



2021-2023 OPERATING BUDGET REQUEST



Make Waves.

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September 14, 2020

The Honorable Jay Inslee
Office of the Governor
PO Box 40002
Olympia, WA 98504-0002

Dear Governor Inslee,

Enclosed please find Western Washington University's 2021-23 Operating Budget Request. Western's strategic mission is focused on serving the people of the state of Washington through academic excellence and a commitment to inclusive achievement for all students. The enclosed budget request is closely aligned with the goals of *Results Washington*, including providing a world class education to all Washingtonians and growing a prosperous economy, and reflects the guiding principle of building a strong culture of diversity, equity and inclusion throughout state government. Recognizing the significant budget challenges at both the state and university levels as a result of COVID-19, Western has prioritized a single programmatic decision package focused on increasing access and inclusive success for underrepresented students, a shared priority for the state and for our university.

- **Advancing Equity and Inclusive Success:** Higher education is a critical access point for economic opportunity. As Washingtonians grapple with the economic challenges resulting from COVID-19, it is more important than ever to address issues of equity in higher education access, engagement, and support. Budget reductions will disproportionately impact the success of underrepresented students. This proposal reverses those impacts by providing an integrative approach of a new academic curriculum in Ethnic Studies that equips our students with the practical and conceptual tools to deal with today's increasingly diverse and stratified society, coupled with the critical support services needed to ensure underrepresented students receive the same opportunities for academic success as their peers.
- **Budget Reduction:** Due to the economic conditions in the state resulting from COVID-19, the state Office of Financial Management asked all state agencies to submit 2021-23 budget proposals that identify reductions equal to 15 percent of unprotected Near-General Fund maintenance level budgets. The required budget reduction proposal is not linked to any reductions in budgeted FTEs at this time. A 15 percent reduction will have a permanent impact on the quality of education in Washington, equitable access to education for all Washingtonians, and our ability to meet the state's 70 percent attainment goal- a goal that is especially

important as our state works to sustain and revitalize local economies in the wake of the pandemic.

- **Maintenance and Operations:** Addresses the operations and maintenance impacts associated with Western's major and minor capital budget projects to come on line in 2021-2023, as well as inflationary costs for utilities, and maintenance and operations of existing facilities.

Western's biennial budget request does not include compensation increases at this time, pending any Collective Bargaining Agreements for this budget period. However, it is important to recognize that higher education is a talent-based industry, and the ability to provide the highest quality instruction, research and services to students and other stakeholders requires competitive compensation to attract and retain quality faculty and staff. Western will seek to align with a statewide approach to compensation and welcomes the opportunity to discuss further.

I greatly appreciate your consideration of this budget request. On behalf of the Western community, thank you for your leadership and service to our great state. Should you or your staff have any questions or need additional information related to this budget request, please do not hesitate to contact me or my staff.

With gratitude,



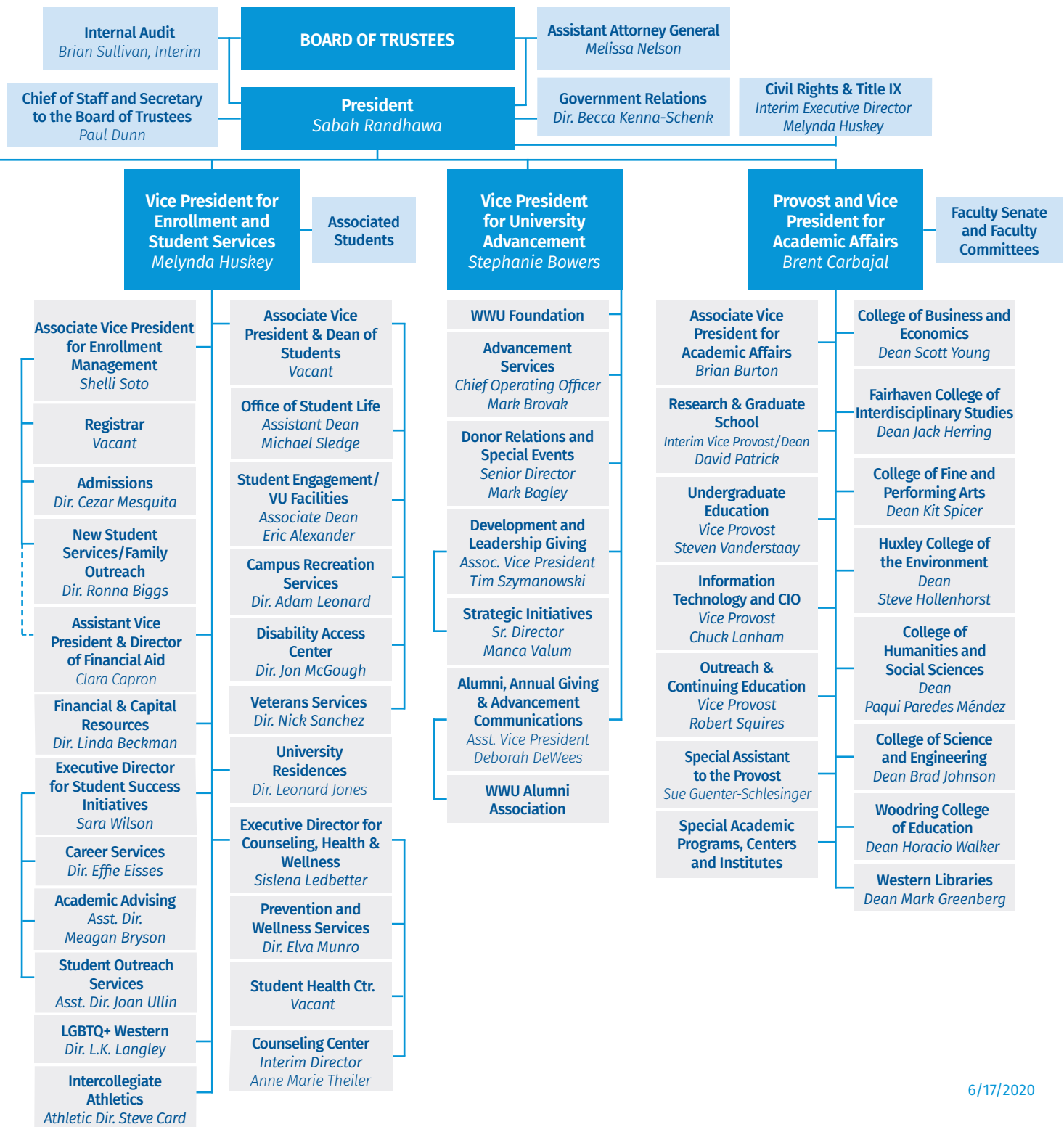
Sabah Randhawa
President

CC:

Brent Carbajal, Provost/Vice President for Academic Affairs
Faye Gallant, Executive Director, Budget and Financial Planning
Becca Kenna-Schenk, Executive Director, Government Relations



Organizational Structure



2018 - 2025 Strategic Plan



Mission and Values

Western Washington University is a public comprehensive institution dedicated to serving the people of the state of Washington. Together our students, staff, and faculty are committed to making a positive impact in the state and the world with a shared focus on academic excellence and inclusive achievement.

As a community, we uphold certain basic values. These include:

- Commitment to student success, critical thought, creativity, and sustainability
- Commitment to equity and justice, and respect for the rights and dignity of others
- Pursuit of excellence, in an environment characterized by principles of shared governance, academic freedom and effective engagement
- Integrity, responsibility and accountability in all our work

Vision

Western Washington University prepares and inspires individuals to explore widely, think critically, communicate clearly, and connect ideas creatively to address our most challenging needs, problems, and questions.

Core Themes: Advancing Our Mission

The Northwest Commission on Colleges and Universities, the regional accreditation body for Western, requires that the institution define core themes, overarching constructs essential for advancing the institutional mission. Advancing inclusive excellence, increasing Washington impact and enhancing academic excellence represent those overarching constructs. We believe that progress on advancing institutional mission and vision requires making significant and continuous progress on these ideals, which reflect the goals of the strategic plan.

Advancing Inclusive Success

Education is the most powerful social equalizer, a true engine for upward mobility. While postsecondary institutions become increasingly diverse, the degree attainment gap persists for low-income students and students of color. We recognize that our most important challenge is to advance inclusive success, that is, increase retention and persistence rates and the number of graduates, while eliminating achievement gaps for

students from diverse and under-represented socio-economic backgrounds. We have a great platform to advance access and completion at Western, starting with a six-year graduation rate of 70 percent, one of the best in the region.

Increasing Washington Impact

In the next decade, two-thirds of the jobs in Washington will require some form of post-secondary education. We recognize that to contribute to the future workforce needs in Washington and the region, we need to expand access to our programs, increase persistence and graduation rates, and partner with other education providers to offer programs and credentials to place-bound and non-traditional students. At the same time, we must prepare our students to be successful in a continuously changing work and social environment, where technology and automation are driving employment trends, and significantly changing the nature of work and relationships.

Enhancing Academic Excellence

Western provides a transformational education grounded in the liberal arts and sciences and based on innovative scholarship, research and creative activity to foster the development of engaged members of a global community. Making progress on critical issues—from environmental sustainability and climate change, to human health, economic vitality and cultural diversity—requires investing in, and nurturing, a faculty culture that integrates knowledge and exploration in our undergraduate and graduate programs. We will continue to enhance the high quality of our undergraduate and graduate programs in the liberal arts and professional programs, while simultaneously extending our reach to become a greater catalyst for regional economic and social development. We strive to expand and deepen our work to build a diverse, inclusive and equitable community and culture: in terms of access and success, curriculum, learning, shared experiences, embedded values and beliefs, and engagement opportunities to create enduring change.

