generation students, underserved populations, place-bound students, and other students who may not have the opportunity for higher education.
- developing faculty and staff by growing and strengthening an intellectual community and supporting professional development.

OUR VISION

EWU envisions a future of professionally, socially and culturally engaged leaders, citizens and communities.

EWU is a driving force for the culture, economy, workforce and vitality of Washington state. Our graduates think critically and make meaningful contributions to both their career fields and their communities.

FOCUS AREAS FOR FIVE-YEAR STRATEGIC PLAN (2012-2017)

Through interviews, focus groups, web surveys, strategic planning strategy sessions and feedback sessions, we received more than 1,500 inputs from students, faculty, staff, alumni, elected officials and community leaders (note that some individuals provided multiple inputs throughout the engagement phase). Throughout this process, four themes emerged as the most important and highest impact areas for EWU's focus over the next five years. They are:

- student success
- institution of innovation
- community engagement
- visibility

GOALS AND STRATEGIES FOR FIVE-YEAR STRATEGIC PLAN

Each focus area has a goal and a series of strategies that will be implemented over the five-year period. The "indicators of success" show how each goal will be measured. Each year, a campuswide annual action plan will be developed to guide individual actions that support these strategies, along with specific owners and metrics. All departments and programs will be involved in this process and annual actions will be published each fall. Hundreds of great ideas have already been submitted. By working together we will be inspiring the future for Eastern Washington University.



1 STUDENT SUCCESS

Goal: To create an environment where students succeed at their highest level.

Students are at the center of all that Eastern does. EWU defines student success as students' ability to fulfill their goals in education, career and life.

Key Strategies:

- Improve retention and graduation rates.
- Create greater access to, and increased utilization of, student support services.
- Support EWU faculty and staff in their ability to foster student success.
- Expand campuswide commitment to student success.
- Create a system that improves performance of students in developmental courses to accelerate their progress toward degree.

Indicators of Success:

- Increase first to second year retention rates from 75 percent in 2011 to 82 percent by 2017.
- Increase six year graduation rates from 46 percent for the 2011 graduating class to 54 percent for the 2017 graduating class.
- Maintain average of less than 25:1 student-faculty ratio
- Improved utilization of student support services

2 INSTITUTION OF INNOVATION

Goal: Build an environment that utilizes research to identify, anticipate and respond to community and societal needs.

EWU can meet evolving community and societal needs through innovative programs and new types of collaborations that make effective use of resources and extend the university's reach and impact.

Key Strategies:

- Create the EWU Virtual Campus, which will provide a premier learning environment for place-bound students and professionals seeking to improve their skills and their own potential for promotion within their work place.
- Utilize partnerships and collaborations to develop new programs.
- Enhance and support faculty research programs by growing the participation of undergraduate and graduate students, departments and community partners.

Indicators of Success:

- Number of new programs and degrees for online/hybrid delivery that meet regional and statewide needs
- Number of certificate and program training options offered through the Virtual college
- Creation of the Center for Alternative Energy
- Numbers of students involved in the undergraduate research symposium
- Number of students moving on to graduate and professional programs
- Number of research and creative conferences that come to Spokane or Cheney

3 COMMUNITY ENGAGEMENT

Goal: Increase community engagement through active participation of students, staff and faculty with community groups, business, organizations and government.

Community engagement builds recognition, fosters support and expands opportunities for students, faculty, staff and graduates as well as the communities we serve. A closer relationship with business, industry and communities improves EWU's ability to anticipate and respond to workforce and community needs.

Key Strategies:

- Strengthen student, staff and faculty participation in community-based activities.
- Increase the presence and involvement of EWU leadership in the community.
- Strengthen existing relationships and create new relationships with external groups.

Indicators of Success:

- Number of strategic partnerships with community, government, K-12 education and private sector partners
- Number of external advisory boards on region and statewide needs
- Regular convening of business, government, healthcare and community roundtables
- Increased connection (internships, mentorships, partnerships) between community members and students, faculty and staff
- Number of registered student internships and service learning hours
- Number of public/community activities attended by senior administrators

4 VISIBILITY

Goal: Continue to strengthen EWU's reputation by raising the visibility of EWU's high-quality academic programs, community engagement and innovation.

EWU's reputation drives community and business engagement and support, our alumni relations, and most importantly, our enrollment for undergraduate and graduate programs. Expanded visibility and recognition of EWU's strengths and successes will drive internal and external perceptions of the university as an institution of choice.

Key Strategies:

- Increase media exposure.
- Leverage and market EWU's success.
- Develop an internal and alumni pride campaign.

Indicators of Success:

- Increased favorability ratings of EWU by business leaders and community members
- Rankings of EWU in annual publications, such as the Princeton Review
- Local and regional media coverage
- Increased accolades, awards and recognition for EWU's academic and co-curricular programs, community engagement and/or innovative programs or initiatives
- Increased recognition of EWU's outstanding students, faculty and staff

inspiring the future

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STUDENT SUCCESS

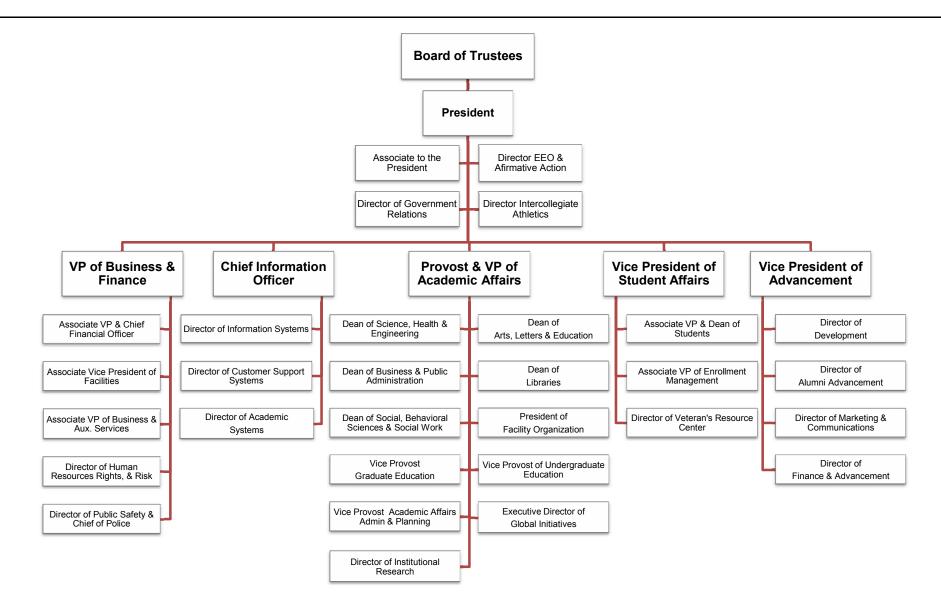
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A002 Instruction

Eastern Washington University provides quality undergraduate and graduate students with the knowledge they need to acquire a degree, prepare for a career, and continue learning after they leave the university.

Program 010 - Instruction

001-1 State

Program 010 - Instruction			
Account	FY 2014	FY 2015	Biennial Total
FTE			
08A-1 State	80.4	80.4	80.4
001-1 State	292.3	341.8	317.1
148-6 Non-Appropriated	121.8	121.7	121.8
149-6 Non-Appropriated	115.5	115.7	115.6
FTE Total	610.0	659.6	634.8
08A Education Legacy Trust Account			
08A-1 State	\$7,896,000	\$7,897,000	\$15,793,000
001 General Fund			
001-1 State	\$29,987,000	\$36,153,000	\$66,140,000
148 Institutions of Higher Education - Dedicated Loc	al Account		
148-6 Non-Appropriated	\$19,425,000	\$20,738,000	\$40,163,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$21,996,000	\$27,911,000	\$49,907,000
Program 040 - Primary Support			
Account	FY 2014	FY 2015	Biennial Total
FTE			
001-1 State	16.0	15.9	16.0
148-6 Non-Appropriated	2.6	2.6	2.6
149-6 Non-Appropriated	62.3	62.5	62.4
FTE Total	80.9	81.0	81.0
001 General Fund			
001-1 State	\$1,690,000	\$1,817,000	\$3,507,000
148 Institutions of Higher Education - Dedicated Loc	al Account		
148-6 Non-Appropriated	\$256,000	\$255,000	\$511,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$6,123,000	\$6,135,000	\$12,258,000
Program 050 - Library			
Account	FY 2014	FY 2015	Biennial Total
FTE			
001-1 State	1.8	1.8	1.8
148-6 Non-Appropriated	1.7	1.7	1.7
149-6 Non-Appropriated	29.2	29.2	29.2
FTE Total	32.7	32.7	32.7
001 General Fund			

\$189,000

\$202,000

\$391,000

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148 Institutions of Higher Education - Dedicated Local		• • • • • • • •	* ~~~~~~~
148-6 Non-Appropriated	\$165,000	\$165,000	\$330,000
149 Inst of HI ED-Operating Fees Acct 149-6 Non-Appropriated	\$2,865,000	\$2,869,000	\$5,734,000
149-0 Non-Appropriated	φ2,003,000	\$2,009,000	\$5,734,000
Program 060 - Student Services			
Account	FY 2014	FY 2015	Biennial Total
FTE			
001-1 State	24.8	24.8	24.8
148-6 Non-Appropriated	37.3	37.2	37.3
149-6 Non-Appropriated	85.5	85.7	85.6
FTE Total	147.6	147.7	147.7
001 General Fund			
001-1 State	\$2,772,000	\$2,796,000	\$5,568,000
148 Institutions of Higher Education - Dedicated Local		+ , - ,	+-,,
148-6 Non-Appropriated	\$3,663,000	\$3,656,000	\$7,319,000
149 Inst of HI ED-Operating Fees Acct	.,,,	.,,,	.,,,
149-6 Non-Appropriated	\$8,398,000	\$8,415,000	\$16,813,000
Program 080 - Institutional Support			
Account	FY 2014	FY 2015	Biennial Total
FTE	7.0	7.0	7.0
001-1 State	7.3	7.3	7.3
148-6 Non-Appropriated	48.0 111.2	47.9	48.0 111.3
149-6 Non-Appropriated FTE Total	166.5	111.4 166.6	166.6
FIE IOtal	100.5	100.0	100.0
001 General Fund			
001-1 State	\$777,000	\$836,000	\$1,613,000
148 Institutions of Higher Education - Dedicated Local	Account		
148-6 Non-Appropriated	\$4,718,000	\$4,709,000	\$9,427,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$10,921,000	\$10,942,000	\$21,863,000
	\$10,921,000	\$10,942,000	\$21,863,000
Program 090 - Plant Operations and Maintenance			
Program 090 - Plant Operations and Maintenance Account	\$10,921,000 FY 2014	\$10,942,000 FY 2015	\$21,863,000 Biennial Total
Program 090 - Plant Operations and Maintenance Account FTE	FY 2014	FY 2015	Biennial Total
Program 090 - Plant Operations and Maintenance Account FTE 001-1 State	FY 2014 22.4	FY 2015 22.4	Biennial Total
Program 090 - Plant Operations and Maintenance Account FTE	FY 2014	FY 2015	Biennial Total
Program 090 - Plant Operations and Maintenance Account FTE 001-1 State 149-6 Non-Appropriated FTE Total	FY 2014 22.4 136.4	FY 2015 22.4 136.6	Biennial Total 22.4 136.5
Program 090 - Plant Operations and Maintenance Account FTE 001-1 State 149-6 Non-Appropriated FTE Total 001 General Fund	FY 2014 22.4 136.4 158.8	FY 2015 22.4 136.6 159.0	Biennial Total 22.4 136.5 158.9
Program 090 - Plant Operations and Maintenance Account FTE 001-1 State 149-6 Non-Appropriated FTE Total 001 General Fund 001-1 State	FY 2014 22.4 136.4	FY 2015 22.4 136.6	Biennial Total 22.4 136.5
Program 090 - Plant Operations and Maintenance Account FTE 001-1 State 149-6 Non-Appropriated FTE Total 001 General Fund 001-1 State 149 Inst of HI ED-Operating Fees Acct	FY 2014 22.4 136.4 158.8 \$925,000	FY 2015 22.4 136.6 159.0 \$925,000	Biennial Total 22.4 136.5 158.9 \$1,850,000
Program 090 - Plant Operations and Maintenance Account FTE 001-1 State 149-6 Non-Appropriated FTE Total 001 General Fund 001-1 State	FY 2014 22.4 136.4 158.8	FY 2015 22.4 136.6 159.0	Biennial Total 22.4 136.5 158.9

Statewide Result Area:

Improve the value of postsecondary learning

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Statewide Strategy:

Provide convenient and efficient post-secondary education

Expected Results

Improve the value of a university education for citizens of Washington State.

000029 Number of degrees awarded in High Demand areas

Biennium	Period	Actual	Target
2013-15	A3		740
	A2		735
2011-13	A3		720
	A2	694	460
2009-11	A2	438	

000026 Number of both undergraduate and graduate degrees awarded

Biennium	Period	Actual	Target
2013-15	A3		2,750
	A2		2,730
2011-13	A3		2,690
	A2	2,663	2,690
2009-11	A2	2,625	

000004 Percent of first-time, full-time Freshmen actively enrolled in a fall term who re-enroll in a subsequent fall term.

Biennium	Period	Actual	Target
2013-15	A3		80%
	A2		78%
2011-13	A3		76%
	A2	75%	
	A1	75%	
2009-11	A3		72%
	A2		72%

000007 Percentage of an entering cohort of first-time, full-time freshmen who graduate within 6 full academic years.

Biennium	Period	Actual	Target
2013-15	A3		51%
	A2		49%
2011-13	A3		47%
	A2	46.2%	47%
2009-11	A2	47.2%	

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000020 Percentage of an entering cohort of transfer students with a Washington state community college AA degree who graduate within 3 full academic years.

