

2019-2021 Biennium Internal Budget Proposal Narrative

Division: Western Libraries

Evaluation Criteria: Proposals will be evaluated on every aspect of this template. It is highly recommended that the narrative portion touch on each area. Proposals forwarded to UPRC by unit leaders will be discussed at UPRC and authors are encouraged to attend so that they may answer questions and provide clarification.

Sustaining the Hacherl Research and Writing Studio

- This is a revised version of a previously submitted budget proposal.
If box is checked please briefly outline any significant changes and/or indicate why it is being resubmitted.

N/A

Statement of Purpose: *(What is the challenge or opportunity being addressed? How does the proposal address this challenge or opportunity? Limit response to 1 page – please link to any existing reports, data, supplemental materials, etc.)*

Increased student use of the Hacherl Research and Writing Studio and associated integrated literacy workshops has surpassed the Libraries' budgetary capacity to provide needed instructional support to students. Since its inception in Fall 2015, Studio usage has grown by more than 31 percent, and the Libraries anticipates another 15 percent growth by 2020. The Studio supports students from minoritized populations at a higher rate, including multilingual students, students of color, first generation, and non-traditional age students. (See https://docs.google.com/document/d/1k2Xb6vI1xkqVBBOMenephrQqOL-yj15luz4BuN1VO_4/edit?usp=sharing for further details). Budgetary shortfalls in meeting increasing operational costs threatens the Libraries' ability to contribute to Western's strategic commitment to inclusive achievement and academic excellence.

The Studio. The Hacherl Research and Writing Studio is a successful, cutting-edge program studied and emulated by other universities across the country. Unlike traditional models of a separate reference desk and writing center employed by most universities, the Studio merges the Writing Center and reference desk in order to provide integrated support for research, writing, reading, group work strategies, time management, and presentation skills across all subjects. Many libraries are experiencing reduced usage of the traditional reference desk, while Western's holistic approach to integrated literacies through the Studio is increasingly successful in reaching and supporting students.

The studio consists of the following elements:

- **Research / Writing Consultations** support student success in reading, research, writing, group work strategies, time management, and presentation skills. The Studio offers students a space to practice current skills, augmented by consulting services that develop and enrich those skills. During the 2017-2018 academic year, the Studio received 68,785

visits (up 15 percent from last year) and conducted 4,712 group and one-on-one consultations (up 37 percent from the previous year).

- **The Integrated Research & Writing Workshops** comprise a three-part series offered to Western faculty and students in writing courses (Writing Proficiency or GUR Communication Block C). In 2017-2018, the Studio offered 148 workshops, serving approximately 2,742 undergraduates across disciplines and within the Intensive English Program. These strategy-based workshops address key dimensions of research and writing, and they create critical links in the inquiry-composing learning process.
- **LIBR 339 and 439 “Practicum in Academic Literacies: Research-Writing Emphasis”** (combined enrollment = 31) utilized individualized learning plans to provide students with research, reading, and writing strategies for succeeding in their GUR or upper division courses. Compared to the previous year, the practicum saw a 68 percent increase in enrollment. Approximately 73 percent of the students enrolled were first generation, and 50 percent were students of color.

The Funding Need

- The Washington State minimum wage has increased nearly 50 percent since the former Writing Center’s budget was set in 2010. The new Hacherl Research & Writing Studio has increased its instructional sessions by more than 130 percent since 2010, anticipates an additional 15 percent growth by 2020 (see [Studio Usage Trends](#)), and moved to a paid training model in 2018 in response to concerns about labor law and equity (See “[Paid Internship Model](#)” and “[Lawyer: WWU defies labor law.](#)”) Given these factors, the Studio predicts a \$90,000 student salary shortfall by 2020.
- Salaries for both the Head of Research and the Assistant Director of the Studio are supported by Extended Education self-sustaining funds, which have remained constant while salaries have risen. Those funds are no longer sufficient to cover staff salaries.

This request seeks to move both student wages and the Assistant Director salary from insufficient self-sustaining funds to permanent state funds, thus ensuring the Studio’s future viability.

Anticipated Outcome(s):

The Studio is increasingly a pillar of support for students. Western's new enrollment targets will bring increased populations of students from traditionally underrepresented groups to the university. Usage and demographic data indicate that the Studio model will contribute to retention and graduation rates, particularly for students of color and those from traditionally underrepresented groups.

- **Advancing Inclusive Success:** The Studio disproportionately supports traditionally minoritized populations, including multilingual students, students of color (38 percent), first generation (36 percent), and non-traditional students (age of average user skews high).

- **Enhancing Academic Success:** The Studio features studio-based learning practices, peer-to-peer education, and integrated academic literacies -- all signature pedagogies linked to high impact practices ([Kuh 2008](#)).
- **Increasing Washington Impact:** The Studio's paid internships prepare students for graduate school and the Washington workforce at the rate of 40 students per year (Total of 1,100 over the years). Through a combination of education, training, and practice, student staff develop skills that employers value, including critical problem-solving, anti-oppression practices, nonviolent communication, coaching and mentoring, and professional ethos. All students conduct faculty/staff-mentored empirical research; about 50 percent present that research at regional or national conferences. The graduation rate among Studio Assistants is 99 percent; many also complete graduate school.