Goals

The Strategic Plan articulates four goals to advance Western. Our approach is somewhat non-traditional; we articulate our goals as values that we aspire to advance.

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

Western's educational experience will continue to be rooted in an active teaching and learning environment with a liberal arts and sciences foundation and robust co-curricular, internship, research, creative, and community engagement opportunities. Western will prepare students to be successful and engaged members of society, and will provide the tools to work in and across disciplines to identify and creatively solve key societal problems, both local and global. Western will recruit the best faculty and staff to support the growth and sustained flourishing of programs, departments, and centers that do this vital work.

Goal #2: Western will advance a deeper understanding of and engagement with place.

At Western, we seek to engage place in all of its complexity. Place calls us to recognize debts and obligations to indigenous and Native nations, to the environment and sustainability, and to diverse and rich cultures within and across borders. Place inspires us to study with rigor and precision the complexity, vibrancy, and beauty of land and sea in Washington State and in the Pacific Northwest. Place moves us to think and act thoughtfully and creatively about where we are and how we connect with the wider world. Place beckons us to look at the past with care and to envision the future with curiosity, innovation, and creativity.

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

Western's greatest strength is the outstanding students, faculty, staff, and alumni/ae who make up its community. Western supports an inclusive governance structure for all and provides a learning and working environment in which everyone can thrive.

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

Western sees equity, justice, inclusion, and diversity as fundamental principles calling for authentic engagement. Western acknowledges that, as an institution, it has failed to meet the needs of people of many races, ethnicities, creeds, socioeconomic classes, gender identities, sexual orientations, and disability statuses. WWU will contribute to redressing these inequities by transforming policies, structures, and practices to ensure meaningful inclusion.



Dollars in Thousands

ACT001 - Agency Activity Inventory
380 - Western Washington University
2021-23 Regular Budget Session
WWU2123 - 2021-23 Operating Budget Request

*

Appropriation Period: 2021-23 Sort By: Activity

A002 Instruction

Western Washington University provides quality educational opportunities to students seeking degrees at the undergraduate and graduate level and for students desiring continuing education. Western is a public comprehensive, residential university with a strong commitment to quality and excellence built around a strong core curriculum in the humanities, arts, sciences, and technology. The instruction activity encompasses the entire spectrum of interrelated services that are necessary in accomplishing Western's primary mission learning and scholarship of the highest possible quality. To support the teaching mission of the Institution, the services within this activity includes classroom instruction, scholarship, public service, primary support services, library services, student support services, technology services and support, and the operation and maintenance of campus facilities.

Table with 4 columns: Account, FY 2022, FY 2023, Biennial Total. Rows include FTE, 08A Education Legacy Trust Account, 001 General Fund, 148 Inst of Hi Ed-Dedicated Local Acct, 149 Inst of HI ED-Operating Fees Acct, and 24J Workforce Education Investment Acc.

Statewide Result Area: World Class Education

Statewide Strategy: Provide convenient and efficient post-secondary education

Expected Results

Improve the value of a state college or university education: Increased percentage of adults completing certificates/degrees; Increased student/graduate satisfaction; Increased number of students prepared to meet workforce needs.

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Dollars in Thousands

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Appropriation Period: 2021-23 Sort By: Activity

A003 Research

Western Washington University provides research programs that advance the instruction, public service, and community outreach components of its instruction activity. These programs include the Institute for Watershed Studies, the Institute for Environmental Toxicology, and summer research fellowships. In addition, grants and contracts provided by federal, state, and local agencies and from private sources enable Western to conduct research and training that provides benefits not only to the granting agency, but enables faculty and students to maintain and enhance their scholarship and to advance knowledge on many social and environmental issues of concern to the citizens of the state of Washington.

Account	FY 2022	FY 2023	Biennial Total
FTE	233.2	233.3	233.3
001 General Fund			
001-1 State	\$(1,580)	\$(1,581)	\$(3,161)
145 Inst of Hi Ed-Grants/Contracts Acct			
145-6 Non-Appropriated	\$10,202	\$11,278	\$21,480

Statewide Result Area: World Class Education

Statewide Strategy: Provide access to high-quality research opportunities

Expected Results

Improve the value of a state college or university education: Increased percentage of adults completing certificates/degrees; Increased student/graduate satisfaction; Increased number of students prepared to meet workforce needs.

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Dollars in Thousands

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Appropriation Period: 2021-23 Sort By: Activity

A001 Administration

This activity includes the central administrative functions of the institution. These functions support the entire institution and are not directly attributable to a specific activity. Included in this activity are the administrative and management services necessary for the efficient and effective operation of Western Washington University, such as the Offices of the President, Provost, and Business and Financial Affairs, Faculty Senate, Internal Auditor, Board of Trustees, Institutional Research, and Planning and Budgeting.

Account	FY 2022	FY 2023	Biennial Total
FTE	509.5	509.6	509.6
08A Education Legacy Trust Account			
08A-1 State	\$1,881	\$1,878	\$3,759
001 General Fund			
001-1 State	\$22,836	\$22,960	\$45,796
148 Inst of Hi Ed-Dedicated Local Acct			
148-6 Non-Appropriated	\$10,370	\$10,611	\$20,981
149 Inst of HI ED-Operating Fees Acct			
149-6 Non-Appropriated	\$25,559	\$26,130	\$51,689
24J Workforce Education Investment Acc			
24J-1 State	\$888	\$888	\$1,776
065 WWU Capital Projects Account			
065-1 State	\$712	\$712	\$1,424

Statewide Result Area: World Class Education

Statewide Strategy: Provide convenient and efficient post-secondary education

Expected Results

Improve the value of a state college or university education: Increased percentage of adults completing certificates/degrees; Increased student/graduate satisfaction; Increased number of students prepared to meet workforce needs.

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Appropriation Period: 2021-23 Sort By: Activity

Grand Total

	FY 2022	FY 2023	Biennial Total
FTE's	1,846.0	1,846.3	1,846.2
GFS	\$73,923	\$73,793	\$147,716
Other	\$134,589	\$138,256	\$272,845
Total	\$208,512	\$212,049	\$420,561

2021-23 Biennium
Activity Inventory Indirect Cost Allocation Approach

Agency: 380 - Western Washington University

Date: September 3, 2020

Allocation Method Description: Total indirect costs were allocated to activities based on the number of FTEs in each activity.

	% Allocation Received	Dollars Allocated FY1	Dollars Allocated FY2	Total Allocated
A001 Administration	27%	\$12,791,239	\$13,009,125	\$25,800,364
A002 Instruction	60%	\$28,215,969	\$28,696,599	\$56,912,567
A003 Research	13%	\$6,019,407	\$6,121,941	\$12,141,348
TOTAL	100%	\$47,026,615	\$47,827,665	\$94,854,279



Dollars in Thousands

**ABS024 Recommendation Summary
Western Washington University
2021-23 Regular Budget Session
WWU2123 - 2021-23 Operating Budget Request**

	Average Annual FTEs	General Fund State	Other Funds	Total Funds
CB T0PL Current Biennium Base	1,822.3	161,282	270,579	431,861
2019-21 Current Biennium Total	1,822.3	161,282	270,579	431,861
Total Carry Forward Level	1,822.3	164,630	274,920	439,550
Percent Change from Current Biennium	.0%	2.1%	1.6%	1.8%
Maintenance – Other Changes				
MLB1 New Square Footage M&O	0.0	1,058	0	1,058
Maintenance – Other Total	0.0	1,058	0	1,058
Total Maintenance Level	1,822.3	165,688	274,920	440,608
Percent Change from Current Biennium	.0%	2.7%	1.6%	2.0%
Policy – Other Changes				
PL A1 Advancing Inclusive Success	23.9	6,723	0	6,723
PL A2 15% Near-General Fund Reduction	0.0	(24,695)	(2,075)	(26,770)
Policy – Other Total	23.9	(17,972)	(2,075)	(20,047)
Subtotal - Policy Level Changes	23.9	(17,972)	(2,075)	(20,047)
2021-23 Total Policy Level	1,846.2	147,716	272,845	420,561
Percent Change from Current Biennium	1.3%	(8.4)%	.8%	(2.6)%

ABS024 Recommendation Summary
Western Washington University
WWU2123 - 2021-23 Operating Budget Request
Dollars in Thousands

ML B1 New Square Footage M&O

During the 2021-23 biennium, Western anticipates taking occupancy of a new 56,600 square-foot Interdisciplinary Science Building. The building was funded in 2019-21 with state capital appropriation, and is currently under construction with occupancy expected in September of 2021.

PL A1 Advancing Inclusive Success

Higher education is a critical access point for economic opportunity. As Washingtonians grapple with the economic challenges resulting from COVID-19, it is more important than ever to address issues of equity in higher education access, engagement, and support. Budget reductions will disproportionately impact the success of underrepresented students. This proposal reverses those impacts by providing an integrative approach of a new academic curriculum in Ethnic Studies that equips our students with the practical and conceptual tools to deal with today's increasingly diverse and stratified society, coupled with the critical support services needed to ensure underrepresented students receive the same opportunities for academic success as their peers.