Biennium	Period	Actual	Target
2013-15	A3		64%
	A2		63%
2011-13	A3		61%
	A2	59.5%	50%
2009-11	A2	56%	

000023 Percentage of students in a graduating cohort who did not exceed 125% of credits required for their degree.

Biennium	Period	Actual	Target
2013-15	A3		93%
	A2		93%
2011-13	A3		93%
	A2	93%	93%
2009-11	A2	94%	
A004	Research		

Public and private organizations may purchase or sponsor research, instruction, or consultative services from Eastern Washington University. Federal, state, local, and privately-funded research provides opportunities for faculty and students to maintain and enhance their scholarship and to provide knowledge in areas of concern to the citizens of the state. Federal, state, and local grants are included here.

Program 020 - Research

Account	FY 2014	FY 2015	Biennial Total
FTE			
148-6 Non-Appropriated	3.2	3.2	3.2
149-6 Non-Appropriated	3.0	3.0	3.0
FTE Total	6.2	6.2	6.2
148 Institutions of Higher Education - Dedicated Local 148-6 Non-Appropriated 149 Inst of HI ED-Operating Fees Acct	Account \$311,000	\$311,000	\$622,000
149-6 Non-Appropriated	\$296,000	\$297,000	\$593,000
Program 040 - Primary Support			

Account	FY 2014	FY 2015	Biennial Total
FTE			
001-1 State	0.1	0.1	0.1
148-6 Non-Appropriated	0.1	0.1	0.1
149-6 Non-Appropriated	0.5	0.5	0.5
FTE Total	0.7	0.7	0.7

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 370 - Eastern Washington University 001 General Fund 001-1 State 148 Institutions of Higher Education - Dedicated Local Account 148-6 Non-Appropriated 149 Inst of HI ED-Operating Fees Acct 149-6 Non-Appropriated 	\$12,000 \$6,000 \$48,000	\$12,000 \$6,000 \$48,000	\$24,000 \$12,000 \$96,000
Program 050 - Library			
Account FTE 149-6 Non-Appropriated	FY 2014 0.2	FY 2015 0.2	Biennial Total 0.2
001 General Fund 001-1 State 148 Institutions of Higher Education - Dedicated Local Account	\$1,000	\$1,000	\$2,000
148-6 Non-Appropriated	\$4,000	\$4,000	\$8,000
149 Inst of HI ED-Operating Fees Acct 149-6 Non-Appropriated	\$23,000	\$23,000	\$46,000
Program 060 - Student Services Account FTE	FY 2014	FY 2015	Biennial Total
001-1 State 148-6 Non-Appropriated 149-6 Non-Appropriated FTE Total	0.1 0.9 0.7 1.7	0.1 0.9 0.7 1.7	0.1 0.9 0.7 1.7
001 General Fund 001-1 State 148 Institutions of Higher Education - Dedicated Local Account 148-6 Non-Appropriated	\$15,000 \$89,000	\$15,000 \$89,000	\$30,000 \$178,000
149 Inst of HI ED-Operating Fees Acct 149-6 Non-Appropriated	\$66,000	\$66,000	\$132,000
Program 080 - Institutional Support Account FTE	FY 2014	FY 2015	Biennial Total
001-1 State 148-6 Non-Appropriated 149-6 Non-Appropriated FTE Total	0.1 1.2 0.9 2.2	0.1 1.2 0.9 2.2	0.1 1.2 0.9 2.2
001 General Fund 001-1 State 148 Institutions of Higher Education - Dedicated Local Account	\$6,000	\$6,000	\$12,000
148-6 Non-Appropriated 149 Inst of HI ED-Operating Fees Acct	\$114,000	\$114,000	\$228,000
149-6 Non-Appropriated	\$86,000	\$86,000	\$172,000

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Program 090 - Plant Operations and Maintenance

Account		FY 2014	FY 2015	Biennial Total
FTE				
001-1 State		0.2	0.2	0.2
001 General Fund				
001-1 State		\$8,000	\$8,000	\$16,000
149 Inst of HI ED-Operatir	ng Fees Acct			
149-6 Non-Appropriated		\$103,000	\$103,000	\$206,000
Program 100 - Sponsored	Research and Programs			
Account		FY 2014	FY 2015	Biennial Total
FTE				
145-6 Non-Appropriated		137.1	136.9	137.0
145 Institutions of Higher	Education - Grant and Contract	s Account		
145-6 Non-Appropriated		\$8,156,000	\$8,109,000	\$16,265,000
Statewide Result Area:	Improve the value of postse	econdary learning		
Statewide Strategy:	Provide access to high-qua	lity research oppo	ortunities	

Expected Results

Improve the value of a university education for citizens of Washington State.

A003 Public Service

Eastern Washington University's public service activities include lectures, events, and conferences available for students, faculty, and the general public.

Account	FY 2014	FY 2015	Biennial Total
FTE			
148-6 Non-Appropriated	5.4	5.4	5.4
149-6 Non-Appropriated	5.8	5.8	5.8
FTE Total	11.2	11.2	11.2
148 Institutions of Higher Education - Dedicated Local A	Account		
148-6 Non-Appropriated	\$534,000	\$533,000	\$1,067,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$567,000	\$568,000	\$1,135,000
Program 040 - Primary Support			
Account	FY 2014	FY 2015	Biennial Total
FTE			
001-1 State	0.2	0.2	0.2
148-6 Non-Appropriated	0.1	0.1	0.1
149-6 Non-Appropriated	1.0	1.0	1.0

Appropriation Period: 2013-15 Activity Version: AA - 2013-15 Operating Budget Request Sort By: Activity

370 - Eastern Washington University FTE Total	1.3	1.3	1.3
001 General Fund 001-1 State	\$24,000	\$24,000	\$48,000
148 Institutions of Higher Education - Dedicated Local Account 148-6 Non-Appropriated	\$10,000	\$10,000	\$20,000
149 Inst of HI ED-Operating Fees Acct 149-6 Non-Appropriated	\$95,000	\$95,000	\$190,000
Program 050 - Library	FY 2014	FY 2015	Biennial Total
Account FTE	FT 2014	FT 2015	Bienmar Totai
148-6 Non-Appropriated	0.1	0.1	0.1
149-6 Non-Appropriated FTE Total	0.5 0.6	0.5 0.6	0.5 0.6
001 General Fund 001-1 State	\$3,000	\$3,000	\$6,000
148 Institutions of Higher Education - Dedicated Local Account 148-6 Non-Appropriated	\$6,000	\$6,000	\$12,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$44,000	\$44,000	\$88,000
Program 060 - Student Services			
Account FTE	FY 2014	FY 2015	Biennial Total
001-1 State	0.3	0.3	0.3
148-6 Non-Appropriated	1.4	1.4	1.4
149-6 Non-Appropriated FTE Total	1.3 3.0	1.3 3.0	1.3 3.0
001 General Fund 001-1 State	\$29,000	\$29,000	\$58,000
148 Institutions of Higher Education - Dedicated Local Account			
148-6 Non-Appropriated 149 Inst of HI ED-Operating Fees Acct	\$141,000	\$141,000	\$282,000
149-6 Non-Appropriated	\$130,000	\$130,000	\$260,000
Program 080 - Institutional Support			
Account	FY 2014	FY 2015	Biennial Total
FTE			
	0.1	0 1	0 1
001-1 State 148-6 Non-Appropriated	0.1 1.9	0.1 1.8	0.1 1.9
148-6 Non-Appropriated 149-6 Non-Appropriated	1.9 1.7	1.8 1.7	1.9 1.7
148-6 Non-Appropriated	1.9	1.8	1.9
148-6 Non-Appropriated 149-6 Non-Appropriated FTE Total 001 General Fund	1.9 1.7 3.7	1.8 1.7 3.6	1.9 1.7 3.7
148-6 Non-Appropriated 149-6 Non-Appropriated FTE Total	1.9 1.7	1.8 1.7	1.9 1.7

Eastern Washington University

Eastern Washington University

Appropriation Period: 2013-15 Activity Version: AA - 2013-15 Operating Budget Request Sort By: Activity

370 - Eastern Washington University 148-6 Non-Appropriated 149 Inst of HI ED-Operating Fees Acct	\$182,000	\$182,000	\$364,000
149-6 Non-Appropriated	\$169,000	\$169,000	\$338,000
Program 090 - Plant Operations and Maintenance			
Account	FY 2014	FY 2015	Biennial Total
FTE			
001-1 State	0.4	0.4	0.4
001 General Fund			
001-1 State	\$15,000	\$15,000	\$30,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$203,000	\$203,000	\$406,000
Statewide Result Area: Improve the value of postse	condary learning		

Statewide Strategy:

Offer university services to the community

Expected Results

Improve the value of a university education for citizens of Washington State.

A001 **Administrative Overhead**

Eastern Washington University's administrative overhead includes top-ranking administrative policy-making and management-control activities. Strategic planning and mission-critical guidance for the university are important components of this activity.

Program 080 - Institutional Support			
Account	FY 2014	FY 2015	Biennial Total
FTE			
148-6 Non-Appropriated	1.9	1.9	1.9
149-6 Non-Appropriated	17.6	17.6	17.6
FTE Total	19.5	19.5	19.5
148 Institutions of Higher Education - Dedicated Local A	ccount		
148-6 Non-Appropriated	\$182,000	\$182,000	\$364,000
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$1,724,000	\$1,727,000	\$3,451,000
Statewide Deput Areas	<u> </u>		

Statewide Result Area: Improve the value of postsecondary learning

Statewide Strategy:

Provide convenient and efficient post-secondary education

Expected Results

Improve the value of a university education for citizens of Washington State.

Eastern Washington University

Appropriation Period: 2013-15 Activity Version: AA - 2013-15 Operating Budget Request Sort By: Activity

370 - Eastern Washington University

Gran	d	Total

FTE's	1,384.5	1,434.3	1,409.4
GFS	\$36,464,000	\$42,853,000	\$79,317,000
Other	\$112,803,000	\$120,052,000	\$232,855,000
Total	\$149,267,000	\$162,905,000	\$312,172,000

September 10, 2010

AGENCY RECOMMENDED PERFORMANCE MEASURE ESTIMATES FOR THE BIENNIAL BUDGET

	2011-	·13	2013-15		201	3-15	
				Maintenance Level Estimate		Performance Level Target	
	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal	FY 2015 Goal	FY 2014 Goal	FY 2015 Goal	
First Year Freshmen Retention Rates							
Percent of first-time, full-time Freshmen retained from the previous year Retention Rate	75%	76%	77%	78%	78%	80%	
Improving targeted six year graduation rates Percentage of an entering cohort of first-time, full-time freshmen who graduate within 6 full academic years. 6- year Graduation rates	46%	47%	48%	48%	49%	51%	
 Improving targeted three year graduation rates for Washington Transfers with an AA Degree Percentage of an entering cohort of Washington Transfers with an AA Degree who graduate within 3 full academic years. 3- year Graduation rates 	60%	61%	62%	63%	63%	64%	
Percentage of students not exceeding 125% of credits required for degree Percentage of students in a graduating cohort who do not exceed 125% of credits required for their degree. Percent not exceeding 125% of credits	93%	93%	93%	93%	93%	93%	
Degrees Awarded Number of degrees awarded (based on IPEDS Completions Reports) Undergraduate Total							
Graduate Total	2183 480	2206 484	2222 488	2239 491	2239 491	2255 495	
Bachelor's Degrees in High Demand Number of degrees awarded in High Demand areas							
High Demand Bachelor's Degrees	694	720	730	735	735	740	

Recommendation Summary

Agency:	370 Eastern Washington University				1:05:20 PM
					9/7/2012
Dollars in Thous	ands	Annual Average FTEs	General Fund State	Other Funds	Total Funds
2011-13 Cur	rent Biennium Total				
CL CF	2013-15 EWU Carryforward Level	1,305.9	56,429	200,107	256,536
	y Forward Level nange from Current Biennium	1,305.9	56,429	200,107	256,536
M1 90	Maintenance Level Revenue				
	ard plus Workload Changes nange from Current Biennium	1,305.9	56,429	200,107	256,536
M2 9V	Oper costs for new capital projects		432		432
M2 MN	EWU Maintenance & Operations	23.0	1,896		1,896
M2 NA	2013-15 EWU Non-Appropriated Funds			32,748	32,748
Total Mainte Percent Ch	enance Level nange from Current Biennium	1,328.9	58,757	232,855	291,612
PL CP	EWU Compensation		6,600		6,600
PL EN	EWU Enrollment	74.7	12,570		12,570
PL LC	EWU Learning Commons		570		570
PL SS	EWU Student Success	5.8	820		820
Subtotal - Per	formance Level Changes	80.5	20,560		20,560
	al Proposed Budget nange from Current Biennium	1,409.4	79,317	232,855	312,172

State of Washington

Recommendation Summary

Agency:	37() Eastern Washingto	on University	1:05:20 PM 9/7/2012
	CL	CF	2013-15 EWU Carryforward Level	
	Office	of Financial Management	CF 13-15 Carry Forward Level for Eastern Washington University.	
	M2	9V	Oper costs for new capital projects	
	Mainte	enance and Operations costs	s for new facilities (Patterson Hall) projected to come on line in 2013-15.	
	M2	MN	EWU Maintenance & Operations	

Reductions in state funding since 2008 have significantly limited the resources available for Eastern's maintenance and operations. In connection with the university strategic plan, scarce state funding has been allocated to the core instructional mission. Position reductions within facilities make it difficult to accomplish maintenance tasks and have caused further delays in rotating maintenance schedules. Over time, this approach can substantially impact the maintenance of instructional support spaces and facilities. Deferring maintenance will reduce the lifecycle and increase the operational cost of state facilities. In addition, during this same time period, operational costs have substantially increased. Minimum wage increases and contracted classified salary & benefit increases all impact the university's ability to provide quality care to state buildings.

M2 NA 2013-15 EWU Non-Appropriated Funds

Non-Appropriated Funds Adjustment

PL CP EWU Compensation

Eastern Washington University is committed to providing a high quality educational opportunity to the students in its region. In order to offer a curriculum that provides a strong academic foundation for its students, it is essential the university attracts and retains high quality faculty and staff. The competitiveness of Eastern's salaries determines, in large part, our ability to accomplish this goal. If Eastern continues to struggle to fill faculty vacancies in critical program areas, and to lose good faculty and staff to better paying opportunities at other universities, the quality of education will be negatively impacted.