Metrics: *(How will outcomes be measured? Please include current data points and goals. If this proposal will have any impact on the [Overall Metrics](#) included in the university's strategic plan, please indicate which specific ones here.)*

The studio connects the most vulnerable populations with academic support. Traditional writing centers and libraries may not reach vulnerable students as effectively, since there is often a stigma associated with asking for help in a tutoring model. Usage and demographics data suggest that the Studio contributes both to retention and graduation rates, particularly for students of color and other underrepresented groups. The Libraries will continue to measure usage and analyze these demographics in order to engage, market, and improve its ability to reach Western's most vulnerable students and contribute to the university's metrics of improving first-second year retention and graduation rates. (See https://docs.google.com/document/d/1k2Xb6vI1xkqVBBOMenephrQqOL-yjI5luz4BuN1VO_4/edit?usp=sharing for details).

At this time, Studio staff have primarily focused assessment efforts on demonstrating and improving learning. There is promising evidence the Studio model facilitates students in developing deeper conceptual understandings and processual facility in three priority outcomes: inquiry, collaboration, and agency.

How does this proposal align with your departmental/divisional strategic priorities? *(Please reference specific items from the recently completed departmental/divisional strategic plan and attach a copy.)*

This proposal to provide permanent funding for the Studio directly aligns with the following Western Libraries strategic priorities (see [Western Libraries Strategic Plan](#))

Goal 3. Lead, collaborate in, and provide optimal educational experiences that foster innovative teaching, scholarship, research, and creative activity.

Objectives:

1. Collaborate with students from historically underrepresented groups to co-create environments and educational experiences that support inclusive excellence.

2. Implement sequenced curricula in multiple modalities for students at the various stages of their education in order to support the development of inquiry, agency, collaboration, and integrated literacies (e.g. reading, research, writing, speaking, listening).
3. Develop specialized tools, resources, and collections that facilitate high impact teaching, learning, and research, enhancing critical thinking skills and engaged citizenship.

How does this proposal support the University Mission and Strategic Objectives? *(Please refer to the [2018-2025 Strategic Plan](#) and indicate which core theme(s) this proposal will help achieve.)*

Permanent funding for the Hacherl Research and Writing Studio directly supports objectives across multiple goals in the university's strategic plan and is clearly in alignment with the core theme of advancing inclusive success.

Goal #1: Western will provide a transformational education grounded in the liberal arts and sciences and based on innovative scholarship, research, and creative activity.

Objectives:

- B) Provide tools and experiences for all students to follow their intellectual curiosity, to work across disciplines, and to develop the skills, knowledge, and habits of mind that will enable them to effectively contribute to evolving societal needs.
- C) Increase support and infrastructure for all types of scholarship, research, and creative activity.
- D) Ensure that all students have access to high quality educational experiences beyond the classroom.
- G) Provide technological and other academic infrastructure to support curricular innovation, research, scholarship, and creative activity, civic engagement and social justice.

Goal 3: Western will foster a caring and supportive environment where all members are respected and treated fairly.

Objectives:

- C) Enhance student services and co-curricular opportunities to foster students' intellectual, personal, and professional development and success.
- D) Improve climate and working conditions for student employees, staff, and faculty at all locations.

Goal #4: Western will pursue justice and equity in its policies, practices, and impacts.

Objective:

- A) Foster a positive and collaborative campus climate, including the physical environment, that welcomes and affirms the diversity of individuals, groups, cultures, and ideas.

What are the consequences of not funding this proposal?

Without an increase in funding, the Libraries will have to implement some or all of the following changes:

- cut back on the hours and / or the level of support within the Studio at a time when demand is increasing;
- discontinue the practicum course that provides expanding opportunities to provide individualized learning plans to students with high needs (e.g. multilingual learners);
- decrease support for workshops, leading to an inability to accommodate current demand or any growth in demand.

What alternatives were explored?

The Libraries explored the possibility of increasing its allocation from the Student Enrollment Fee (SEF), but the Studio's funding needs are greater than the funds available through SEF. The Libraries also explored additional Extended Education funds, but there are no additional funds available at this time. The Libraries has allocated some funds from collected library fines and fees, but this funding stream is neither sufficient nor sustainable.

Which units (departments, colleges, etc.) will be involved?

Western libraries

Equipment needed:

N/A No equipment is being requested.

For major (>\$25k) purchases, please provide the following information.

Item:

Click here to enter text

Purpose:

Click here to enter text

Cost:

Click here to enter text

Anticipated Useful Life:

Click here to enter text

Replacement Cost if any:

[Click here to enter text](#)

Human Resources (Complete the table below adding additional rows if necessary):

<i>Position Title</i>	<i>Total Headcount</i>	<i>Total FTE</i>	<i>Salary and Benefits per FTE</i>	<i>Total Cost</i>
<i>Assistant Director of the Hacherl Research Writing Studio</i>	<i>1</i>	<i>1</i>	<i>\$74,465</i>	<i>\$74,465</i>
<i>Student Assistants</i>	<i>40+</i>		<i>Variable hourly rates</i>	<i>\$90,000</i>

Table above should match data on budget spreadsheets submitted with this proposal. Complete the spreadsheet to get salary, benefit, and total cost amounts. Contact your division budget officer with questions.

Operating & Maintenance Costs (include service contracts, installation costs, etc.):

N/A

Space Requirements:

What type of space is needed for this proposal? (e.g., private office, lab space, group work/study space, etc.)

N/A

What features must this space have? (e.g., fume hoods, plumbing, 3-phase power, etc.)

N/A

What needs can be accommodated within your existing space?

All needs can be accommodated in existing library space

How much new space will be required?

N/A