PL A2 15% Near-General Fund Reduction

This proposal is submitted in accordance with the 2021-23 Budget Instructions directing all state agencies to submit 2021-23 budget proposals that identify reductions equal to 15 percent of unprotected Near-General Fund maintenance level budgets. For WWU, the amount is \$26,769,150 for the biennium (\$13.4 million per year). The required budget reduction is not linked to any reductions in budgeted FTEs at this time. WWU is temporarily reflecting the reduction for 2021-23 distributed proportionately across program codes.



Agency Recommendation Summary

Higher education is a critical access point for economic opportunity. As Washingtonians grapple with the economic challenges resulting from COVID-19, it is more important than ever to address issues of equity in higher education access, engagement, and support. Budget reductions will disproportionately impact the success of underrepresented students. This proposal reverses those impacts by providing an integrative approach of a new academic curriculum in Ethnic Studies that equips our students with the practical and conceptual tools to deal with today's increasingly diverse and stratified society, coupled with the critical support services needed to ensure underrepresented students receive the same opportunities for academic success as their peers.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Staffing						
FTEs	23.9	23.9	23.9	23.9	23.9	23.9
Operating Expenditures						
Fund 001 - 1	\$3,498	\$3,225	\$6,723	\$3,223	\$3,223	\$6,446
Total Expenditures	\$3,498	\$3,225	\$6,723	\$3,223	\$3,223	\$6,446

Decision Package Description

This initiative has three key strategies: increasing enrollment through equitable access and urgently needed programming, increasing retention and preparation for service to society through inclusive engagement, and increasing student outcomes through holistic support. This initiative enhances academic curricula and critical services throughout the student lifecycle, from admissions and enrollment; to access and engagement; to progression, graduation, and post-graduate outcomes. Specifically, the initiative consists of an **Ethnic Studies** academic institute, addressing inequity and barriers within **Graduate Teaching Assistantships**, and filling critical **Support Services**.

Ethnic Studies

The study of race, ethnicity, and Indigeneity in the context of the United States and related transglobal phenomena represents an ongoing and necessary commitment in a liberal arts institution that promises an education that studies the world around us in depth. By examining the historical and contemporary processes of racism, racialization, ethnic formation and attendant logics we can better navigate the multiple ways they shape society at large and in the day-to-day. Specifically, Ethnic Studies at WWU will engage cutting edge thinking around race, ethnicity, Indigeneity, and white supremacy and the structural and ideological logics of exclusion, dehumanization, dispossession, and attendant knowledge systems in order to make concrete how these shape our local, regional, national, and inter/transnational lives. As a result, Ethnic Studies at WWU will equip students with both the practical and conceptual tools to deal with our increasingly diverse and stratified society.

Pedagogically, ethnic studies approaches require deep knowledge of innovative pedagogical tools that center marginalized knowledges and voices, bringing them to the center of ethnic studies practice. Such approaches are informed by the aforementioned ways in which race, ethnicity, and Indigeneity are interrogated. Likewise, because of ethnic studies' commitment to community, Ethnic Studies at WWU allows for community/university partnerships that begin with community needs, reflecting current models of community-engaged learning. Ethnic studies positions students as co-facilitators and creators of knowledge, requiring pedagogical practices that disrupt passive learning, models critical inquiry, and demands reflexive practice.

The Ethnic Studies Institute responds to a multi-faceted failure of educational systems for a generation of youth who are incisively seeking critical lenses, genealogies, and theoretical frameworks and calling for an invigorated curriculum that substantively interrogates the distribution of power in society. Given their demands, the Ethnic Studies Institute will come to fill a deep institutional vacuum at WWU, responding to needs, curricular and otherwise, that the most underserved students in academia on a national scale are calling for.

The Ethnic Studies Institute would include 7 newly formed tenure-track lines, including an academic administrator, 1 classified staff position, 1 professional staff position, and 3 graduate assistant positions in addition to operating support.

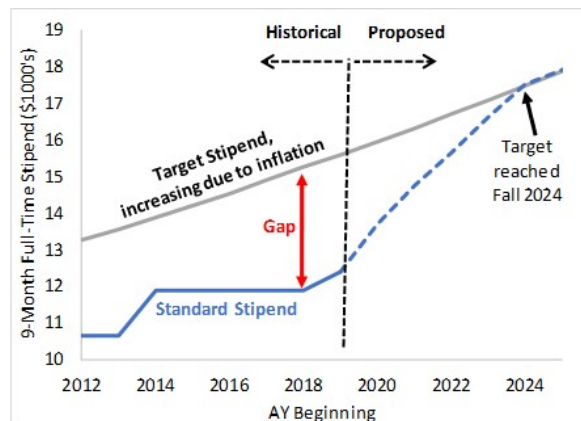
While the Ethnic Studies Institute focuses on preparing students to enact change in their communities and interrogate the systems that perpetuate disparities in our society, equity must also be pursued in the resources and opportunities available within higher education. We have outlined

these needed resources to address this gap below.

Graduate Teaching Assistantships

Low compensation of Graduate Teaching Assistants is problematic on many levels: it poses financial hardships for students, it makes it difficult to recruit and retain students in competitive fields, and it has led to concerns over fairness and equity as a result of applying different compensation levels within the University. These and other burdens are borne most painfully by students with families, and those from economically disadvantaged backgrounds. Low stipends create a barrier to access for students who do not have external financial support or who have higher obligations.

Years of deferred increases to TA stipend levels have accumulated, creating a gap between the Graduate School target stipend of \$16,000 for a full-time 9-month appointment and actual stipend levels. The target stipend reflects a variety of factors including the local cost of living and stipend levels at peer institutions and competitors. As illustrated in the chart below, the gap between the target and actual stipends currently exceeds \$650k/year and grows larger each year. Starting last year, Western began working to bridge the gap by dedicating \$100k/year in new funding to increase TA stipend levels in both FY20 and FY21. The first increases took effect this year, and a second increase is budgeted for next year. Those investments represent important first steps. However, when inflation is factored in, at the current rate of increase, even if continued each year indefinitely, stipends will never actually reach the target. Instead, after initially narrowing somewhat, the gap will begin to increase once again. The current trajectory is on the wrong path. Therefore, four consecutive years of stipend increases are requested beginning in Fall 2021 at a total cost of \$210k/year.



The standard TA stipend rate compared to the Graduate School target rate. Example illustrates the compounding effects of inflation and historically deferred compensation increases. Four consecutive years of increases by \$210k/yr are requested beginning in FY21 to close the gap by Fall 2024. Rate parity among all TA stipend categories is projected to be achieved in 1-2 years from now.

Support Services

This initiative fills current gaps in inclusive engagement and culturally responsive services for an increasingly diverse student population.

The Disability Access Center (DAC) serves over 1,800 students each year, and requires additional staffing to provide federally-mandated accommodations services. The number of students served in the DAC has more than tripled over the last ten years, without concomitant increases in staffing. As a result, caseloads are now double the level recommended by our external program review. In order to comply with federal law and best practice, we need funding to hire two more full-time Accommodation Counselors.

Western's LGBTQ+ Director is the university's only position explicitly charged with advancing the retention and success of LGBTQ+ community members. Western's most recent climate assessment, as well as national data, demonstrate the need for increased staffing resources to directly support diverse LGBTQ+ members of the Western community and build faculty and staff competencies to engage respectfully and inclusively with LGBTQ+ people. This proposal seeks funding to hire a Program Developer to support expanded programming, training, and

co-curricular workshops.

As state and national demographics change and economic drivers shift, enrollment management is a critical undertaking for all parts of the university community. As we expand into other locations, centralized support will ensure consistent, compliant processes to support Western students everywhere they are. Two FTE in Admissions and Recruitment will help Western serve the needs of students and their families while facilitating increased access to higher education, particularly for underrepresented students. Additional **resources will be important to engage in FAFSA and WASFA completion campaigns** serving the growing number of students who need financial aid, and conduct targeted outreach for recruitment in our region and across the state. Additional resources will enhance outreach to diverse populations of future students across the state and to reach them in non-English languages and through a variety of other modes. Also included are necessary allocations to maintain current operations and to meet institutional match funding commitments for student financial aid awards. *For the Institutional Financial Aid Match, a total of \$215,321 is requested.*

With the rate of students of color gradually increasing at Western, this fall quarter saw the most diverse class of students ever admitted to the university (currently 26.9% students of color). Western must also expand Multicultural Student Services by hiring a highly qualified Director of Multicultural Services, complementary to our LGBTQ+ Director position, with a similar remit to plan, develop, and extend co-curricular services available to campus. An added administrative staff position to support both the MSS and LGBTQ+ Directors will also be necessary.

The Veteran Services Office (VSO) at Western currently serves about 460 benefits-eligible students per quarter, 530 unique students per year, and sees an increase of about 13% in this population each year – and does so with only one School Certifying Official (SCO). However, the Department of Veteran Affairs (VA) recommends that institutions of higher education maintain a maximum ratio of one full-time SCO to every 200 benefits-eligible students. Therefore, additional funding is being requested to hire an additional School Certifying Official, bringing the VSO service ratio within range of the national standard, and to ensure benefits-eligible students can access VA benefits, Washington state tuition waivers, and other specialized services.

The Counseling Center has experienced a 30% increase in the number of students seeking services in the past five years (2018-2019 compared to 2013-2014). There is increased risk when students must wait for appointments, and little opportunity to intervene early in the course of student mental illness. Recognizing gaps in our current services, we also need to hire a doctoral-level licensed psychologist with expertise in multicultural counseling to lead outreach and support efforts and provide clinical expertise and leadership in this area, as well as add an additional Mental Health Counselor to be housed in the Student Health Center, as recommended by our most recent American College Health Association audit, to improve collaborative and holistic behavioral health care for our growing population of students with complex medical-psychiatric needs.