PL EN EWU Enrollment

Eastern Washington University provides programs to address the educational and professional needs of the state and the region served. Eastern's enrollment growth plan balances the university's capacity to provide quality programs with our state and region's growing educational needs. Most university enrollment growth in recent biennia directly serves the needs of Washington residents. Eastern has responsibly managed its enrollment growth. However, funding reductions from the past two biennia combined with modest enrollment growth have created an expected funding gap of more than 1,300 FTES.

Eastern's enrollment request for the 2013-15 biennium asks the legislature to fund 650 full-time equivalent students (FTES) in FY14 and an additional 650 FTES in FY15. This request funds only 75% of the expected enrollment gap for 2013-15.

Eastern's leadership team works to diligently balance its responsibility to provide additional access to students with its responsibility to provide quality educational and professional programs. However, the university struggles to maintain both quality academic programs and fiscal balance without additional state funding support.

State of Washington

Recommendation Summary

Agency:	370	Eastern Washingto	on University	1:05:20 PM
				9/7/2012
	DI	IC	FWII Loorning Commons	

PL LC EWU Learning Commons

A Learning Commons is a blended learning space that supports the entire student-learning experience, including students' technology needs, their collaborative learning needs, and their personal development. Cross-disciplinary and cross-curricular connections among University academic services and students help create knowledge communities to enhance student learning through integrative processes that allow for skill building, authentic practice, and reflection. The Learning Commons combines traditional library research services with writing help, peer programs, computing and technology support, individual and group study, and other services to facilitate and enhance the processes of inquiry, analysis, understanding, synthesis, and acquisition of knowledge.

In its continued commitment to student success, Eastern Washington University will remodel significant space within the John F. Kennedy Library on the Cheney campus to accommodate a student Learning Commons.

PL SS EWU Student Success

Eastern Washington University is a regional, comprehensive institution serving the needs of the state by providing a quality education experience that prepares students for a variety of careers, fosters civic engagement, and improves the overall quality of life for citizens. Half of the new freshman and transfer students served by Eastern are first-generation students, many are from under-represented ethnic groups, and a significant number are from families of mid to low socio-economic status.

During the 2011-12 academic year, more than 75% of Eastern's students received financial aid and/or scholarships, totaling over \$119.6 million. More Eastern freshmen are eligible for Federal Pell Grants than freshmen at any other Washington state four year college or university. Pell Grants are a direct indicator of low socio-economic status, reflecting the fact that Eastern educates a greater percentage of high need students than its sister institutions. Students who are first generation or those with financial need are at greater risk than their peers for leaving college without earning degrees. National studies show that they can be as capable as their more affluent peers, and that thoughtful student success interventions are effective at retaining them, graduating them and demonstrating a high value-added result for the public.

Eastern proposes the following projects that will expand opportunities for students and increase student success. These projects impact students from early high school through graduation and reflect our commitment to opportunity and excellence. Projects respond to general student needs, as well as some specialized support for discrete at-risk populations. A strengthened career program is also a feature of this budget package. In brief, the projects are as follows:

1.Increased outreach to Native American students and Return-to-school learners (with over 100 college credits)

- 2.Increased veteran support
- 3.Improved support for students with disabilities
- 4.Improvement of student assistance and case management

State of Washington

2013-15 Agency Budget Levels by Program

Agency: 370 Eastern Washington University

Dollars in Thousands

	Current Biennium		Carry Forward Level		Maintenance Level		Performance Level	
	<u>Year 1</u>	Year 2	Year 1	Year 2	Year 1	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>
Program: 010 Instruction								
FTEs			560.2	560.0	560.2	560.0	610.0	659.6
FTEs-Annual Average				560.1		560.1		634.8
Fund - Appropriation Type								
001-1 General Fund - Basic Account-State			23,806	23,768	23,976	24,030	29,987	36,153
08A-1 Education Legacy Trust Account-State			7,896	7,897	7,896	7,897	7,896	7,897
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated			11,977	11,956	19,425	20,738	19,425	20,738
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated			11,356	11,379	21,996	27,911	21,996	27,911
Total All Funds - Program 010			55,035	55,000	73,293	80,576	79,304	92,699
Biennial Total All Funds - Program 010				110,035		153,869		172,003
Program: 020 Research								
FTEs			6.2	6.2	6.2	6.2	6.2	6.2
FTEs-Annual Average				6.2		6.2		6.2
Fund - Appropriation Type								
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated			311	311	311	311	311	311
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated			296	297	296	297	296	297
Total All Funds - Program 020			607	608	607	608	607	608
Biennial Total All Funds - Program 020				1,215		1,215		1,215
Program: 030 Public Service								
FTEs			11.2	11.2	11.2	11.2	11.2	11.2
FTEs-Annual Average				11.2		11.2		11.2
Fund - Appropriation Type								
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated			534	533	534	533	534	533
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated			567	568	567	568	567	568
Total All Funds - Program 030			1,101	1,101	1,101	1,101	1,101	1,101
Biennial Total All Funds - Program 030				2,202		2,202		2,202

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State of Washington

2013-15 Agency Budget Levels by Program

Agency: 370 Eastern Washington University

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Dollars in Thousands

	Current Biennium		Carry Forward Level		Maintenance Level		Performance Level	
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 1</u>	<u>Year 2</u>
Program: 040 Primary Support Service								
FTEs			82.9	83.0	82.9	83.0	82.9	83.0
FTEs-Annual Average				83.0		83.0		83.0
Fund - Appropriation Type								
001-1 General Fund - Basic Account-State			1,603	1,601	1,603	1,601	1,726	1,853
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated			272	271	272	271	272	271
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated			6,266	6,278	6,266	6,278	6,266	6,278
Total All Funds - Program 040			8,141	8,150	8,141	8,150	8,264	8,402
Biennial Total All Funds - Program 040				16,291		16,291		16,666
Program: 050 Libraries								
FTEs			33.5	33.5	33.5	33.5	33.5	33.5
FTEs-Annual Average				33.5		33.5		33.5
Fund - Appropriation Type								
001-1 General Fund - Basic Account-State			179	178	179	178	193	206
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated			175	175	175	175	175	175
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated			2,932	2,936	2,932	2,936	2,932	2,936
Total All Funds - Program 050			3,286	3,289	3,286	3,289	3,300	3,317
Biennial Total All Funds - Program 050				6,575		6,575		6,617
Program: 060 Student Services								
FTEs			146.5	146.6	146.5	146.6	152.3	152.4
FTEs-Annual Average				146.6		146.6		152.4
Fund - Appropriation Type								
001-1 General Fund - Basic Account-State			1,911	1,908	1,911	1,908	2,816	2,840
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated			3,893	3,886	3,893	3,886	3,893	3,886
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated			8,594	8,611	8,594	8,611	8,594	8,611
Total All Funds - Program 060			14,398	14,405	14,398	14,405	15,303	15,337

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Dollars in Thousands

State of Washington

2013-15 Agency Budget Levels by Program

Agency: 370 Eastern Washington University

9/7/2012

Year 2

853

948

16,265

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Carry Forward Level Current Biennium Maintenance Level Performance Level Year 2 Year 1 Year 1 Year 2 Year 1 Year 2 Year 1 **Biennial Total All Funds - Program 060** 28,803 28,803 30,640 **Program: 080 Institutional Support** FTEs 191.9 191.9 191.9 191.9 191.9 191.9 **FTEs-Annual Average** 191.9 191.9 191.9 Fund - Appropriation Type 738 737 738 737 794 001-1 General Fund - Basic Account-State 5,196 148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated 5,196 5,187 5,196 5,187 5,187 12,900 12,924 149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated 12,924 12,900 12,900 12,924 **Total All Funds - Program 080** 18,834 18,848 18,834 18,848 18,890 18,964 **Biennial Total All Funds - Program 080** 37,682 37,682 37,854 **Program: 090 Plant Operations & Maintenance** FTEs 136.4 136.6 159.6 159.6 159.4 159.4 **FTEs-Annual Average** 136.5 159.5 159.5 **Fund - Appropriation Type** 948 948 948 001-1 General Fund - Basic Account-State 149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated 13,394 13,420 13,394 13,420 13,394 13,420 **Total All Funds - Program 090** 13,394 13,420 14,342 14,368 14,342 14,368 **Biennial Total All Funds - Program 090** 26,814 28,710 28,710 **Program: 100 Sponsored Programs & Research** FTEs 137.1 136.9 137.1 136.9 137.1 136.9 **FTEs-Annual Average** 137.0 137.0 137.0 **Fund - Appropriation Type** 145-6 Inst of Hi Ed-Grants/Contracts Acct-Non-Appropriated 8,109 8,109 13,468 13,451 8,156 8,156

Biennial Total All Funds - Program 100

26,919

16,265

State of Washington

2013-15 Agency Budget Levels by Program

Agency: 370 Eastern Washington University

Dollars in Thousands

	Current Biennium <u>Year 1</u> Year 2		Carry Forward Level Year 1 Year 2		Maintenance Level <u>Year 1</u> Year 2		Performance Level <u>Year 1</u> <u>Year 2</u>	
		<u>1 cai 2</u>		<u>1 (al 2</u>		<u>1 car 2</u>		
Agency FTEs			1,305.9	1,305.9	1,328.9	1,328.9	1,384.5	1,434.3
Agency Annual Average FTEs			1,000.7	1,305.9	1,520.7	1,328.9	1,004.5	1,409.4
Agency Totals by Fund								
001-1 General Fund - Basic Account-State			28,237	28,192	29,355	29,402	36,464	42,853
08A-1 Education Legacy Trust Account-State			7,896	7,897	7,896	7,897	7,896	7,897
145-6 Inst of Hi Ed-Grants/Contracts Acct-Non-Appropriated			13,468	13,451	8,156	8,109	8,156	8,109
148-6 Inst of Hi Ed-Dedicated Local Acct-Non-Appropriated			22,358	22,319	29,806	31,101	29,806	31,101
149-6 Inst of HI ED-Operating Fees Acct-Non-Appropriated			56,305	56,413	66,945	72,945	66,945	72,945
Total All Funds			128,264	128,272	142,158	149,454	149,267	162,905
Biennial Total All Funds				256,536		291,612		312,172

*Agency totals on the OFM Program Summary may slightly differ from the OFM Recommendation Summary agency totals due to rounding.

9/7/2012

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2013-2015 Biennial Operating Budget Decision Package Summary

The following represents a summary of decision packages recommended for Eastern Washington University's 2013-2015 Biennial Operating Budget Request.

COMPENSATION

\$6,600,000

Eastern is committed to providing a high quality educational opportunity to the students in its region. In order to offer a curriculum that provides a strong academic foundation for its students, it is essential the university attracts and retains high-quality faculty. Eastern has experienced challenges in recruiting and retaining faculty of excellence. The competitiveness of our salaries determines, in large part, our ability to accomplish this goal. If Eastern continues to struggle to fill faculty vacancies in critical program areas and to lose good faculty to better paying opportunities at other universities, the quality of education will be impacted. Eastern requests funding for faculty and professional exempt staff salary increases.

ENROLLMENT

\$12,570,000

Eastern's leadership team works to diligently balance its responsibility to provide additional access to students with its responsibility to provide quality educational and professional programs. However, the university struggles to maintain both quality programs and fiscal balance without additional state funding support. Most university enrollment growth in recent biennia directly serves the needs of Washington residents. Eastern has responsibly managed its enrollment growth. However, funding reductions from the past two biennia combined with modest enrollment growth have created an unexpected funding gap of more than 1,300 full-time equivalent students (FTES). Eastern's enrollment request for the 2013-15 biennium asks the legislature to fund 650 FTES in FY14 and an additional 650 FTES in FY15. This request funds only 75% of the expected enrollment gap for 2013-15.

September 10, 2012

LEARNING COMMONS

In its continued commitment to student success, Eastern Washington University will remodel significant space within the John F. Kennedy Library on the Cheney campus to accommodate a student Learning Commons. A Learning Commons is a blended learning space that supports the entire student-learning experience, including students' technology needs, their collaborative learning needs, and their personal development. The Learning Commons combines traditional library research services with writing help, peer programs, computing and technology support, individual and group study, and other services to facilitate and enhance the processes of inquiry, analysis, understanding, synthesis, and acquisition of knowledge.

OUTREACH, OPPORTUNITY & STUDENT SUCCESS

Students who are first generation or those with financial need are at greater risk than their peers for leaving college without earning degrees. National studies show that high need students can be as capable as their more affluent peers, and that thoughtful student success interventions are effective at retaining them, graduating them and demonstrating a high value-added result for the public. Half of new freshman and transfer students served by Eastern are first-generation students, many are from underrepresented ethnic groups, and a significant number are from families of mid to low socio-economic status. More Eastern freshman are eligible for Federal Pell Grants than freshmen at any other Washington state four year college or university. Pell grants are a direct indicator of low socio-economic status, reflecting the fact that Eastern educates a greater percentage of high need students than its sister institutions. Eastern proposes projects that will expand opportunities for students and increase student success through increased outreach to Native American students and return-to-school learners, increased veterans support, improved support for students with disabilities and improvement of student assistance and case management.

\$570,000

\$820,000

MAINTENANCE AND OPERATIONS

\$1,896,000

Reductions in state funding since 2008 have significantly limited the resources available for Eastern's maintenance and operations. In connection with the university strategic plan, scarce state funding has been allocated to the core instructional mission. Position reductions within facilities make it difficult to accomplish maintenance tasks and have caused further delays in rotating maintenance schedules. Over time, this approach can substantially impact the maintenance of instructional support spaces and facilities. Deferring maintenance will reduce the lifecycle and increase the operational cost of state facilities. In addition, during this same time period, operational costs have substantially increased. Minimum wage increases and contracted classified salary & benefit increases all impact the university's ability to provide quality care to state buildings. Eastern seeks to restore (2008 levels) and increase maintenance and operation funding to address the increase in campus square footage, the increased cost of goods sold for maintenance and operations, to provide leadership and supervision for campus recycling and sustainability and for currently non-funded maintenance and operational mandates.

Total Eastern Washington University 2013-15 operating request: \$22,456,000

Compensation

Decision Package RecSum Code: PL-CP

Recommendation Summary:

Eastern Washington University is committed to providing a high quality educational opportunity to the students in its region. In order to offer a curriculum that provides a strong academic foundation for its students, it is essential the university attracts and retains high quality faculty and staff. The competitiveness of Eastern's salaries determines, in large part, our ability to accomplish this goal. If Eastern continues to struggle to fill faculty vacancies in critical program areas, and to lose good faculty and staff to better paying opportunities at other universities, the quality of education will be negatively impacted.

Eastern requests \$2,160,000 in FY2014 and \$4,440,000 in FY2015 to establish a pool for salary increases in FY14 and FY15 for faculty and professional exempt staff.

Fiscal Detail for FY14 and FY15:

	FY 2014	FY 2015	Total
Salaries	\$1,830,000	\$3,760,000	\$5,590,000
Benefits	330,000	680,000	1,010,000
Total Request	\$2,160,000	\$4,440,000	\$6,600,000
FTE	-	-	-

Package Description:

Eastern has experienced challenges in recruiting and retaining faculty and staff of excellence. Without superior faculty, it is difficult to provide a quality learning environment for Eastern's students. Without diverse faculty and staff it is also difficult to expose Eastern students to the many different cultures and types of people they will work and play with in the world.

Eastern's competitiveness in the national market continues to be eroded without a commitment from the legislature in this next biennium to continue to close the faculty salary gap. With competitive salaries, student success and quality of the higher education experience at Eastern will increase. Faculty and staff job satisfaction will also improve, resulting in lower turnover rates and making faculty recruitment more successful. Eastern will have an increased ability to attract and retain diverse faculty and staff. Without competitive salaries, Eastern will continue to recruit and retain the best faculty possible within funding levels, but it is possible that the quality of education provided may suffer. This package creates a pool to address faculty and exempt recruitment and retention issues for FY14 and FY15. This pool is based on an average increase of 5% each fiscal year. Actual salary increases will be negotiated as applicable through Eastern's collective bargaining contract.

The comparative salaries of faculty at peer institutions play a key role in the recruitment and retention efforts at Eastern. Current salaries at Eastern have not kept pace with the salaries of faculty at other institutions, leading to the loss of faculty at the hiring phase as well as faculty in residence at the university. If Eastern is to retain its position as the major comprehensive institution serving the eastern part of the state, competitive salaries are critical.

A critical piece of the undergraduate experience is the acquisition of skills and knowledge that will prepare them for life in a diverse and global society. In preparing global citizens, the recruitment of a diverse faculty has been one area which has hindered the university's effort to expose students to knowledge and learning from diverse viewpoints, commitments, and experiences. The university's efforts would be strengthened if it could offer competitive salaries that would attract a diverse faculty.

Performance Outcomes:

Increased recruitment and retention of diverse faculty and staff.

Connection to University Strategic Plan:

Student Success and Innovation.

Key Contribution to Statewide Results:

Improve the success of postsecondary learning.

Other alternatives considered and consequences of non-funding:

Non-Funding will result in continued losses of quality faculty and staff to other institutions.

Expenditure calculations and assumptions:

Estimate based on an average 5% salary increase each fiscal year. Benefit costs estimated at 15.65%.

Which costs are one-time? Ongoing?:

Salary and benefit costs would be on-going.

Enrollment

Decision Package RecSum Code: PL-EN

Recommendation Summary:

Eastern Washington University provides programs to address the educational and professional needs of the state and the region served. Eastern's enrollment growth plan balances the university's capacity to provide quality programs with our state and region's growing educational needs. Most university enrollment growth in recent biennia directly serves the needs of Washington residents. Eastern has responsibly managed its enrollment growth. However, funding reductions from the past two biennia combined with modest enrollment growth have created an expected funding gap of more than 1,300 FTES.

Eastern's enrollment request for the 2013-15 biennium asks the legislature to fund 650 full-time equivalent students (FTES) in FY14 and an additional 650 FTES in FY15. This request funds only 75% of the expected enrollment gap for 2013-15.

Eastern's leadership team works to diligently balance its responsibility to provide additional access to students with its responsibility to provide quality educational and professional programs. However, the university struggles to maintain both quality academic programs and fiscal balance without additional state funding support.

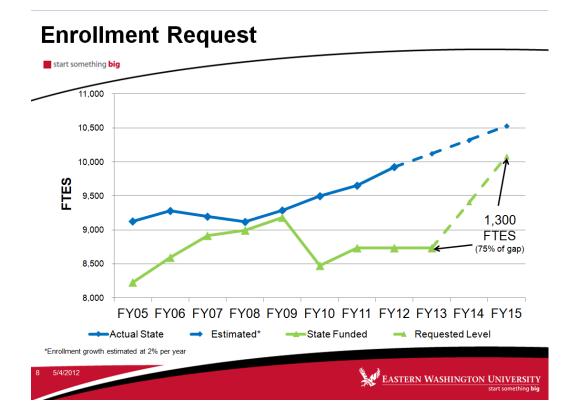
	FY 2014	FY2015	Total
Salaries	\$2,346,000	\$4,693,000	\$7,039,000
Benefits	796,000	1,592,000	2,388,000
Operations	1,048,000	2,095,000	3,143,000
TOTAL REQUEST	\$4,190,000	\$8,380,000	\$12,570,000
FTE	49.8	99.6	

Package Description:

Eastern's enrollment growth attempts to balance Eastern's capacity to provide quality programs with the region's growing educational needs. Eastern continues to provide a quality educational experience and access to higher education for many citizens of the state.

As student enrollments grow, a thoughtful increase in services to support students is critical to their success. Quality service to students includes providing sufficient faculty to teach and academic course advising to keep students focused on their educational path. It includes provisions for ample on-campus student life and health and safety services for students living on and using the campus. It includes sufficient staff and resources to provide student services such as registration, financial aid, and transcript review in a timely and responsible manner. The good news for the state is that Eastern possesses the physical capacity to provide additional access to educate the state's citizens.

The following chart compares Eastern's enrollment history and enrollment growth with the state's funding of FTES. There is a great need in the state, and Eastern's quality educational experience can assist in serving that need.



Providing educational access to students of this region is a shared responsibility of the university and of the state. Eastern depends on state support to manage its enrollment growth plan, which includes managing all resources necessary to meet growing instructional demand, student services needs, and other infrastructure operating costs. However, this will only continue to benefit all parties if the state keeps pace with its obligation to provide an appropriate level of enrollment funding to the university.

Performance Outcomes:

Increase retention to 78% in FY14 and 80% in FY15. Increase 6 year graduation rates to 48% in FY14 and 51% in FY15.

Connection to University Strategic Plan:

Funding will support a student centered learning environment, opportunities for personal transformation, and result in higher levels of student success.

Key Contribution to Statewide Results:

Performance, retain and graduate more students.

Other alternatives considered and consequences of non-funding:

Non-funding of this request will result in difficulty meeting statewide goals of increasing access and improving graduation rates.

Expenditure calculations and assumptions:

Request based on the FY08 state funding per FTES of \$6,445 per FTES.

Which costs are one-time? Ongoing?:

All costs are on-going.

Learning Commons

Decision Package RecSum Code: PL-LC

Recommendation Summary:

A Learning Commons is a blended learning space that supports the entire student-learning experience, including students' technology needs, their collaborative learning needs, and their personal development. Cross-disciplinary and cross-curricular connections among University academic services and students help create knowledge communities to enhance student learning through integrative processes that allow for skill building, authentic practice, and reflection. The Learning Commons combines traditional library research services with writing help, peer programs, computing and technology support, individual and group study, and other services to facilitate and enhance the processes of inquiry, analysis, understanding, synthesis, and acquisition of knowledge.

In its continued commitment to student success, Eastern Washington University will remodel significant space within the John F. Kennedy Library on the Cheney campus to accommodate a student Learning Commons.

Eastern requests \$365,000 in FY2014 and \$205,000 in FY2015 to create and support the Learning Commons.

	FY 2014	FY 2015	Total
Salaries	\$100,000	\$100,000	\$200,000
Benefits	25,000	25,000	50,000
Operations	240,000	80,000	320,000
Total Request	\$365,000	\$205,000	\$570,000
FTE			

Fiscal Detail for FY14 and FY15:

Package Description:

Of Washington State's four-year public universities, Eastern's student population is more likely to be first generation (49%) and of low socio-economic-status (29%). These students are at higher risk academically than other university populations. This fact is reflected in Eastern's retention and graduation rates, as measured by the Consortium for Student Retention Data Exchange. Eastern measures favorably against its national peers, as determined by the Integrated Postsecondary Education Data Exchange, in retention and graduation. However, other Washington State public four-year institutions have higher retention and graduation rates. To facilitate a greater degree of student success, Eastern is committed to providing more academic support, inside and outside the classroom, to help its students succeed in college and beyond.

The Learning Commons will provide open space for students to work collaboratively in small to mid-size groups. The commons will also serve as a place where students can access tutorial services from the Eastern Writers' Center and math and other quantitative tutorial assistance from Eastern's PLUS program. In addition to tutorial services, the Learning Commons will provide space for other student leadership and support services, including, but not restricted to, the Associated Students of Eastern, General University Undergraduate Advising, Career Services, and Disability Support Services.

To support the technological needs of the Commons, Eastern will make significant renovations to accommodate a more robust wireless computer network in the Learning Commons' space. Within this space, the Office of Information Technology will open and maintain a multi-media laboratory to support student needs. Eastern will also renovate an existing classroom in the Library to become a "smart" classroom with enhanced technology.

Centrally locating this array of student-support services will allow students onestop access for most, if not all, the services they need to facilitate and enhance their academic success. Services mentioned are located in several different buildings across campus, and often in low-visibility areas. Moving these services to a single, central location will help raise the visibility of these services and, as a result, awareness within Eastern's student populations. In addition to providing innovative space where students and academic support programs can collaborate, Eastern will designate a portion of the Learning Commons' space as a coffee shop/café are to encourage student participation in a social setting.

Performance Outcomes:

Improved retention and graduation rates.

Connection to University Strategic Plan:

Funding will support a student centered learning environment and result in higher levels of student success.

Key Contribution to Statewide Results:

Improve the success of postsecondary learning.

Other alternatives considered and consequences of non-funding:

Non-funding will make it difficult to increase university retention rates.

Impact on capital budget:

Capital funds needed for renovation of library space. Capital costs are not included in this decision package.

Expenditure calculations and assumptions:

Salary and benefits calculated using university standards.

Which costs are one-time? Ongoing?:

Furnishings are one-time, salary, benefit and operations costs would be ongoing.

Outreach, Opportunity and Student Success

Decision Package RecSum Code: PL-SS

Recommendation Summary:

Eastern Washington University is a regional, comprehensive institution serving the needs of the state by providing a quality education experience that prepares students for a variety of careers, fosters civic engagement, and improves the overall quality of life for citizens. Half of the new freshman and transfer students served by Eastern are first-generation students, many are from under-represented ethnic groups, and a significant number are from families of mid to low socio-economic status.

During the 2011-12 academic year, more than 75% of Eastern's students received financial aid and/or scholarships, totaling over \$119.6 million. More Eastern freshmen are eligible for Federal Pell Grants than freshmen at any other Washington state four year college or university. Pell Grants are a direct indicator of low socio-economic status, reflecting the fact that Eastern educates a greater percentage of high need students than its sister institutions. Students who are first generation or those with financial need are at greater risk than their peers for leaving college without earning degrees. National studies show that they can be as capable as their more affluent peers, and that thoughtful student success interventions are effective at retaining them, graduating them and demonstrating a high value-added result for the public.

Eastern proposes the following projects that will expand opportunities for students and increase student success. These projects impact students from early high school through graduation and reflect our commitment to opportunity and excellence. Projects respond to general student needs, as well as some specialized support for discrete atrisk populations. A strengthened career program is also a feature of this budget package. In brief, the projects are as follows:

- 1. Increased outreach to
 - Native American students,
 - Return-to-school learners (with over 100 college credits)
- 2. Increased veteran support
- 3. Improved support for students with disabilities
- 4. Improvement of student assistance and case management

Fiscal Detail for FY14 and FY15:

	FY 2014	FY 2015	Total
Salaries	\$207,000	\$246,000	\$453,000
Benefits	83,000	99,000	182,000
Operations	104,000	81,000	185,000
Total Request	\$394,000	\$426,000	\$820,000
FTE	5.8	5.8	5.8

Package Description:

1. Increased Outreach for Native Americans and Return-to-School Learners - \$172,000

<u>Native American Students:</u> Native American students attending Eastern come primarily from the seven major regional tribes: Spokane, Colville, Yakima, Umatilla, Warm Springs, Nez Perce and Coeur d'Alene. Native American students at Eastern also include those from Alaska, Montana, British Columbia, and Alberta. Our present Native American enrollment is 164 (Fall 2011 data/headcount). Within this population, the retention rate for First Time Full-time Freshmen who return for their second year is 57.7% (2010 cohort). The six-year graduation rate is 30.8% (cohort graduating in 2011, arriving in 2005).¹

Since 1965, the American Indian Studies Program (AISP) at Eastern has provided advising and co-curricular support for these students throughout their undergraduate and graduate careers. This project supplements the efforts in the admissions outreach area by dedicating staff, creating more tribal visitations, enhancing campus site programs, and developing outreach materials.

We propose expanded outreach, to include more frequent connections with tribal leaders and communities, specifically developed marketing materials, early impact transition programs, and support for campus activities will result in higher enrollment, retention and graduation of Native American students. The budget supports increased travel, campus visits, and publications of \$25,000 per year.