Prevention and Wellness is responsible for providing both primary and ongoing prevention and awareness programs related to sexual violence. A 2017 audit found that Western's health promotion programs, specifically for sexual violence prevention and response, were operating beyond capacity, even with strong collaborations with other departments and organizations. Accordingly, this strategy includes hiring a Sexual Violence Survivor Services Specialist with expertise in program development and services for underrepresented students, and includes funding to cover increased operational expenses.

Assumptions and Calculations

Expansion, Reduction, Elimination or Alteration of a current program or service:

With the exception of the academic programs in Ethnic Studies, this proposal represents expansions of current programs. While state dollars have been allocated to these areas over the past two biennia, the funds have only been enough to keep overall departmental staff to student ratios at a level that was below standard benchmarks to begin with due to previous budget cuts. We must invest more resources in these areas at a time when the needs of students are growing (e.g. acute mental health issues), and when different approaches are needed to recruit, support and retain more first generation, low-income and underrepresented students.

Attachments have been included with this decision package that illustrate Western's historic levels of student support functions.

Detailed Assumptions and Calculations:

The table below illustrates the total cost of the Advancing Inclusive Success proposal, summarized by strategy:

Strategy	FTE	One-Time Cost (Start-up and Equipment)	Travel	Annual Salary and Benefits	Other Annual Cost	FY 2022 Total Cost	FY 2023 Total Cost
Ethnic Studies Program							
Director	1.0	36,159	4,000	159,677	1,869	201,705	165,546
Professor	1.0	36,159	4,000	130,075	1,869	172,103	135,944
Assistant Professor	5.0	180,794	20,000	484,607	9,345	694,746	513,952
Academic Advisor	1.0	4,016	4,000	82,713	1,869	92,597	88,582
Administrative Services Manager B	1.0	4,016	4,000	98,184	1,869	108,069	104,053
Teaching Assistants	3.0	0	0	48,892	0	48,892	51,851
Supplies and Materials	0	0	0	0	100,000	100,000	100,000
Ethnic Studies Program Total	12.0	261,143	36,000	1,004,148	116,821	1,418,112	1,159,928
Graduate Teaching Assistantships							
Teaching Assistant Stipend Adjustments Total	0	0	0	250,000	0	250,000	250,000
Support Services							
Admissions Counselors	2.0	8,032	4,000	163,057	3,744	178,833	170,801
Community Partnership Liaison	1.0	4,016	1,000	100,474	1,869	107,358	103,343
Psychologist, Counseling Center	0.9	3,683	1,000	110,918	1,714	117,315	113,632
Mental Health Counselor 1	1.0	4,016	1,000	95,856	1,869	102,741	98,725
Accommodations Counselor, Disability Access Center	2.0	8,032	2,000	171,109	3,738	184,878	179,847
LGBTQ+ Program Developer/Trainer	1.0	4,016	1,000	72,530	1,869	79,414	75,399
Multicultural Student Services Director	1.0	4,016	1,000	119,656	1,869	126,540	122,525
Sexual Violence Survivor and Prevention Services Specialist	1.0	4,016	1,000	66,964	1,869	73,849	69,833
Administrative Assistant 2, Multicultural Services	1.0	4,016	1,000	59,811	1,869	66,696	62,680
Veterans' Services - School Certifying Official (Prog Spec 2)	1.0	4,016	1,000	71,453	1,869	78,338	74,322
Counseling Market Salary Adjustments for Equity/Retention	0	0	0	41,800	0	41,800	41,800
Goods and Services:							
Admissions - Programmatic & Outreach	0	0	0	0	150,000	150,000	155,250
Admissions Resources in Non-English Languages	0	0	0	0	80,000	80,000	82,800

Admissions - Electronic Outreach to Prospective Students	0	0	0	0	150,000	150,000	155,250
Institutional Financial Aid Matching Funds	0	0	0	0	215,321	215,321	222,857
Counseling & Wellness - Mental Health & First Aid Training	0	0	0	0	50,000	50,000	51,750
Veterans' Services Programming	0	0	0	0	7,000	7,000	7,245
Multicultural Student Services Operations	0	0	0	0	20,000	20,000	20,700
Support Services Total	11.9	47,857	14,000	1,073,627	694,600	1,830,084	1,808,758
Advancing Inclusive Success Budget Proposal - Grand Total	23.9	309,000	50,000	2,327,775	811,421	3,498,196	3,218,686

Workforce Assumptions:

As illustrated in the previous table, the proposal includes funding for 23.9 FTE, with one-time costs in FY 2022 related to faculty and program start-up, travel and personal equipment for new hires.

How is your proposal impacting equity in the state?

The current conditions in higher education as represented through the campus climate (curricular and student support) for undocumented students, LGBTQ+ students, transfer students, Black, Indigenous, and students of color, first-generation students, women, and other under-represented student populations, demonstrate a profound urgency to channel resources towards equitable access and attainment. With an ever-diversifying Washington state population and a proclaimed commitment from WWU to recruit and retain students, faculty, and staff from historically underserved communities, this proposal further supports the ongoing and long-term work of addressing systematic issues of equity and justice throughout our state. As one example of such broader impact, Ethnic Studies at WWU could align with our strong teacher education programs to fill a gap in preparation for teachers to enact such a curricular reform.

Fundamentally, the enrollment, retention, and graduation of our students impact and support all parts of the Washington community.

The consequence of not supporting the proposal is a programmatic gap in our educational approach and a staffing shortage threatening access, equity, and retention. If this proposal is not funded and adequate staffing is not provided for inclusive engagement, our departments cannot engage in the challenging and deep collaborative work necessary to transform institutional culture, practices, and policies to be just and equitable for diverse students. This will mean continuing to accept disparities in success and satisfaction between diverse students and their peers.

Strategic and Performance Outcomes

Strategic Framework:

As WWU's current strategic plan makes clear, the university is committed "to advance[ing] inclusive success, that is, increase[ing] retention and persistence rates and the number of graduates, while eliminating achievement gaps for students from diverse and underrepresented socio-economic backgrounds." We strongly believe that ethnic studies, strengthening supports, and reducing barriers to achievement is a vital — indeed, necessary — approach in this task.

First, our request affirms WWU's central mission. We seek to emphasize sustained critical thinking, inquiry, and analysis to examine and challenge systems of oppression, inequity, and privilege. We interrogate the conditions that render specific populations vulnerable to violence in a range of local and transnational contexts. We also seek to study and cultivate strategies of resistance and connection. Tenure-line faculty will give Ethnic Studies at WWU the stability and consistency to support a growing body of students in these endeavors. Our curriculum and program serves and supports a wide range of students and, most particularly, undocumented students, LGBTQ+ students, transfer students, Black, Indigenous, and students of color, first-generation students, women, and other underrepresented student populations.

Second, our request affirms WWU's goal to bolster the intellectual life by "assembling, supporting, and retaining a diverse and engaged community of faculty, staff, and students" through active efforts to increase the number of tenure-line faculty, increase resources and supports for students from historically underrepresented communities, and increase resources and support for faculty and staff who mentor students, particularly those who represent historically underserved communities. In addition, our request also affirms the university's goals to support "the development of multi-disciplinary curricular and co-curricular opportunities," to foster "curriculum that fosters understanding of the historical and contemporary forces that bridge and/or divide communities," and to expand "opportunities for students to enroll in courses that meet their intellectual, personal, and professional goals." Our teaching and research affirms intersectional and transdisciplinary work that embraces the best of the humanities, education, interdisciplinary research, and the social sciences. In doing so, we address a wide range of issues such as immigration/migration, colonization, displacement, inequality and inequity, freedom and transformation, political and social policy, the environment, education, health and healthcare, economics, media, film, literature, and popular culture.

In alignment with WWU's strategic plan and mission, our request seeks to provide students with consistent access to high-quality, rigorous, and transformative education that affirms inclusive success and academic excellence. We need to better support undocumented students, LGBTQ+ students, transfer students, Black, Indigenous, and students of color, first-generation students, women, and other under-represented student populations. We know that by creating an Ethnic Studies department we will be better equipped to provide the advising, curriculum, and mentoring needed for a wide range of students to stay, succeed, and thrive at WWU. Our proposal seeks to create the conditions needed to pursue rigorous and innovative academic excellence.

Our request addresses Goal #1 of the Strategic Plan ("Western will provide a transformational education grounded in the liberal arts and sciences and based on innovative scholarship, research, and creative activity"), because Ethnic Studies students and faculty and graduate assistants are vital contributors to research and scholarly programs. It addresses Goal #3 ("Western will foster a caring and supportive environment where all members are respected and treated fairly") and Goal #4 ("Western will pursue justice and equity in its policies, practices, and impacts") by eliminating inequities in TA stipend levels and treating all TAs, regardless of their program of study, equally and fairly. Students from economically disadvantaged backgrounds will benefit most from the proposed changes.

As noted in the narrative above, this decision package is absolutely critical to achieving the enrollment, retention, and graduation goals of Western's strategic plan. Every strategy included in this initiative supports the themes of Inclusive Excellence and Washington Impact, and the anticipated outcomes of each strategy reflect and support Western's key metrics.