<u>Return-to-School Learners:</u> A variety of factors contribute to students stopping out or dropping out even if they are doing well academically. Family issues, financial stress, health concerns, temporary relocation out of the area, and career opportunities are just some of these intervening factors. Within the greater Spokane area, there are numerous individuals with some Eastern college credit but no degrees. In Fall 2011, Eastern enrolled 128 new returning students in this category.

Eastern proposes an outreach program for former students with 100 or more credits to determine their interest in returning to campus. There will be a single point of contact for triage of responses to inquiries, appropriate academic and student service links, and liaison with all academic areas, notably college based advisors and Interdisciplinary Studies, particularly for possible assistance for those choosing to pursue the prior learning option.

One important factor for adults returning to school is cost. Eastern proposes to provide partial tuition waivers for students who return full-time and complete at least one year of study with a declared major in remain in good academic standing.

In addition, a mentoring program will match students with trained faculty and staff for additional support. These students also will be provided with specialized career service workshops and one-on-one advising to develop their résumés and to prepare for

¹ For comparison, the overall student retention rate at EWU is 74.6%; the average 6 year graduation rate is 46.2%.

interviews, starting at least one full quarter prior to scheduled degree completion. The university anticipates covering the costs for this mentoring program out of current budget.

Performance Outcomes:

Native American Students

- Increase Native American enrollment by 15% by 2015
- Increase Native American retention rate by 10% by 2015
- Increase Native American graduation rates by 10% by 2018

Return-to School Learners

- Increase the number of returning undergraduates by 50% (above the Fall 2011 number) by 2013.
- Increase the number of returning undergraduates by 100% (above the Fall 2011 number by 2015.

Connection to University Strategic Plan:

This initiative responds to all four of our strategic objectives.

- 1. Student Success: increased access, retention and graduation are directly linked to Student Success and to creating an environment where students succeed at their highest levels.
- 2. Institution of Innovation: the mentoring programming is innovative and will be recognized as a best practice in higher education.
- 3. Community Engagement: outreach to tribes and connections with other stakeholders strengthen the Native American Outreach program.
- 4. Visibility: Both activities will increase Eastern's exposure and reputation as an institution of opportunity and innovation.

Key Contribution to Statewide Results:

Both projects improve persistence and attainment of the baccalaureate for two at-risk populations, thus improving overall quality of life, increasing capacity for state revenue growth and active citizens.

Other alternatives considered and consequences of non-funding:

Grants are an excellent vehicle for both projects and will be pursued. However, at present, we have not identified grants that specifically address the activities and outcomes we wish to undertake.

Non-funding consequences are continued low retention and graduation rates among Native Americans, lost revenue potential for the university, and lower performing workforce statewide.

Expenditure calculations and assumptions:

Salaries calculated using university standards.

Which costs are one-time? Ongoing?:

Costs for these projects are anticipated to be on-going.

2. Enhanced Veteran Support – Career support & assessment - \$307,000

This project will enable research into and publication of articulated credits Eastern will grant for prior military training, development of on-line tools, as well as pre-admission counseling and a degree profile for veterans. Funding supports a dedicated program coordinator on a permanent basis and one-time commitment of dollars for development of the database and programming to integrate the system within the university student information system. Funding also supports an Admissions Program Specialist to conduct research and implement the project, as well as one-time costs for data entry and software development. In addition, Eastern proposes to add a professional career counselor to focus on veterans and on opportunities for employment in the federal government.

With the launch of a Veterans Service Center in July 2012, Eastern will provide an improved level of transition and support services to a growing population of students on the campus. Eastern presently has over 500 students using GI benefits to secure their education. Anecdotally, staff share that there are many more veteran students, who either no longer have the benefits or who are expecting to use them for other family members. We anticipate our campus population to increase at least 10% a year for the next several years, as Eastern's reputation as a veteran friendly campus spreads.

Career Services currently employs a model of "specialized generalists" for career advisors. All of the career planning staff are trained on the basic tenets of career advising but then have specialty areas in which they stay current in and are able to serve those particular populations best. Two areas where we simply do not currently have the staff hours or resources are serving veterans and helping students navigate the federal jobs/internships process. Both serving veterans and applying for federal jobs/internships pose a unique set of challenges that would be best addressed by having a given individual specifically assigned to them.

This proposal anticipates expanding on our current specialized generalist model while supporting the university's Veterans Resource Center and focusing on opportunities for graduates in the federal government. This project supports one Career Counselor devoted to these important student issues.

Other universities have employed similar approaches.² This new position at Eastern would focus on all of the career related issues with the military to civilian transition and work with the new Veterans Resource Center on campus and others (EWU VetCorps,

² <u>http://wsunews.wsu.edu/pages/publications.asp?Action=Detail&PublicationID=28735</u>

advising, disability services, TRIO programs, and alumni association) to coordinate services and share trainings, resources, and events. For example, the Counselor will work with the Employer Relations Coordinator in Career Services and Alumni Office to arrange quarterly professional development events where veterans can get face time and network with local professionals.

The Counselor will also have designated appointment times blocked out for this particular population. The acquisition of books and resources for military-to-civilian career issues has begun so the Counselor can digest and present resources for veteran students in a usable and friendly manner. We will also have the Counselor create an online cadre of resources that will be linked to our already established Eastern Career Wiki (www.ewucareerguide.wikispaces.com), a site that receives thousands of hits annually.

The physical proximity of the offices (Veterans Resource Center and Career Services both on the first floor of the same building) will provide increased effectiveness in services and the ability to seamlessly refer students.

Regarding federal employment, there has been an increase in demand for assistance in this arena. In the recent past, the office has connected with the Partnership for Public Service, a federally endorsed organization that facilitates federal employment, but we would like to do more. The Partnership regularly hosts Federal Career Advisor webinars and trainings. The new Counselor will participate in these professional development opportunities. The federal government hires for all majors so the Counselor will also be able to meet with a wide range of the Eastern student population. Of note, more job opportunities will be delivered for students in social science and the liberal arts, including Communications, Psychology, Social Work, and English.

We envision researching various, typical military training programs and working with campus partners to identify assignable Eastern credit for our veteran students. This project will result in the creation of a database and website of approved credit for prior military training that is accessible by prospective and current students, faculty members and advisors. A subsequent project will be to unite this information with the campus degree audit system. In addition, guides will be produced that explain how to obtain credit for prior training and experiential learning.

Eastern will also build upon existing academic programs that provide for incorporation of prior experiential learning (not just formal training) into a degree program for veterans. Interdisciplinary Studies' portfolio option is an excellent vehicle for veterans to translate their learning in other settings into a block of up to 45 credits toward a baccalaureate degree. Commitment of additional resources to connect veterans to the prior learning program is consistent with best practices for adult and returning students that call for providing efficient, targeted, and career relevant academic programs.

Performance Outcomes:

- Veterans will report increased satisfaction with their knowledge of credit options available to them for prior experiences, whether as transfer equivalencies or through knowledge of the prior learning option. Eastern veterans' response to the winter 2012 OIRDA survey will serve as a baseline for satisfaction.
- The number of veterans pursuing the portfolio option will increase 20% by 2014 from the fall 2011 baseline of veteran students in the program.
- Develop relevant topics/presentations and deliver monthly workshops accordingly in conjunction with Veterans Resource Center and other related departments on campus.
- Work with Employer Relations Coordinator and Alumni office to arrange quarterly professional development events where veterans can network with local professionals.
- Create online career resources for veterans and those interested in federal employment. Tie into already established Eastern Career Wiki (www.ewucareerguide.wikispaces.com).
- Provide 10 or more advising appointment slots weekly during the school year for veterans, their families, and those seeking federal employment/internships.
- Increase placements in Federal positions by 25% over Spring 2011 baseline by Spring 2013.

Connection to University Strategic Plan:

This initiative responds to all 4 of our strategic objectives.

Student Success: increased access, retention and graduation are directly linked to Student Success and to creating an environment where students succeed at their highest levels. Facilitating easy access for veterans and being able to translate their training into credits will jumpstart their education and facilitate better academic planning and time-to-degree. This initiative responds the following strategic objectives:

- 1. **Student Success.** Veterans will be able to make better informed decisions about majors and course selection, which will contribute to their retention at our university. Providing professional development resources to veterans also increases their ability to pursue meaningful careers. More resources devoted to helping student access federal jobs will have a direct impact on student success and satisfaction.
- 2. **Institution of Innovation:** the development of this database integrated with university articulation will be recognized as a best practice in higher education.
- 3. **Community Engagement:** connecting with military and other government entities will further strengthen our campus connections.
- 4. **Visibility:** This project will increase Eastern's exposure and reputation as an institution of opportunity and innovation.

Key Contribution to Statewide Results:

More highly qualified students graduating as soon as possible will improve our workforce. Attracting these students to the state will be incredibly beneficial in adding to our population of highly trained, skilled, and professional workforce.

Other alternatives considered and consequences of non-funding:

We have considered funding this internally by re-directing staff resources. However, we feel that new funding would enable the university to implement this more rapidly. Capacity within Student Affairs at this point is uncertain.

Non-funding results in lost opportunity and potential student dissatisfaction. Consequences of non-funding mean the likely delay of implementation of this project for several years. This would impact our ability to increase our veteran population and result in lost revenues and missed opportunity for Washington to be a national leader in this area.

Expenditure calculations and assumptions:

Salaries calculated using university standards. Year two adds one employee in a project position.

Which costs are one-time? Ongoing?:

Costs for these projects are anticipated to be on-going.

3. Improved Support for Students with Disabilities - \$209,000

Eastern requests funds to support the full access of students with disabilities in the classroom and in co-curricular activities. We propose hiring an academic year Accommodations Specialist, acquiring some equipment, and purchasing an accessible van for winter campus access and increased co-curricular opportunities.

Over the last 10 years, Eastern has been very successful in meeting the needs of students with disabilities. The number of students with disabilities accessing services has grown 10-15% each year. At present, there are 506 students registered with Disability Support Services. Staffing has remained flat for the last 12 years, even as clients have increased, service expectations as articulated by the Office of Civil Rights (Department of Education) have escalated, and new technology has advanced rapidly, requiring additional training and regular re-tooling to provide services consistent with ADA standards.

Eastern proposes to hire an academic year Accommodations Specialist who will be the lead in evaluating documentation and developing accommodation plans. The position will work closely with faculty to assist students in accessing the academic experience.

In addition, Eastern is proposing increased operations funding for this unit to supplement the equipment and accommodations budget. To assist a growing number of blind students attending, we would like to purchase a Tiger Braille Printer and CCTV. We also are requesting funding for transportation assistance on campus for mobility impaired students during the winter. While we have appropriate accessible disabled parking and excellent snow removal from our facilities staff, traversing the campus in the snow is still formidable for students who use wheel chairs, crutches, or who have other mobility limitations. We have considered using our motor pool, but have determined that it is more cost-effective to purchase the vehicle. This would also be of great assistance in helping mobility impaired students access numerous co-curricular programs. Continuing funding is also included to support students with multiple disabilities and associated costs such as notetakers, transcription services, and testing.

Performance Outcomes:

- Ensure continued compliance with ADA standards
- Increase participation of students with disabilities in co-curricular programs by 15% over Fall 2011 base
- Improve risk management and safety response during the winter
- Increase retention of this population by 5% by 2015
- Increase access/enrollment of students with disabilities by 10% by 2015

Connection to University Strategic Plan:

This initiative responds the following strategic objective:

Student Success: this project will assist students in achieving their degrees, improve their quality of life, and provide delivery of better teaching tools.

Key Contribution to Statewide Results:

Improved access and persistence.

Other alternatives considered and consequences of non-funding:

Using the campus van pool was investigated for the winter shuttle service, but determined too costly and not reliable. Technology Fee funds were sought for the Brailler, but are not likely to be approved.

Non-funding will result in status quo services for transportation. Our current Braille encoder is unable to create non-text images, such as maps and diagrams. If we are unable to fund the Accommodations Specialist, we will see declining services to students in light of our increasing client load.

Expenditure calculations and assumptions:

Salaries calculated using university standards.

Which costs are one-time? Ongoing?:

Most of these costs are one-time, with the exception of the accommodations specialist position; it will be on-going.

4. Improvement of Student Assistance and Case Management - \$132,000

Narrative Detail:

Eastern is developing a best practice model for the management of critical need student issues in the Dean of Students Office. This proposal requests funding for an individual with social work credentials to supplement our services.

A growing number of college students experience major life challenges, for which they increasingly seek assistance from the University. Helping students navigate these issues has been critical to their continued success and persistence in college and is a tenet of student development. While most are quite aware that the demand for psychological counseling services has increased on campus approximately 10% a year over recent years, many are surprised to learn that students seek help for other challenges relating to basic needs. At Eastern, the Dean of Students Office has been the clearinghouse for responding to these students. In times of need or crisis, the Dean's office provides respectful and thoughtful assistance that is essential to retaining our students and helping them succeed personally and academically.

The student situations presenting in the office are becoming more complex and require extensive support resources. Frequently presenting problems include homelessness, food shortage, assistance with accessing social services and benefits, domestic violence, medical challenges that interrupt a student's progress, care giving responsibilities for relatives, family hardships, issues with Child Protective Services, and alcohol and drug dependency/referrals. In the past five years the need for assistance for these issues has increased over 35%. At the same time, the number of safety assessments for students at risk of self-harm has increased by 50%, and the number of Registered Sex Offenders being monitored by the office has increased 66%.

When a student presents at the Dean's Office with request for assistance, it is imperative that appropriate referrals are made and that case management is organized in a way that ensures confidentiality and good follow-through. Most of time, staff are able to identify resolutions that help the student stabilize. These resolutions may include assistance in withdrawing from the University, career assistance, referral to community agencies, and advocacy with other campus programs.

We are presently re-structuring our staff resources to create a Student Assistance Program through the Dean of Students Office. This program will utilize existing staff and will add a new position to assist in navigating the increasing number of social work type issues that we are seeing surface. The addition of a full-time case worker with appropriate credentials (MSW) will enhance greatly our service to students and result in increased student persistence, satisfaction and development.

Performance Outcomes:

- Increase the number of community referrals by 20% in areas of legal assistance, shelter, food security, alcohol and drug treatment, and childcare
- Develop a robust database of issues and analyze this information to adapt programs and provide appropriate interventions
- Improve resolution time for student homelessness and food shortage issues
- Enhance student success and persistence. Student persistence will increase by 10% when compared to baseline cohort in 2011.
- Provide education and resources for campus stakeholders and our surrounding community
- Launch a fundraising campaign to assist with emergency loans

Connection to University Strategic Plan:

This initiative responds the following strategic objectives:

Student Success – by creating a robust student assistance program, students will receive timely and effective assistance, enabling stronger persistence, quality of life, and student development.

Key Contribution to Statewide Results:

Increased degree completion; decreased social services.

Other alternatives considered and consequences of non-funding:

Internal funding has been considered.

Consequences of non-funding include lower student satisfaction, lower student success. Higher attrition.

Expenditure calculations and assumptions:

Salaries calculated using university standards.

Which costs are one-time? Ongoing?:

All expenses are on-going.

Maintenance and Operations

Decision Package RecSum Code: ML-MN

Recommendation Summary:

Reductions in state funding since 2008 have significantly limited the resources available for Eastern's maintenance and operations. In connection with the university strategic plan, scarce state funding has been allocated to the core instructional mission. Position reductions within facilities make it difficult to accomplish maintenance tasks and have caused further delays in rotating maintenance schedules. Over time, this approach can substantially impact the maintenance of instructional support spaces and facilities. Deferring maintenance will reduce the lifecycle and increase the operational cost of state facilities. In addition, during this same time period, operational costs have substantially increased. Minimum wage increases and contracted classified salary & benefit increases all impact the university's ability to provide quality care to state buildings.

Eastern requests \$ 1,896,000 to address Facilities maintenance and operations in FY2014 and FY2015

	FY 2014	FY 2015	Total
Salaries	504,000	504,000	1,008,000
Benefits	205,000	205,000	410,000
Operations	236,000	236,000	472,000
Total Request	948,000	948,000	1,896,000
FTE	23.0	23.0	23.0

Fiscal Detail for FY14 and FY15:

Package Description:

This funding package is intended to:

- 1. Restore maintenance and operation to 2008 levels
- 2. Increase maintenance and operation levels to address the increase in campus square footage for the last 10 years.
- 3. Increase operation levels to address the cost of goods sold for maintenance and operations.
- 4. Provide leadership and supervision for campus recycling and sustainability.
- 5. Provide increase funding currently non-funded maintenance and operational mandates.

Performance Outcomes:

- Shorter response time and time to completion of work orders. Costs of facilities repairs will be less when earlier in the repair cycle with less damage to related components.
- Better planning and documentation of recycling and other sustainability initiatives that are being implement on the EWU campus

Connection to University Strategic Plan:

 Providing access to quality learning spaces that support both student success as well as effective academic program delivery.

Key Contribution to Statewide Results:

- Stewardship of investment of state assets.
- Reduction in long term costs of deferred maintenance and backlog reduction.

Other alternatives considered and consequences of non-funding:

Other alternatives include:

 Use of capital resources where it is appropriate and allowed by capital budget regulations

Consequences of non-funding

- Sanitation and safety concerns are considered the highest priority for uses of operational resources. Lower level priorities such as deferred maintenance and time to complete work orders are the consequence of the marked reduction in operation funding. Another consequence is that planning and developing cost effective and higher efficiency operations give way to the immediate need to respond to critical operation needs. Maintenance becomes reactive instead of proactive and this generates higher costs of operations and reduces the lifecycle of the building system and components.
- The lifecycle of building equipment and systems is shortened because preventative maintenance is impacted by lack of staff and goods and services.

Expenditure calculations and assumptions:

Salaries calculated using university standards.

Which costs are one-time? Ongoing?:

All costs are on-going.

Risk Management & Self-Insurance Premiums

PACKAGE DESCRIPTION

Managing and assessing risk is an important part of university operations. Risk management includes an on-going review and evaluation of functions, decisions, activities and processes. Eastern Washington University recognizes the business exposure as a higher education institution with both satellite operations and international programs. Therefore, it is university policy for every employee to act to reduce the risk of such actions and activity to the greatest extent feasible, consistent with carrying out the mission and goals of the university. Eastern's resources must be protected from human, physical, reputation, technological, environmental and financial loss.

Eastern continues its formal risk assessment program to deploying ongoing oversight and direction of a comprehensive educational and assessment program to employees. Risk management continues to include actions taken both before and after loss. These actions are directed toward reducing both risks and the frequency/severity of losses. When analyzing a loss exposure, the university evaluates the impact on the entire campus, as well as on individual departments.

Eastern uses various approaches to manage risk to the institution. An active Risk Assessment Team, Radiation Safety Committee, and a campus-wide University Safety Committee actively assist with risk management issues. These committees meet on a quarterly basis throughout the year. Individual people review and assess risk as a part of the normal business operations, while committee review and claims management remain a function the Human Resources, Rights and Risk Department.

The Office of Financial Management (OFM) directed that Eastern is not required to submit a maintenance level decision package for 2013-15 self-insurance premium adjustment. Instead, when self-insurance premium costs are finalized, OFM will centrally update agency maintenance level adjustments.

NARRATIVE JUSTIFICATION

Eastern's risk management program:

- identifies and analyzes loss exposure and safety hazards,
- develops and selects techniques for addressing risks,
- implements effective administration of mitigation plans, and
- monitors the results produced and achievement of change.

Eastern uses control methods through risk avoidance and loss prevention/loss reduction methods, and further manages risk via financing methods of risk retention, transfer and risk management program development.

Eastern's risk management plan includes:

- development and communication of policies, guidelines and procedures to the campus
- an active risk assessment team, which identifies, evaluates and manages risk of ongoing activities, special events, and field trips
- continual assessment of environmental health and safety issues through the university safety committee, environmental policy council, sustainability committee and the radiation safety committee
- employee training programs with emphasis on the importance of the supervisors role in reducing risk exposure and the employees accountability for compliance with policies and
- a workplace training program for staff, faculty and students.
- new employee orientation

Risk management plays a strong role in the emergency management function of the university. In accordance with federal, state, local and university policy, Eastern has established a comprehensive emergency and disaster preparedness program to protect its people, resources and environment.

Eastern continues to facilitate and administer this comprehensive university policy process. Eastern has updated policies for information security, campus safety, security and crime prevention, and risk management. An annual training is conducted for employees to receive information on all policies that were adopted throughout the year. This training reminds all employees and supervisors about their accountability as it relates to policy and implementation of policy. The campus is informed of policy changes and has developed tools for input Eastern understands the importance of holding employees accountable for compliance, so supervisors are asked to ensure that their employees are informed and understand policies.

Environmental Health and Safety developed an annual schedule to conduct building inspections to identify safety issues. The university is continuing to use the medical malpractice and intern insurance offered through the state program and is also requiring participants studying outside the United States to have adequate health insurance coverage. Eastern as also acquired student abroad insurance for students and employees traveling outside of the United States. As part of the ongoing review of campus events and student travel web sites and forms have been reviewed and updated as well as developing planning checklist for program coordinators to use. Eastern continues to use the DES Risk Management comprehensive claims database and tracking system to monitor the status of claims. Eastern also conducts incident investigation to provide backup for claims submitted to OFM. External and internal organizations and individuals receive guidelines outlining the responsibility to manage liability when using Eastern's facilities. Eastern continues to ensure that employment actions are reviewed and assessed for risk prior to implementation. Emphasis is placed on ensuring that thorough documentation is provided to support the action.

Assessing and Managing Risk: The Risk Assessment Committee debriefs after major events to assist in the identification of risk to be mitigated for future activities. The Committee is proactive in initiating discussion with campus departments when new events are being considered. In addition, the committee has on occasion recommended "not to proceed" due to the high risk level of the activity. The University Safety Committee reviews incidents quarterly

and makes recommendation to campus leadership mitigation on incidents which may include physical changes and/or training.

Supervisory/Employee Training: Eastern continues to offer safety and employment related training for all new employees. The university also conducts training on demand for individual departments. Training is offered related to work place safety, risk assessment, investigation, discipline, emergency management, hazardous waste and driver safety. Each applicable unit creates an annual schedule of training and recertification. Emergency management training provides the campus with clear expectation of responsibilities and expectations during emergency situations. Residential hall staff also participates in various training programs including first aid, safety, fire evacuation, and disaster and pandemic training to ensure the safety of students in the resident halls. University policies, state and federal laws are reviewed and changes implemented. Ethical training has been conducted and a video of the presentation is available on the EWU website for new employees to view as part of their orientation.

TORT LOSS CLAIMS

Eastern's self insurance premium cost history:

- 2001-2003 \$365,656
- 2003-2005 \$644,758
- 2005-2007 \$ 507,746
- 2007-2009 \$1,106,200
- 2009-2011 \$2,306,026
- 2011-2013

FUTURE LOSS TRENDS

Due to increased visibility of the risk management program, with information located on an accessible web-site, specific identification of the appropriate person assigned to risk responsibilities, and process information, the university has improved the campus awareness of each person's responsibility for risk mitigation. More importantly, Eastern has focused on management responsibility to ensure systems, documentation and policies are in place to defend claims.

Outcome: Eastern will continue to improve the management of policies and claims by thoroughly investigating claims. All supporting documents and photos for submittal to the state Risk Management department relating to each claim are carefully examined. The university will continue to review claims and incident data, and to provide training to departments and employees. Eastern will also provide follow up training and departmental debriefings as necessary. Eastern continues to stress the importance of maintaining and providing clear and thorough documentation as back up for claims related to employment issues

2013 Enterprise Risk Management Update

Agency: Eastern Washington University

Section A: Track Agency Progress Toward Mature Enterprise Risk Management Practices

Instructions: The measures listed below are benchmarks for ERM achievement. It can take several years for an agency to successfully implement all measures and agencies are not expected to have all of them completed at this time. Please indicate which measures have now been completed and the year you plan to address each remaining measure. Feel free to add notes and attach documents.

Measures of a Mature Program	Check if complete	Planned for 2011	Planned for 2012	Planned for 2013	Planned for 2014	Notes
Risk Management responsibility will be assigned to a specific employee	X					
Risk Management will be on the executive leadership team agenda at least quarterly				Х		EWU's Risk Management Committee will develop a formal quarterly report
Agency Enterprise Risk Management policy will be in place or in progress	Х					
Agency incidents will be reported centrally and reviewed periodically	Х					
Risks that can prevent achieving program goals will be discussed and ranked by severity and frequency (Risk Mapping)	Х					
Risk mitigation plans will be developed when needed for priority risks	Х					
Where risks are under control, 'best practices' that provide control will be gathered and shared throughout the agency				Х		EWU currently is following best practices, but continually strives to improve and stay abreast of changes and sharing information with the campus
Risk analysis will be integrated into agency strategic and budget planning					Х	

2013 Enterprise Risk Management Update

Agency: Eastern Washington University

Section B: FY 2013 Agency ERM Plans						
			ne not expected to be working on all of these			
		s important to your agency. If you check e how much losses will be reduced.	'2013 Action Item', please briefly describe w	nat you will be doing,		
Possible FY 2013 Action Items	FY 2013 Action Item	Describe What You Plan To Do	Explain How you Will Measure Success of Expected Results	Estimate How Much This Will Reduce Losses (%)		
to give			2012 were \$500,000 and were mostly due to traffi			
anticipated reduction in FY 201		nated benefit is a 5% reduction in claim losse	s by year end. Success would be measured by n	neeting the		
	centralized sys	tem operated by a public records officer, and	and paid \$250,000 in court-ordered fines due to o I the estimated benefit is to have no future fines –			
		EWU will work internally to develop	Reduction of employee fault	3% decline		
Driver Safety	X	current employee drivers safety follow up training	incidents/accidents			
Worker Safety						
Employment Liability						
Tort Claims and Lawsuits						
Data Security						
		EWU will update its emergency	Reduced claims which would have			
Emergency Management		management plan as a part of the	resulted from lack of planning and			
	Х	2013 strategic planning process	implementation of the EM Plan			
Contract Policy and Procedure						
Public Records						
Risk Assessment/Risk Register						
Other						