Likewise, the initiative presented in this package will contribute significantly to the World Class Education and Prosperous Economy goal areas identified by our Governor. Specifically, the equitable access strategy will increase overall enrollments, supporting "Increasing Young Adult Engagement," and will also increase financial aid access for students, supporting "college affordability" and reducing the "financial burden of higher education." The inclusive engagement and holistic support strategies will increase retention, decrease time to degree, increase graduation rates, and increase graduate employment rates; outcomes which also support affordability and reducing financial burdens, while increasing student return on investment and institutional contributions to the state workforce. The proposal as structured will lead to a higher graduation rate, especially among students of color—whose graduation rate has been lower than average historically at Western and other institutions. This in turn will lead to more degrees awarded at Western, allowing us to contribute to the increases number of degrees awarded in the state called for by the Governor.

Performance Outcomes:

We expect this proposal, if funded, to increase the number of students at Western and the number of degrees awarded, particularly but not exclusively among students of color and underrepresented groups. Through the hiring of faculty and staff working exclusively in the Ethnic Studies program and with its students, Western will improve its working and studying climate for underrepresented groups, allowing students from such groups to feel more comfortable and safe at Western. Coupled with robust support services, this will improve enrollment, retention, and graduation rates among those students and their allies.

Anticipated performance outcomes expected to be achieved within two years include:

- An increase in the number of master's degrees awarded by Western through growth of existing programs and the introduction of new ones;
- An enhanced ability to recruit and retain high quality, diverse graduate students;
- Adequate TA stipends allow Graduate students to better focus on their dual responsibilities as both students and TA's, leading to higher completion rates and shorter time to degree;
- Increased mentoring and instruction of undergraduate students by Graduate students, impacting undergraduate retention and success for continuing education beyond the undergraduate level;
- Reduced average student debt levels at graduation;
- Increased diversity among new students (first year students and transfers);
- Increased enrollment at the other Western locations;
- Increased overall retention rates, aggregated by at-risk sub-population;
- Increased overall graduation rates;
- Decreased wait time for appointments with accommodations counselors;
- Increased engagement and retention of students with disabilities;
- Increased programming for LGBTQ+ students, faculty, and staff;
- Increased engagement and retention of LGBTQ+ students;
- Increased programming for students of color;
- Increased engagement and retention of underrepresented students of color;
- Timely VA notification of enrollment status of veterans and other eligible persons;
- Timely SAA notification of new changes in programs and institutional changes;
- Increased engagement and retention of military-connected students;
- Increased access and availability of counseling services;
- Increased follow-up with students;
- Increased same-day appointments;
- Increased group support;
- Increase programming to address prevention of dating violence.

Western will measure success of this proposal by monitoring the percentage of students, faculty, and staff of color at Western, and retention and graduation rates of students of color. In the first years following funding we will monitor enrollment percentages and retention rates most closely,

since graduation rates take time to move significantly. Also, we will monitor satisfaction rates in the various surveys we administer to graduating students, staff, and faculty.

Each performance outcome in a) is measured against the respective numerical metric (e.g. degree production, demographic data, number of degree programs, student debt survey data, etc.) Additional important indicators include the volume and diversity of the applicants, retention and graduation rates, and time to degree relative to previous years.

Outcome	Current	Anticipated
Increased diversity among new students	30.8% students of color	35% students of color
Increased enrollment at the other Western locations	690	1291-1614
Increased FAFSA/WAFSA completion rates	» 50%	» 65%
Increased retention of students with disabilities	74%	87-90%
Increased retention of LGBTQ+ students	TBD	87-90%
Increased retention of underrepresented students of color	78%	87-90%
Increased retention of military-connected students	TBD	87-90%
Increased overall retention rates	81%	87-90%
Increased overall 6-year graduation rates	69%	75-80%
Increased average number counseling visits per student	2.9	5.0
Increased availability of sexual violence survivor services	1/200 (provider/ student ratio)	1/50 (provider/ student ratio)

Without additional state allocations, Western cannot support the strategies described in this proposal, and the alternative is to continue our status quo of understaffed departments, unmet demand for academic programs and services, and decreasing direct support for students. Unless new state allocations support additional resources, the only other alternative is to establish a mandatory student fee, which is not an acceptable option if we are to maintain affordability for our students.

Other Collateral Connections

State Workforce Impacts:

None anticipated.

Intergovernmental:

Not applicable.

State Facilities Impacts:

Wherever possible, existing space will be reconfigured to maximize capacity for staffing. However, while this proposal is not directly connected to a current capital budget request, it will inevitably require increased space allocation to accommodate the addition of new employee FTE.

Changes from Current Law:

None anticipated.

Puget Sound Recovery:

Not applicable.

Legal or Administrative Mandates:

Aspects of this proposal are in response to task force recommendations, audits, or to meet national standards. For examples:

Additional Accommodation Counselors for Western's Disability Access Center are needed to serve the threefold increase in caseloads Western has experienced in the last ten years. Caseloads are currently double the level recommended by our external program review.

The Department of Veteran Affairs recommends that institutions of higher education maintain a maximum ratio of one full-time SCO to every 200 benefits-eligible students. Western currently employs only one School Certifying Official for approximately 460 benefits-eligible students per quarter (with expected increases in caseload continuing into the future).

A 2017 audit found that Western's health promotion programs, specifically for sexual violence prevention and response, were operating beyond capacity, even with strong collaborations with other departments and organizations.

Stakeholder Response:

Investments in student support services and an Ethnic Studies academic initiative have received strong and broad support from WWU student and faculty constituencies. During the 2020 legislative session, Associated Students of WWU, in partnership with other student organizations and faculty advisors, led advocacy efforts for increased state funding for enhanced student support services and a new Ethnic Studies program at WWU. WWU anticipates continued strong support from these stakeholders in the 2021 legislative session.

Reference Documents

[Advancing Inclusive Success DP Financial History.xls](#)

IT Addendum

Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?

No

Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Obj. A	\$1,796	\$1,799	\$3,595	\$1,799	\$1,799	\$3,598
Obj. B	\$532	\$532	\$1,064	\$532	\$532	\$1,064
Obj. C	\$430	\$445	\$875	\$445	\$445	\$890
Obj. E	\$615	\$397	\$1,012	\$395	\$395	\$790
Obj. G	\$125	\$52	\$177	\$52	\$52	\$104

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Western Washington University
 2021-23 Regular Budget Session
 Policy Level - A2 - 15% Near-General Fund Reduction

Agency Recommendation Summary

This proposal is submitted in accordance with the 2021-23 Budget Instructions directing all state agencies to submit 2021-23 budget proposals that identify reductions equal to 15 percent of unprotected Near-General Fund maintenance level budgets. For WWU, the amount is \$26,769,150 for the biennium (\$13.4 million per year). The required budget reduction is not linked to any reductions in budgeted FTEs at this time. WWU is temporarily reflecting the reduction for 2021-23 distributed proportionately across program codes.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Staffing						
FTEs	0.0	0.0	0.0	0.0	0.0	0.0
Operating Expenditures						
Fund 001 - 1	(\$12,345)	(\$12,350)	(\$24,695)	\$12,350	\$12,350	\$24,700
Fund 08A - 1	(\$1,038)	(\$1,037)	(\$2,075)	\$1,037	\$1,037	\$2,074
Total Expenditures	(\$13,383)	(\$13,387)	(\$26,770)	\$13,387	\$13,387	\$26,774

Decision Package Description

As our tuition revenues and state funding are closely matched, any reduction in tuition revenue from COVID-19-related decreases in enrollment, on top of a 15 percent state budget reduction would compound the impact to our operating budget. Additionally, reductions in auxiliary revenue such as reduced housing and dining utilization mean a reduction to operating budget revenues through our Administrative Services Assessment, which recoups indirect costs associated with auxiliary and self-sustaining areas. Finally, like all state agencies, WWU is experiencing substantial cost increases associated with COVID-19 as detailed in our May 26, 2020 memo to OFM. The 15 percent reduction target from OFM is larger than the budget of several of our colleges. A reduction of that size could not be absorbed through hiring and purchasing restrictions alone, especially in light of the additional budget pressures described above. If reductions to WWU's state appropriations in the 2021-23 are unavoidable, we respectfully request as much flexibility as possible so we can be strategic in our approach to budget reductions.

As indicated above, WWU is temporarily reflecting the \$26,769,150 reduction for 2021-23 proportionately across program codes. This is due to the scheduling of Western's internal open and transparent decision-making process for developing its 2021-23 Biennial Annual Operating Budget for Board of Trustees approval.

Beginning this fall, budget proposals will be developed and evaluated across Western with input from shared governance. During this period, discussions will be held on the proposals at the Faculty Senate's University Planning and Resources Council, consisting of faculty, staff, students and high-level administrators. These presentations and discussions are audio-cast live to the campus community. In spring, working with the President, the Vice Presidents and Deans will evaluate all updated budget proposals. The President will recommend a final budget that will be posted to the Budget and Financial Planning website for input again from the university community. Finally, on June 1, the budget recommendation will be submitted to Western's Board of Trustees, and the Board of Trustees will be asked to approve the 2021-23 operating budget at its June 11, 2021, meeting.

Because of our commitment to this process, to shared governance, and to our mission as an accredited public university, further discussion of reductions in this package are for illustrative purposes only and do not represent any decisions made by Western's leadership.

Assumptions and Calculations

Expansion, Reduction, Elimination or Alteration of a current program or service:

Not applicable.