Operating Budget Request 2013-2015 Biennium

September 10, 2012

	1	CODES	CURRENT BIENNIUM				
FUND	SOURCE	SOURCE TITLE	FY 2012 REVENUE (at yr end)	FY 2013 REVENUE	FY 2014 REVENUE	FY 2015 REVENUE	
061	0424	Tuition and Fees	2,354,039	2,762,000	3,011,000	3,282	
061	Subtotal	EWU Capital Projects Account	2,354,039	2,762,000	3,011,000	3,282	
149	0409	Local Investment/Interest Income	288,955	275,000	275,000	275	
149	0413	Capital Gains	90,900	0	0		
149	0424	Tuition and Fees	57,121,786	61,165,000	66,670,000	72,670	
149	0622	Fund Transfer Out	(133,301)	0	0		
149	Subtotal	Operating Fee Account Fund	57,368,340	61,440,000	66,945,000	72,94	
148	0402	Income from Property	68,243	60,000	60,000	6	
148	0405	Fines and Forfeitures	499,934	400,000	400,000	40	
148	0409	Local Investment/Interest Income	449,930	500,000	500,000	50	
148	0413	Capital Gains	127,503	0	0		
148	0414	Capital Losses	(56,325)	0	0		
148	0416	Sale of Property	52,969	40,000	40,000	4	
148	0420	Charges for Services	608,363	500,000	500,000	50	
148	0424	Tuition and Fees	4,532,224	5,300,000	5,777,000	6,29	
148	0430	Dedicated Student Fees	18,721,376	21,400,000	22,149,000	22,92	
148	0440	Indirect Cost Recovery	164,011	150,000	150,000	15	
148	0490	Cash Over and Short	96	0	0		
148	0499	Other Revenue	178,202	150,000	150,000	15	
148	0541	Contributions and Grants	68,837	80,000	80,000	8	
148	0622	Fund Transfer Out	(46,662)	0	0		
148	Subtotal	Dedicated Local Fund	25,368,701	28,580,000	29,806,000	31,10	
145	0315	Department of Interior	27,212	35,000	35,000	2	
145	0317	Department of Labor	131,314	148,000	148,000	14	
145	0319	Department of State	121,701	0	0		
145	0320	Department of Transportation	302,649	290,000	290,000	29	
145	0347	National Science Foundation	388,718	495,000	303,000	27	
145	0355	Federal Revenue Non-Assistance	117,790	0	0		
145	0359	Small Business Administration	52,832	197,000	0		
145	0381	Department of Energy	331	0	0		
145	0384	Department of Education	1,786,704	1,182,000	1,106,000	1,10	
145	0393	Department of Health and Human Services	1,974,375	1,863,000	1,863,000	1,86	
145	0409	Local Investment/Interest Income	71,674	71,000	71,000	7	
145	0420	Charges for Services	40,690	40,000	40,000	4	
145	0541	Contributions and Grants	2,577,731	2,500,000	2,500,000	2,500	
145	0546	Federal Revenue - Pass Through	1,819,098	1,800,000	1,800,000	1,800	
145	0621	Operating Transfers - In	79,363	0	0		
145	Subtotal	Higher Education Grants and Contracts Account	9,492,182	8,621,000	8,156,000	8,109	
	TOTAL		94,583,262	101.403.000	107.918.000	115,437	

Operating Budget Request 2013-2015 Biennium

September 10, 2012

Request for New and Increased Fees

								crementa Dollars in T					
		1		1	1		GI	S	Other	Funds			
Agy #	Agency Name	Fee Code	Name of Fee or Tax	Separate Bill or Budget Bill	Z-Draft # (or Pending)	New, Increased , Continued?	FY 2014	FY 2015	FY 2014	FY 2015	Tied to Expenditure Change?	Fee Payer Position	Explanation of Change (rate or methodology change, % increase, whether program is self-supporting)
	Eastern Washington University		Resident Undergraduate Tuition (Operating) Fund 149			Increase			3,831	4,176	Existing	Agengy initiated change - Fee payers support	Calculated average 9% increase each yea of biennium.
	Eastern Washington University		Non-Resident and Graduate Tuition (Operating) Fund 149			Increase			1,674	1,824	Existing	Agengy initiated change - Fee payers support	Calculated average 9% increase each yea of biennium.
	Eastern Washington University		Resident Undergraduate Tuition (Building) Fund 061			Increase			189	205	Existing Expenditures	Agengy initiated change - Fee payers support	Calculated average 9% increase each yea of biennium.
	Eastern Washington University		Non-Resident and Graduate Tuition (Building) Fund 061			Increase			60	66	Existing	Agengy initiated change - Fee payers support	Calculated average 9% increase each yea of biennium.
	Eastern Washington University	1300	Summer Quarter Tuition - Fund 148			Increase			477	520	Existing Expenditures	Agency initated change - Fee payers support	Calculated average 9% increase each yea of biennium.
	Eastern Washington University	3200 2300 4100 5100	Existing On-Campus Lab & Course Fees Existing Off-Campus Lab & Course Fees Other Mandatory Fees Fee-Based Program/Degree Fees Application Fees All Other Administrative Fees			Increase			749	775	Existing Expenditures	Agency initated change - Fee payers support	Calculated average FGF of 3.5% increase each year of biennium.

2013-15 FEDERAL FUNDING ESTIMATES SUMMARY

CFDA NO.*	Agency/	Federal Fiscal Year	State Fiscal Year	State Match Amounts
	Agency Total FY 2012	4,751,637	4,751,637	281,918
	FY 2013	4,209,895	4,209,895	336,604
	FY 2014	3,744,256	3,744,256	336,954
	FY 2015	3,698,084	3,698,084	331,653
	Department of Interior			
15.642	Challenge Cost Share ((B)		
	FY 2012	3,376	3,376	7,560
	FY 2013	4,624	4,624	444
	FY 2014	-	-	-
	FY 2015	-	-	-
	Department of Interior			
15.649		echnical Assistance (Gen	= -	
	FY 2012	2,770	2,770	925
	FY 2013	9,375	9,375	4,507
	FY 2014	13,647	13,647	5,301
	FY 2015	-	-	-
	U.S. Geological Survey			
15.808	Research and Data Col			
	FY 2012	24,477	24,477	29,886
	FY 2013	21,000	21,000	29,886
	FY 2014	21,000	21,000	29,886
	FY 2015	21,000	21,000	29,886
	Department of Labor			
17.600	Mine Health and Safety	Grant		
	FY 2012	131,314	131,314	5,000
	FY 2013	148,423	148,423	5,000
	FY 2014	148,423	148,423	5,000
	FY 2015	148,423	148,423	5,000
	Department of State Bu	reau of Educational and	Cultural Affairs	
19.009	•	ograms - Undergraduate		
	FY 2012	121,701	121,701	3,494
	FY 2013	-	-	-
	FY 2014	-	-	-
	FY 2015	-	-	-
	Department of Transpo	rtation Federal Highway A	Administration	
20.200	• •	Development Program		
	FY 2012	275,754	275,754	-
	FY 2013	280,000	280,000	-
	FY 2014	280,000	280,000	-
	FY 2015	280,000	280,000	-
		, -	,	

2013-15 FEDERAL FUNDING ESTIMATES SUMMARY

CFDA NO.*	Agency/	Federal Fiscal Year	State Fiscal Year	State Match Amounts
20.215	National Highway Institu Highway Training and Ed	U	ninistration Department	
	FY 2012	26,895	26,895	-
	FY 2013	10,000	10,000	-
	FY 2014	10,000	10,000	-
	FY 2015	10,000	10,000	-
		-,	- ,	
	National Science Founda	ation		
47.041	National Leadership Gra	nts		
	FY 2012	43,068	43,068	-
	FY 2013	106,932	106,932	-
	FY 2014	-	-	-
	FY 2015	-	-	-
47.049	National Science Founda			
47.049	Mathematical and Physic		56 259	
	FY 2012	56,258	56,258	-
	FY 2013	100,000	100,000	-
	FY 2014	13,126	13,126	-
	FY 2015	-	-	-
	National Science Founda	ation		
47.076	Education and Human R	lesources		
	FY 2012	289,392	289,392	-
	FY 2013	287,841	287,841	-
	FY 2014	289,396	289,396	-
	FY 2015	269,997	269,997	-
	Small Business Adminis			
59.000	Congressional Earmarks			
	FY 2012	52,832	52,832	-
	FY 2013	197,168	197,168	-
	FY 2014	-	-	-
	FY 2015	-	-	-
84.033	Federal Work-Study Pr			
01.000	FY 2012	337,749	337,749	112,583
	FY 2013	443,914	443,914	147,971
	FY 2014	443,914	443,914	147,971
	FY 2015	443,914	443,914	147,971
	2010		++0,01 4	147,071
84.042	TRiO: Student Support S	Services		
	FY 2012	374,828	374,828	97,470
	FY 2013	397,367	397,367	97,470
	FY 2014	410,079	410,079	97,470
	FY 2015	410,079	410,079	97,470

2013-15 FEDERAL FUNDING ESTIMATES SUMMARY

CFDA NO.*	Agency/	Federal Fiscal Year	State Fiscal Year	State Match Amounts
84.149	Migrant Education-Colle FY 2012 FY 2013 FY 2014 FY 2015	ege Assistance Migrant Pr 419,232 - - - -	rogram 419,232 - - - -	- - - -
84.217	TRiO-McNair Post-Bac FY 2012 FY 2013 FY 2014 FY 2015	culaureate Achievement 264,507 252,000 252,000 252,000	264,507 252,000 252,000 252,000	25,000 51,326 51,326 51,326
84.333	Demonstration Projects FY 2012 FY 2013 FY 2014 FY 2015	to Ensure Students with I 250,931 88,580 - -	Disabilities Receive a F 250,931 88,580 - - -	Higher Education - - - -
84.334	Gaining Early Awarene FY 2012 FY 2013 FY 2014 FY 2015	ss and Readiness for Und 94,638 - - - -	lergraduate Programs 94,638 - - -	- - - -
93.600	Head Start FY 2012 FY 2013 FY 2014 FY 2015	1,898,912 1,862,671 1,862,671 1,862,671	1,898,912 1,862,671 1,862,671 1,862,671	- - - -
93.925	Scholarships for Health FY 2012 FY 2013 FY 2014 FY 2015	Professions Students from 83,003 - - - -	m Disadvantaged Back 83,003 - - - -	grounds - - - -

LOCAL FUND SUMMARIES

Below is a list of the nonbudgeted local funds at Eastern Washington University with a brief description of each. Included in this list is the budgeted but nonappropriated General Local Fund and excluded are the agency funds. This list is followed by a (B10) Local Fund Summary.

GRANTS AND CONTRACTS FUND (145)

This special revenue fund is used to account for research projects, training programs, training and instructional institutes, and similar activities for which financial support is received under the conditions of agreements with various federal, state, local governmental, and private agencies. Authority: RCW 43.88.195.

DEDICATED LOCAL FUND (148)

This special revenue fund is used to account for dedicated and self-sustaining activities, such as distance and extended learning, summer quarter, special fees collected to recover specific expenditures, and administrative allowances on federal and state financial aid programs. Authority: RCW 43.88.195.

GENERAL LOCAL FUND (149)

This special revenue fund is used to account for local revenue and expenditures which contribute to the support of state-appropriated programs. Revenues are received primarily from operating tuition fees and investment earnings. Authority: RCW 43.88.195.

STORES FUND (440)

This internal service fund is designated to account for the cost of furnishing institutional office supplies and materials to campus operatons. Funds are generated through interdepartmental recharges. Authority: RCW 43.88.195.

PRINTING FUND (448)

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

OTHER FACILITIES FUND (450)

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

MOTOR POOL FUND (460)

This internal service fund is designated to provide centralized transportation services to campus operations. Funds are generated through interdepartmental recharges. Authority: RCW43.88.195.

ASSOCIATED STUDENTS FUND (522)

This business enterprise fund is used to account for ASEWU student government, intercollegiate athletics, clubs and organizations, Pence Union Building operations, and other student-supported activities. Revenues are generated from services and activities fees and special student events such as movies, dances, concerts, newspaper advertising, athletic events, and investments. A substantial portion of revenue is dedicated to the retirement of outstanding bonds which were issued for the construction and equipment of the student union building and the student recreation center. Authority: RCW43.88.195.

BOOKSTORE FUND (524)

This business enterprise fund is designed to handle the operations of the centralized university bookstore. Revenues are from the sale of books, supplies, clothing and equipment to students, faculty, and staff. Authority: RCW 43.88.195.

PARKING ACTIVITIES FUND (528)

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

OTHER ENTERPRISES FUND (570)

This business enterprise fund is used to account for the operations of the university's Recreation Center. It includes the revenue from recreation center passess, rentals and services, and expenditures for the recreation center facility. Authority: RCW 43.88.195.

HOUSING AND DINING FUND (573)

This business enterprise fund is used to identify revenues, expenditures, transfers, and debt service payments associated with the university dormitory and dining operations. Income is derived from campus dormitories and apartments, married student housing, and various food service operations. Excess revenues, after mandatory transfers for bond and mortgage obligations, are available for capital improvements to the operations. Authority: RCW 43.88.195.

SCHOLARSHIPS AND FELLOWSHIPS FUND (846)

This fund accounts for established scholarships and fellowships. The income to the fund consists of private gifts, and federal and state grants. The terms of each gift providing scholarships and fellowships are stringently observed. Authorized: RCW 43.88.195.

STUDENT LOAN FUND (849)

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

ENDOWMENT FUND (859)

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

LONG-TERM LOAN FUND (860)

A minimum of 3.5% of revenues collected from tuition and serivces and activities fees shall be deposited in an institutional financial aid fund. This fund is used to make short term loans and provide financial aid to needy students. Authorized: RCW 28B.15.820.

B10 NON-BUDGETED LOCAL FUND SUMMARY

Fund Code	Fund Name	7/1/11 Fund Balance*	6/30/13 Estimated Fund Balance	2013-15 Estimated Revenues	2013-15 Estimated Expenditures	6/30/15 Estimated Fund Balance
145	Grants and Contracts Fund	0	0	16 265 000	16 265 000	0
		0	, and a second s	16,265,000	16,265,000	0
148**	Dedicated Local Fund	0	0	400.000	60,907,000	0
	0402 Income from Property			120,000		
	0405 Fines and Forfeitures			800,000		
	0409 Local Investment/Interest Income			1,000,000		
	0416 Sale of Property			80,000		
	0420 Charges for Services			1,000,000		
	0424 Tuition and Fees			12,074,000		
	0430 Dedicated Student Fees			45,073,000		
	0440 Indirect Cost Recovery			300,000		
	0499 Other Revenue			300,000		
	0541 Contributions and Grants			160,000		
149	Operating Fee Account Fund	0	0	139,890,000	139,890,000	0
440	Stores Fund	97,257	0	0	0	0
448	Printing Fund	(449,591)	(450,000)	1,132,000	1,132,000	(450,000)
450	Workforce Construction - Other Facilities Fund	(131,888)	50,000	4,100,000	4,050,000	100,000
460	Motor Pool Fund	3,193	3,000	984,000	942,000	45,000
522	Associated Students Fund	1,129,251	1,100,000	16,546,000	16,216,000	1,430,000
524	Bookstore Fund	1,152,801	1,200,000	10,390,000	10,302,000	1,288,000
528	Parking Activities Fund	124,969	125,000	1,400,000	1,500,000	25,000
570	Recreation Center Other Enterprises Fund	0	200,000	450,000	600.000	50,000
573	Housing and Dining Fund	939,352	940,000	34,000,000	33,800,000	1,140,000
846	Scholarships and Fellowships Fund	0	0	90,000,000	90,000,000	0
849	Student Loan Fund	0	0	264,000	264,000	0
859	Endowment Fund	0	0	0	0	0
860	Student Financial Aid Fund	0	0	5,530,000	5,530,000	0

Locally-Authorized Salary Increases

Estimated 2012 Cumulative Value **Of Locally-Authorized Salary Increases** Initially Reported As GF-S or Operating Fee Expenditures on CIM

(Dollars in Thousands)

	Non-Represented	Represented (Collectively-Bargained) Employees (Specify Bargaining Unit)						
	Employees	Bargaining Unit 1	Bargaining Unit 2					
1997-99	\$0	\$0	\$0					
1999-01	(\$317)	\$0	\$0					
2001-03	\$0	\$0	\$0					
2003-05	(\$873)	\$0	\$0					
FY06	(\$350)	\$0	\$0					
FY07	(\$700)	\$0	\$0					
FY08	(\$290)	\$0	\$0					
FY09	(\$470)	\$0	\$0					
FY10	\$0	\$0	\$0					
FY11	\$0	\$0	\$0					
FY12	(\$304)	\$0	\$0					
TOTAL	(\$3,304)	\$0	\$0					

* Please report only the estimated cumulative value of (a) the locally-authorized amounts in

excess of the standard state-funded salary increases in the biennial budget; that (b) were reported as a GF-S or 149-6 cost on your institution's intial 2008 CIM submission. See the Special Budget Instructions

narrative for the amounts estimated on your institution's 2007 "Attachment A" report.