Detailed Assumptions and Calculations:

The OFM 2021-23 Budget Instructions ask agencies to submit 2021-23 budget proposals that identify reductions equal to 15 percent of unprotected Near-General Fund maintenance level budgets. The equivalent reductions are identified below. For the purposes of this submittal, Western is applying the reductions proportionately by object to demonstrate impact, based on 2019 expenditures.

Maintenance Level (2021-23 Carryforward Budget)	Yr 1	Yr 2
001-1 General Fund-State	82,298,000	82,332,000
08A-1 Education Legacy Trust Account	6,919,000	6,912,000
Total Near General Fund	89,217,000	89,244,000
15% of NGF	13,382,550	13,386,600

Workforce Assumptions:

The required budget reduction is not linked to any reductions in budgeted FTEs at this time, pending results of Western's internal budget process. However, as an indicator of impact only, a 15 percent reduction to salary and benefit expenditures over the biennium is roughly equivalent to 180 fewer FTE.

How is your proposal impacting equity in the state?

Without additional investments focused on inclusive success, as proposed in the accompanying Decision Package proposal, any reductions to state general fund support are likely to exacerbate the existing gaps in access and outcomes for underrepresented students in Washington.

Strategic and Performance Outcomes

Strategic Framework:

Results Washington:

The reduction presented in this package will significantly impact the World Class Education and Prosperous Economy goal areas identified by our Governor. Specifically, reductions threaten overall enrollments, negatively impacting “Increasing Young Adult Engagement,” and may decrease financial aid access for students, reducing “college affordability” and increasing the “financial burden of higher education.” Reductions at this level may threaten retention, increase time to degree, decrease graduation rates, and decrease graduate employment rates; outcomes which also impact affordability and institutional contributions to the state workforce. These reductions, coupled with the impacts of COVID-19, will likely decrease the number of degrees awarded at Western, and decrease the number of degrees awarded in the state called for by the Governor.

Strategic Plan:

The reductions included in this proposal decrease Western’s ability to deliver on the three core themes of our strategic plan as follows:

Advancing Inclusive Success: Addressing the degree attainment gap for underrepresented students requires investment. Reductions to N-GF negatively impact Western’s ability to dedicate new resources towards this critical focus, and threaten the gains that have been made. The accompanying decision package seeks targeted investment from the state to mitigate these impacts.

Increasing Washington Impact: In the next decade, two-thirds of the jobs in Washington will require some form of post-secondary education. Western has made supporting this need one of our core themes, but budget reductions impede the efforts in recruitment, retention and partnerships needed to expand access to programs and to serve the needs of non-traditional students.

Enhancing Academic Excellence: Western provides a transformational education grounded in the liberal arts and sciences and based on innovative scholarship, research and creative activity to foster the development of engaged members of a global community. Making progress on critical issues—from environmental sustainability and climate change, to human health, economic vitality and cultural diversity—requires investing in, and nurturing, a faculty culture that integrates knowledge and exploration in our undergraduate and graduate programs. N-GF reductions directly threaten Western’s ability to recruit and retain faculty of excellence.

Performance Outcomes:

A 15 percent reduction will have a permanent impact on the quality of education in Washington, equitable access to education for all Washingtonians, and our ability to meet the state’s 70 percent attainment goal- a goal that is especially important as our state works to sustain and revitalize local economies in the wake of the pandemic. As an institution of higher education, Western’s strength is in our people. Specifically, a 15 percent state reduction in combination with decreased enrollments would necessitate a significant reduction in force, with impacts to the quality of post-secondary education and to:

- Course sections and availability, reducing access to education and impacting a student’s time to complete their degree. Between average cost of attendance and lost wages, a one year impact to that timeline could come at a cost of \$60,000 to the student;
- Investments in student success, such as advising, tutoring, outreach, and retention;
- Compliance areas, increasing risk and exposure;
- Ability to generate non-state revenue through targeted investments in research and recruitment;
- Economic security for our employees, their families, and our local communities.

Without substantial increases in state funding per student, Western has increased overall enrollments, STEM enrollments, and capacity for serving under-served populations and regions of the state. WWU is already an exceptionally lean institution; reductions to our base budget will reverse these significant achievements.

Other Collateral Connections

State Workforce Impacts:

Higher education is a talent-based industry, and the ability to provide the highest quality instruction, research and services to students and other stakeholders requires competitive compensation to attract and retain quality faculty and staff. At the time of submittal this reduction will not directly impact any existing CBAs for the 2021-23 biennium, but it will impact Western’s ability to recruit and retain employees.

Intergovernmental:

Reductions at this level may impact Western’s ability to educate students for careers in public service, reducing the number of qualified applicants for critical governmental positions such as human services, environmental protection, and K-12 education.

State Facilities Impacts:

Not applicable.

Changes from Current Law:

Not applicable.

Puget Sound Recovery:

Not applicable.

Legal or Administrative Mandates:

This proposal is in accordance with the 2021-23 Budget Instructions directing all state agencies to submit 2021-23 budget proposals that identify reductions equal to 15 percent of unprotected Near-General Fund maintenance level budgets.

In meeting any state budget reduction, Western will need to maintain the maximum amount of flexibility in order to mitigate impacts on mission and strategic goals. This flexibility should extend to use of tuition revenues. Increasing the charges to support OneWA beyond GF-S appropriations creates additional pressures on an already constrained tuition budget, reducing Western’s ability to support priorities in our educational mission.

Stakeholder Response:

This proposal will impact students, employers, and local businesses, all of whom would have reasons to oppose a general fund reduction to higher education.

IT Addendum

Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?

No

Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Obj. A	(\$8,923)	(\$8,926)	(\$17,849)	\$8,926	\$8,926	\$17,852
Obj. B	(\$2,731)	(\$2,732)	(\$5,463)	\$2,732	\$2,732	\$5,464
Obj. C	(\$41)	(\$41)	(\$82)	\$41	\$41	\$82
Obj. E	(\$1,286)	(\$1,286)	(\$2,572)	\$1,286	\$1,286	\$2,572
Obj. G	(\$89)	(\$89)	(\$178)	\$89	\$89	\$178
Obj. J	(\$211)	(\$211)	(\$422)	\$211	\$211	\$422
Obj. K	(\$96)	(\$96)	(\$192)	\$96	\$96	\$192
Obj. N	(\$6)	(\$6)	(\$12)	\$6	\$6	\$12

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Agency Recommendation Summary

During the 2021-23 biennium, Western anticipates taking occupancy of a new 56,600 square-foot Interdisciplinary Science Building. The building was funded in 2019-21 with state capital appropriation, and is currently under construction with occupancy expected in September of 2021.

Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Staffing						
FTEs	0.0	0.0	0.0	0.0	0.0	0.0
Operating Expenditures						
Fund 001 - 1	\$472	\$586	\$1,058	\$607	\$628	\$1,235
Total Expenditures	\$472	\$586	\$1,058	\$607	\$628	\$1,235

Decision Package Description

Facilities Management exists for the sole purpose of maintaining, repairing, and operating state assets in which the academic mission is accomplished. This request is based on recent state funding of new square footage, and is expected to cover the actual costs of utilities, building and utility maintenance, custodial and ground services, operations/maintenance support, and building information technology infrastructure.

The new 56,600 square foot Interdisciplinary Science Building is under construction (funded in 19-21 with capital appropriation), with occupancy expected in September of 2021. The facility will provide much needed lab and technical academic space in support of STEM education, including Chemistry and Biology.

This request includes operating and maintenance costs of building IT infrastructure in addition to the regularly-expected building costs. All new buildings today include all traditional building systems plus the fiber optic cables and network switches that are required to utilize that cabling.

Traditional funding models have not included the maintenance of these systems in the core funding per square foot – relying instead on creative reallocation of funds or charges for services rendered when in fact those services are now essential to all programs.

Assumptions and Calculations

Expansion, Reduction, Elimination or Alteration of a current program or service:

Not applicable.

Detailed Assumptions and Calculations:

FY22 need is \$10.00/SF, or \$471,667 (assuming 10 months of the fiscal year are occupied).

FY23 need is \$10.35/SF, or \$585,810.

Total recurring need for the biennium = \$1,057,477

Workforce Assumptions:

Not applicable.

How is your proposal impacting equity in the state?

Funding support for maintenance and operations of new infrastructure will allow Western to utilize its resources in support of its strategic plan goals, including advancing inclusive success.

Strategic and Performance Outcomes

Strategic Framework:

Supporting Western's academic mission is essential to Western's efforts in providing a world class education and ensuring taxpayer dollars are spent in a manner consistent with efficient, effective government. All academic endeavors require and benefit from adequately maintained and operated facilities. In addition to valuing the excellence we have at Western, our strategic plan includes objectives to provide and maintain support and infrastructure for academic activities in a variety of ways.

Without additional funds, the increase in operating and maintenance costs will be borne by the internal reallocation of University resources – to the detriment of critical academic and business service functions.

Operating and maintenance funds for facilities will be distributed over a larger area, effectively reducing the available dollars per square foot. Ultimately this slow undermining of buying power will result in:

- The deferment of critical preventative maintenance
- The subsequent shifting of costs to the capital budget due to lack of preventative maintenance
- Delays in making repairs impacting customer (faculty, student and staff) satisfaction
- Negative impact on recruitment of students when visiting campus
- Negative impact on retention of students impacted by regular disruption of services.

Performance Outcomes:

Funding will allow Western to maintain facilities to the level required to conduct the instruction and research that make Western a thriving academic setting for faculty and students.

Other Collateral Connections

State Workforce Impacts:

None anticipated.

Intergovernmental:

None anticipated.