Collective Bargaining Request – Classified Employees Bargaining Unit #1

Description:

Eastern Washington University is in the process of negotiating an agreement between the university and the Washington Federation of State Employees, Bargaining Unit #1.The provisions of this agreement will apply to all non-supervisory classified persons employed at Eastern Washington University.

The University recognizes the Union as the exclusive bargaining representative for those employees covered by RCW 41.06 and excluding: supervisory and confidential employees as defined by RCW 41.80; administrative exempt employees; faculty; students; and certain temporary employees.

Information requested for this bargaining agreement and the corresponding request for "Attachment A-2, Non-Faculty Collective Bargaining Agreement Impact" will be provided under separate cover when available.

Fiscal Detail

FY 2014 FY 2015 Total

Operating Expenditures: Fund 001 – Permanent

Staffing: Fund 001

Object of Expenditure: A – Salaries B – Benefits

Total

Summary of Contract Provisions:

Expenditure calculations and assumptions

Collective Bargaining Request – Classified Employees Bargaining Unit #2

Description:

Eastern Washington University is in the process of negotiating an agreement between the university and the Washington Federation of State Employees, Bargaining Unit #2. The provisions of this agreement will apply to all supervisory classified persons employed at Eastern Washington University, and as such act regularly as an integral part of management.

The University recognizes the Union as the exclusive bargaining representative for those supervisors as defined by RCW 41.80, covered by RCW 41.06 and excluding: non-supervisory and confidential employees as defined by RCW 41.80; administrative exempt employees; faculty; students; and certain temporary employees.

Information requested for this bargaining agreement and the corresponding request for "Attachment A-2, Non-Faculty Collective Bargaining Agreement Impact" will be provided under separate cover when available.

Fiscal Detail

FY 2014 FY 2015 Total

Operating Expenditures: Fund 001 - Permanent

Staffing: Fund 001

Object of Expenditure: A – Salaries B – Benefits

Total

Summary of Contract Provisions:

Expenditure calculations and assumptions

ATTACHMENT A-3 Faculty Collective Bargaining Agreement Summary

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

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
All-Fund Salary Base +	30,056,000	31,679,000	31,227,000	30,914,000	32,417,000	33,107,000		
Across-the-board increase (State+149) *	1,008,486*	-	-	-	257,690**	-		
Across-the-board increase (other funds)	20,467	-	-	-	-	-		
Longevity Increase (State+149)	-	-	-	-	-	-		
Longevity Increase (other funds)	-	-	-	-	-	-		
Assignment Pay; Dean/Chair Stipends (State+149)	349,000	349,000	177,000	134,000	137,000	137,000		
Assignment/stipends (other funds)	34,000	32,000	27,000	14,000	250,000	250,000		

[*] Include effective date of increase in narrative submittal.

Current contract expires 8/31/13

Salary increases effective 1/1/08

+ Salary base amount includes tenure, tenure-track, senior lecturers, lecturers, and adjunct faculty

* 4.2% for tenure and tenure-track faculty, 4.5% for senior lecturers and lecturers, effective 1/1/08

** \$1,400 base increase for full professors, \$900 base increase for associate professors, effective 9/1/11

Attachment B-1 Tuition Waivers

Institution:

		FY 201	1	FY 20 ⁻	12	FY	′ 2013
RCW	Waiver Type	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (estimated)
OPERATING FEE WAIVERS	Walver Type	neudobulit	(uotaulo)	neudobulit	(uotaalo)	neudoount	(connuccu)
RCW28B.15.050 (WICHE Exchange Undergrad)		26	250,460	26	265,200	24	306,072
RCW28B.15.014 (Nonresident Differential)		23	309,259	19	352,612	20	432,720
		0	40.400	1	4.450	2	44 744
RCW28B.15.380 (Child of Police/Fire Fighters)		2	12,126	1	4,459	2	14,744
RCW28B.15.544 (Washington Undergraduate Exchange)		291	1,740,584	298	1,976,916	217	1,602,900
RCW28B.15.556 (Reciprocity - Foreign Nations)		4	59,124	4	65,472	4	65,000
			/		,		,
RCW28B.15.615 (Resident Grad Service Appointment)		112	730,982	122	829,419	145	432,720
RCW28B.15.621 (Veterans)		41	93,425	35	85,855	40	147,480
			100.040		040.050		
RCW28B.15.621 (Veterans Spouses/Dependents)		40	199,243	46	218,950	50	368,600
RCW28B.15.740 (State Waiver Programs)		802	2,541,418	1,004	3,312,533	1,157	3,882,736
RCW28B.15.750 (Reciprocity - Idaho)		0	0	0	0	0	0
RCW28B.15.915 (Additional Waiver Authority)		1,205	3,622,055	865	2,807,473	1,109	4,385,412
······································		.,	-,,		_,,	.,	.,,
TOTAL State Support WAIVERS		2,546	9,558,676	2,420	9,918,889	2,768	11,638,384
RCW28B.15.380(2) (Child of Police/Fire Fighters)		0	0	0	0	2	5,000
RCW28B.15.621 (Veterans Spouse and Dependents)		42	77,780	44	68,592	50	25,000
TOTAL Non State Support WAIVERS		42	77,780	44	68,592	52	30,000
Total All Waivers		2,588	9,636,456	2,464	9,987,481	2,820	11,668,384

Attachment B-2 Tuition Waivers by Purpose

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Purpose for Granting	1		FY2	011			FY20 ⁻	12	
The Waiver		Resider		Non-Resi	dents	Reside		Non-Res	idents
	EWU Fund Codes	Headcount	\$ Actual	Headcount	\$ Actual	Headcount	\$ Actual	Headcount	\$ Actual
OPERATING FEE WAIV									
UNDERGRADUATE STUDEN	TS								
Adult Basic Ed/ESL	na	0	0	0	0	0	0	0	C
Veteran	F103	41	93,425	0	0	34	82,510	0	C
Gender Equity	F100	59	294,743	29	248,698	67	355,016	32	300,388
Over 18 Credits	na	0	0	0	0	0	0	0	C
Merit	F700, F3XX	518	1,325,734	29	84,834	527	1,334,837	65	255,291
Financial Need	F105, F706, F721	633	1,765,322	0	0	423	1,300,862	0	C
Reciprocity Agreement	F104	0	0	4	59,124	0	0	4	65,472
Other	All others/including	409	789,349	548	2,875,659	517	1,034,067	504	3,085,023
	WUE/Canada/China								
Subtotal State Support		1,660	4,268,573	610	3,268,315	1,568	4,107,292	605	3,706,174
GRADUATE STUDENTS									
Graduate Student Asst.	F107, F108	108	713,000	25	319,231	111	774,224	27	401,960
Veteran	F103	0	0	0	0	1	3,345	0	C
WWAMI	na	0	0	0	0	0	0	0	C
Reciprocity	F104	0	0	0	0	0	0	0	(
Financial Need	F106	23	162,045	0	0	22	177,693	0	C
Other	All others	34	50,011	128	855,281	23	46,937	107	769,856
Subtotal State Support		165	925,056	153	1,174,512	157	1,002,199	134	1,171,816
Totals				2,588	9,636,456			2,464	9,987,481

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

Attachment B-3 Financial Aid from Non-State Sources

Financial Aid from		FY2	010	FY2	011	FY2012	(YTD)
Non State Sources	Sources	Headcount	\$ Actual	Headcount	\$ Actual	Headcount	\$ Actual
Federal Grants		3,717	16,867,252	4,399	19,788,589	4,732	19,238,683
Federal Student Loans (Stafford)		6,727	50,553,292	7,398	54,912,379	7,802	59,959,956
Federal PLUS Loans (Parent and Graduate)		841	5,876,213	1,224	8,435,192	1,369	10,177,936
Private Grants*		475	590,146	450	630,616	569	829,878
Private Loans		222	1,758,836	248	1,963,642	332	2,967,275
Three and One Half Percent Set Aside**		752	1,465,358	852	1,627,780	927	2,141,061
RCW 28B.15.067(10) Revenues for Institutional Finance	cial Aid***	118	271,086	148	400,000	0	0
RCW 28B.15.067(9) Set Aside (Graduate Students)***	*	0	0	0	0	0	0
T	OTAL	12,852	77,382,184	14,719	87,758,198	15,731	95,314,789

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

** RCW 28B.15.820(1) requires that each institution of higher education shall deposit a minimum of three and one-half percent of revenues collected from tuition and services and activities fees in an institutional financial aid fund

*** RCW 28B.15.067(10) requires that any tuition increases above seven percent shall fund costs of instruction, library and student services, utilities and maintenance, other costs related to instruction as well as institutional financial aid. On this line, report ONLY funds from these revenues used for financial aid.

**** RCW 28B.15.067(9) requires that for academic years 2003-04 through 2012-13, institutions of higher education shall use an amount equivalent to 10 percent of all revenues received as a result of graduate academic school tuition increases to assist needy low and middle-income resident graduate academic students.

Attachment B-4

Cumulative Undergradute Student

Loan Debt at Graduation

Academic Year	Total Students Receiving Bachelor's Degree**		Percentage of those receiving Bachelor's Degrees Who Have Any Debt		Median Loan Debt at Graduation	Total Loan Debt
2011-12	1916	1029	53.7%	\$ 22,920	\$ 22,144	\$ 23,584,961
2010-11	1927	968	50.2%	\$ 20,167	\$ 21,002	\$ 20,330,203

*Loan debt from federal loans only; all institutions attended.

¹ Includes most of summer 2012.

**A-20 "Performance Measures" calculated by Institutional Research tallies the number of students who graduated during the state fiscal year. Amount shown above is calculated by Financial Aid and is the number os students graduating during the financial aid award year. Operating Budget Request 2013-15 Biennium

2013-15 New State-Supported Enrollment

Institution: Eastern Washington University

Main Campus

				2013-14						2014-15		
	Student	Staff	One-Time		going Enrollment	Costs	Student	Staff	One-Time		ngoing Enrollmer	nt Costs
	FTEs	FTEs	Startup \$	Total \$	State \$	Total \$ per FTE**	FTEs	FTEs	Startup \$	Total \$	State \$	Total \$ per FTE**
Lower Division by Discipline*												
Actual General Enrollment	325	24.9			2,095,000	6,445	650	49.8			4,190,000	6,445
Upper Division by Discipline*									<u> </u>			
Actual General Enrollment	325	24.9			2,095,000	6,445	650	49.8			4,190,000	6,445
Graduate by Discipline*		1										
Actual General Enrollment	0	0			-	-	0	0			-	-
Professional by Discipline*												
Total	650	49.8			\$ 4,190,000		1300	99.6			\$ 8,380,000	

** FY2008 State Funding levels per student is the basis for proposed cost per FTE enrollment

FY2008 Near GFS	\$ 57,997,000
FY2008 Budgeted Enrollment level	8,996
\$ per FTES	 6,445

Operating Budget Request 2013-15 Biennium

September 10, 2012

Maintenance & Operations Costs For New Facilities Projected to Come On-Line in 2013-15 Decision Package RecSum Code: M2-9V

Total gross square feet of campus facilities supported by State Funds:	1,781,911
Total net assignable square feet supported by State Funds:	1,118,895

		Capital Budget	Total New		tage of Facili	ity to be Used Specify		Projected Occupancy	•	rcentage of Year cupied		e-Supported Cost uare Foot	Requ	lested State S	Support	t
	Building Name	Project Code	Square Feet	Instruction Activity	Research Activity			Date	FY 14	FY 15	FY 14	FY 15	FY 14	FY 15	то	DTAL
Patters	son Hall	20062002	34,262	100%	0%	0%	0%	1/1/2014	65%	100%	\$ 7.65	\$ 7.65	\$ 170,000	\$ 262,000	\$ 4	432,000

	Proposed Rate per GSF		
Component	FY 14	FY 15	Estimation Basis for Proposed Rate
091 - Utilities	\$ 2.21	\$ 2.21	FY12 Actual program 091 expenses divided by gross square feet
092 - Bldg & Utilities Maintenance	\$ 1.43	\$ 1.43	FY12 Actual program 092 expenses divided by gross square feet
093 - Custodial & Grounds Svcs.	\$ 1.56	\$ 1.56	FY12 Actual program 093 expenses divided by gross square feet
094 - Ops & Maintenance Support	\$ 2.45	\$ 2.45	FY12 Actual program 094 expenses divided by gross square feet
TOTAL	\$ 7.65	\$ 7.65	