State Facilities Impacts:

This funding would provide for maintenance and operations of the new state-funded Interdisciplinary Sciences Building.

Changes from Current Law:

None anticipated.

Puget Sound Recovery:

Not applicable.

Legal or Administrative Mandates:

Not applicable.

Stakeholder Response:

None anticipated.

Reference Documents

[M&O IT Addendum 2021-23 Word Doc.docx](#)

[M&O IT Addendum 2021-23.xlsx](#)

IT Addendum

Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?

Yes

Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2022	2023	2021-23	2024	2025	2023-25
Obj. E	\$472	\$586	\$1,058	\$607	\$628	\$1,235

Agency Contact Information

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State of Washington
Request for Fees
2021-23 Biennium

	Code	Title
AGENCY	380	Western Washington University

Agy #	Agency Name	Fee Code	Name of Fee	Is a bill required?	Z-Draft # (or Pending)	New, Increased, Continued?	Incremental Revenue Dollars in Thousands				Tied to Expenditure Change?	Fee Payer Position	Explanation of Change See Instructions
							GF-S		Other Funds				
							FY 2022	FY 2023	FY 2022	FY 2023			
380	Western Washington University	2200	Services & Activity Fee	NO	NO	Increased			89,474	91,264	Increase in resources and/or program cost	Agency Initiated	Increase in resources and/or program cost with a 2.0% increase for self-supporting funds
380	Western Washington University	2300	Other Mandatory Fee	NO	NO	Increased			221,605	226,037	Increase in resources and/or program cost	Agency Initiated	Increase in resources and/or program cost with a 2.0% increase for self-supporting funds
380	Western Washington University	3100	On-Campus Lab & Course Fees	NO	NO	Increased			59,303	60,489	Increase in resources and/or program cost	Agency Initiated	Increase in resources and/or program cost with a 2.0% increase for self-supporting funds

Code	Title
3800	Western Washington University

2021-23 Federal Funding Estimates Summary

CFDA NO.*	WWU Fund Code	Agency	State Fiscal Year	State Match Amounts	State Match Source [001-1, XXX-1, etc.]
		Agency Total			
		FY 2020	1,553,765	1,140,437	
		FY 2021	365,679	353,429	
		FY 2022	203,423	23,924	
		FY 2023	203,423	23,924	
		2-Federal			
45.024		National Endowment for the Arts			
	54589	FY 2020			
		FY 2021	25,000	160,470	54589M
		FY 2022			
		FY 2023			
		2-Federal			
66.951		U.S. Environmental Protection Agency			
	54142	FY 2020			
		FY 2021	97,648	33,774	54142M
		FY 2022			
		FY 2023			
		2-Federal			
15.805		U.S Department of Interior/U.S. Geological Survey			
	55152	FY 2020			
		FY 2021	29,608	60,135	55152M
		FY 2022			
		FY 2023			
		2-Federal			
45.301		Institute of Museum and Library Services			
	54587	FY 2020	132,000	132,007	54587M
		FY 2021	-	-	
		FY 2022	-	-	
		FY 2023	-	-	
		2-Federal			
10.699		USDA Forest Service			
	54130	FY 2020	3,423	1,702	54130M
	54130	FY 2021	3,423	1,702	54130M
	54130	FY 2022	3,423	1,702	54130M
	54130	FY 2023	3,423	1,702	54130M
		2-Federal			

Code	Title
3800	Western Washington University

2021-23 Federal Funding Estimates Summary

20.205	Federal Highway Administration			55884M	
	55884	FY 2020	19,829		4,566
		FY 2021	-		-
		FY 2022	-		-
		FY 2023	-	-	
	2-Federal				
84.129	US Dept of Education			52553M 52554M	
	52553	FY 2020	200,000		22,222
	52554	FY 2021	200,000		22,222
	TBD	FY 2022	200,000		22,222
	TBD	FY 2023	200,000		22,222
	2-Federal				
94.006	Corporation for National and Community Service			56769	
	54585	FY 2020	850,028		307,840
		FY 2021	-		-
		FY 2022	-		-
		FY 2023	-	-	
	2-Federal				
94.013	Corporation for National and Community Service			56754 56754	
	54573	FY 2020	10,000		75,126
	54573	FY 2021	10,000		75,126
		FY 2022			
		FY 2023			
	2-Federal				
59.037	Small Business Administration			55946M	
	55946	FY 2020	338,486		596,974
		FY 2021			
		FY 2022			
		FY 2023			

Updated June 2020

Fund balance management

Provide a narrative summary of the historic management and uses of accounts 148 and 149, including an explanation of any reserve or working capital policies that govern fund balances in these accounts. If your institution does not have a reserve or working capital policy, explain why.

Historically, Western has held institutional reserves in account 149 to mitigate risks due to items such as recessions, downturns in enrollment, or major unplanned issues. These unplanned situations may include cost overruns on capital projects (such as the Carver Academic Facility), emergent needs without a timely revenue source (such as the Multicultural Center and the Disability Access Center), or a natural disaster (such as a volcanic eruption).

Reserves in account 148 (Dedicated Local accounts) have also allowed Western to weather revenue losses in FY 2020 due to enrollment and fee reductions in spring quarter. These reserves have historically been held for equipment replacement and other strategic needs not supported through state appropriations, however the balance has trended downward over the last several years as Western has made targeted strategic investments from reserves.

Western does not currently hold a working reserve policy but has historically implemented practices to maintain reserves for risk mitigation. Former President Bruce Shepard stated in a letter to campus that “[o]ne general rule of thumb...is that one-time reserves for the state operating budget should be able to cover us in the event that we lose all tuition revenue for a quarter.” However, Western’s reserves were short of that target until the start of fiscal year 2015, as we used reserves to fund reductions during the recession. Healthy reserve balances allowed Western to weather the cuts during the recession without hurting mission attainment.

Through careful planning of using the recurring contingency fund whereby we rolled half of the unspent budget to reserves each year, and conservatively allocating undergraduate tuition increases as nonresident enrollments grew, Western was able to get close to former President Shepard’s reserve target.

Fiscal years 2017 and 2018 brought different challenges. While the state legislature bought back the resident undergraduate tuition reductions in 2016 and 2017, they also capped future resident undergraduate tuition increases. New state appropriations were limited due to the McCleary Supreme Court decision. Additionally, the legislature failed to pass a capital budget during the final phases of the Carver Academic Building reconstruction. To meet the needs of the campus, we budgeted more of the nonresident student enrollment growth and reduced the recurring contingency fund from \$5.5M to \$1.3M. Both of these actions greatly reduced our annual additions to the reserves.

Western has worked to establish reserve guidelines with its Board of Trustees over the last year, balancing risk tolerance with the desire to utilize funds strategically to further its mission. However, the emergence of the COVID-19 pandemic has shifted focus to maintaining institutional reserves to weather

the economic downturn without jeopardizing Western's academic mission or experiencing catastrophic reductions in staffing, service levels, or progress towards goals of advancing inclusive success.

	Code	Title
AGENCY	380	Western Washington University

NON-BUDGETED LOCAL FUND SUMMARY

9/11/2020

FUND CODE	FUND NAME	7/1/19 FUND BALANCE*	6/30/21 ESTIMATED FUND BALANCE	2021-23 ESTIMATED REVENUES	2021-23 ESTIMATED EXPENDITURES	6/30/23 ESTIMATED FUND BALANCE
148	Dedicated Local	9,703,059	7,606,959	113,352,061	114,095,879	6,863,141
149	Operating Fees	23,291,303	19,291,303	194,654,984	202,654,984	11,291,303
						-
440	Central Stores	-	-	-	-	-
443	Data Processing	612,858	588,881	1,461,286	1,429,005	621,162
448	Printing	367,165	172,999	3,287,528	3,003,012	457,515
450	Other Internal Services	5,601,062	3,709,652	25,905,512	26,007,523	3,607,641
460	Motor Pool	70,927	62,077	347,009	380,345	28,741
						-
522	Associated Students	1,773,668	1,101,000	8,603,331	8,175,935	1,528,396
524	Bookstore	4,198,324	3,123,432	10,914,484	10,848,086	3,189,829
528	Parking	5,105,589	4,198,391	5,421,289	5,312,864	4,306,817
570	Other Enterprises	1,819,273	625,425	27,179,948	26,636,349	1,169,024
573	Housing and Dining	84,942,049	84,674,525	151,514,040	143,630,544	92,558,020
						-
841	G. Robert Ross Endowment	294,388	315,290	148,755	23,331	440,714
846	Scholarship	889,415	965,976	27,787,126	27,756,049	997,052
849	Perkins and Other Loan Funds	9,662,458	9,662,458	439,081	539,081	9,562,458
859	Endowment Funds	8,093,447	8,093,447	2,654,698	2,254,698	8,493,447
860	State Loan Funds	3,614,905	3,614,905	17,595,014	17,895,014	3,314,905
						-

* This column must agree with the 6/30/19 CAFR balance.

**Attachment A-1
Locally-Authorized Salary Increases**

**Estimated Cumulative Value
Of Locally-Authorized Salary Increases
Initially Reported As GF-S or Operating Fee Expenditures on CIM
(Dollars in Thousands)**

Institution:

	Non-Represented Employees	Represented (Collectively-Bargained) Employees		
		(Specify Bargaining Unit)	(Specify Bargaining Unit)	(Specify Bargaining Unit)
FY 16	\$386			
FY 17	\$1,297			
FY 18	\$1,076			
FY 19	\$832			
TOTAL	\$3,591			

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 most recent CIM submission.

Attachment B-1

State-Supported Tuition Waivers by Purpose

For the most part, state-supported waivers are outlined in RCW 28B.15.910(1),(2) and (4).

Institution: Western Washington University

Purpose for Granting The Waiver	RCW	FY 2019				FY 2020			
		Residents		Non-Residents		Residents		Non-Residents	
		Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)
UNDERGRADUATE STUDENTS									
Children of Police/Firemen	28B.15.380	4.0	\$22,572	0	\$0	5.7	\$32,474	0	\$0
Veteran	28B.15.621	98.0	\$668,706	4.3	\$22,419	107.7	\$687,695	5.0	\$31,050
Diversity	28B.15.740	203.0	\$334,247	21.7	\$34,380	177.3	\$334,568	17.3	\$31,214
Gender Equity	28B.15.740	178.3	\$751,590	42.7	\$439,264	181.7	\$740,031	43.3	\$500,218
Merit	28B.15.740	721.3	\$1,397,112	6.3	\$5,766	729.3	\$1,361,994	8.0	\$7,591
Financial Need	28B.15.740	994.7	\$1,595,439	5.3	\$12,794	769.7	\$1,106,296	1.3	\$4,686
Other	28B.15.740	10.0	\$19,397	39.3	\$514,018	6.7	\$17,163	40.7	\$531,274
WUE	28B.70.050			298.7	\$3,384,357			284.7	\$3,459,380
Subtotal State-Support		2209.3	\$4,789,063	418.3	\$4,412,997	1978.0	\$4,280,221	400.3	\$4,565,411
GRADUATE STUDENTS									
Graduate Teaching Assistants	28B.15.014	63.7	\$167,881	14.0	\$60,117	37.7	\$120,147	6.7	\$59,273
Graduate Service Appointments	28B.15.615	164.0	\$1,137,065	5.0	\$37,319	168.0	\$1,223,537	8.0	\$59,042
Veteran	28B.15.621	0.0	\$0	0.0	\$0	0.0	\$0	0.0	\$0
Gender Equity	28B.15.740	0.3	\$1,945	0.0	\$0	2.3	\$14,601	0.0	\$0
Financial Need	28B.15.740	1.3	\$2,271	0.0	\$0	0.0	\$0	0.0	\$0
Other	28B.15.740	32.7	\$150,330	10.7	\$72,963	32.0	\$164,948	5.7	\$32,131
Subtotal State-Support		262.0	\$1,459,492	29.7	\$170,399	240.0	\$1,523,232	20.3	\$150,445
TOTAL STATE SUPPORT		2471.3	\$6,248,555	448	\$4,583,396	2218	\$5,803,453	420.7	\$4,715,857

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-2

Non-State-Supported Tuition Waivers by Purpose

Non-state supported waivers are described in RCW 28B.15.915 and 28B.15.910(3).

Institution: Western Washington University

		FY 2019				FY 2020				
Purpose for Granting The Waiver	RCW	Residents		Non-Residents		Residents		Non-Residents		
		Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)	
UNDERGRADUATE STUDENTS										
Other Waiver Programs	28B.15.915	1030.3	\$1,571,418	932.7	\$4,635,236	913.3	\$1,423,226	928.7	\$5,053,132	
Subtotal Non State-Support		1030.3	\$1,571,418	932.7	\$4,635,236	913.3	\$1,423,226	928.7	\$5,053,132	
GRADUATE STUDENTS										
Other Waiver Programs	28B.15.915	44.0	\$144,596	65.7	\$1,015,253	37.3	\$124,688	65.7	\$1,024,071	
Subtotal Non State-Support		44.0	\$144,596	65.7	\$1,015,253	37.3	\$124,688	65.7	\$1,024,071	
TOTAL NON STATE SUPPORT		1074.3	\$1,716,014	998.3	\$5,650,489	950.7	\$1,547,914	994.3	\$6,077,203	

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****Institution: Western Washington University**

	FY 2018		FY 2019		FY 2020	
	Headcount	\$ (actuals)	Headcount	\$ (actuals)	Headcount	\$ (actuals)
Federal Grants	4,262	18,551,145	4,099	17,799,417	3,822	16,978,661
Federal Student Loans (Stafford)	6,810	44,427,990	6,331	40,780,573	5,925	37,575,000
Federal PLUS Loans (Parent and Graduate)	1,607	19,961,100	1,605	21,004,054	1,082	15,057,173
Private Grants*	1,137	2,351,836	1,190	2,653,610	1,363	2,874,263
Private Loans	486	5,086,034	504	5,807,734	570	6,806,531
Three and One Half or Four Percent Set Aside**	1,641	4,535,096	1,592	4,156,560	1,953	4,193,230
Other	1,223	3,942,193	1,274	4,353,647	1,246	4,237,406

* 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.15.031 requires a minimum of four percent of operating fees be retained by four-year institutions of higher education and a minimum of three and one-half percent of operating fees be retained by the community and technical colleges for the purposes of RCW 28B.15.820.

Attachment B-4

**Cumulative Undergraduate Student
Loan Debt at Graduation**

Institution: Western Washington University

Academic Year	Total Students Receiving Bachelor's Degree	Number Receiving Bachelor's Degree with Loan Debt*	Percentage of those receiving Bachelor's Degrees Who Have Loan Debt*	Mean Loan Debt* at Graduation	Median Loan Debt* at Graduation	Total Loan Debt* for All Students
2013-14	3,117	1,831	58.74%	20,456	20,124	37,455,419
2014-15	3,139	1,855	59.09%	21,403	21,000	39,702,370
2015-16	3,256	1,909	58.63%	21,394	20,531	40,841,753
2016-17	3,354	1,923	57.33%	22,005	21,423	42,314,885
2017-18	3,395	1,898	55.91%	21,375	20,144	40,570,168
2018-19	3,543	1,919	54.16%	21,485	20,500	41,228,919
2019-20	Loan information for 2019-20 will be available October 2020					

*Loan debt from Federal, State or Private loans received while attending this institution.

Attachment C

Maintenance & Operations Costs

For New Facilities Projected to Come On-Line in 2021-23

Please submit separate forms for Maintenance Level vs. Performance Level requests. At ML, institutions may propose ongoing state support for facilities constructed or expanded with bond or cash assistance in the state capital budget. Performance Level decision packages may be submitted and considered for (1) instructional facilities constructed with financing contracts authorized in the state capital budget; or (2) instructional or research facilities constructed with non-state funds.

Institution: Western Washington University

Total gross square feet of campus facilities supported by State Funds: 56,600

Total net assignable square feet supported by State Funds: 56,600

Project Name	Capital Budget Project Code	Total Project Gross Square Feet*	Gross Square Feet		Projected Occupancy Date	Projected Percentage of Year Occupied		Proposed State-Supported Cost Per Square Foot**		Requested State Support		
			Replaced by Project	Renovated in Project		FY 22	FY 23	FY 22	FY 23	FY 22	FY 23	TOTAL
Interdisciplinary Sciences Building	30000768	56,600	0	0	Sep-21	83%	100%	10.00	10.35	\$471,667	\$585,810	\$1,057,477
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0
										\$0	\$0	\$0

**If building square footage exceeds by more than 5% the amount identified in the project C-2 that was submitted to OFM and the Legislature prior to the session during which construction funding was appropriated, please explain why in the "Expenditure and Revenue Calculations" section of the decision package.*

***Please identify and explain the basis for the proposed rate per square foot, by component function, in the table below. If this cost exceeds your institution's actual FY 12 cost per square foot for the function, please explain why.*

Component	Proposed Rate per GSF		Estimation Basis for Proposed Rate
	FY 22	FY 23	
091 - Utilities	\$2.01	\$2.09	Based on campus building average, FY23 uses annual escalation of 3.5%
092 - Bldg & Utilities Maintenance	\$2.75	\$2.85	Based on campus building average, FY23 uses annual escalation of 3.5%
093 - Custodial & Grounds Svcs.	\$3.30	\$3.43	Based on campus building average, FY23 uses annual escalation of 3.5%
094 - Ops & Maintenance Support	\$1.34	\$1.35	Based on campus building average, FY23 uses annual escalation of 3.5%
TBD: IT Infrastructure O&M	\$0.60	\$0.63	Includes IT-related staffing and maintenance of the fixed IT assets within the structure
TOTAL	\$10.00	\$10.35	

Chapter 11 - Central Service Charges, Risk Management and Self-Insurance Premiums (2021-23 Operating Budget Instructions) - Western Washington University

Risk Management and Self-Insurance Premiums

An ERM update must be submitted. "Agencies must submit an ERM update with their budget submittal and to DES's Office of Risk Management (ORM). The update should be a one-page submittal describing three major risks that could affect the agency's ability to achieve its strategic objectives/goals on time and any existing or proposed initiatives the agency has to address these risks."

ENTERPRISE RISK

RESPONSE STRATEGY

Competitive Compensation

1

Context: Western Washington University Strategic Plan 2018-2024, Strategic Goal #3(E) - *Provide competitive compensation and professional development for student employees, staff, and faculty.*

Narrative: Western's greatest strength is its outstanding student employees, staff, and faculty who deliver its quality education and a broad range of programs to students that lead to their professional and academic careers. Western's employees are the core of the University's considerable strengths to meeting the critical needs of the state of Washington and beyond. While some progress has been made, Western is still feeling the lingering effects of the Great Recession on its employee staffing, compensation, and workforce maintenance (i.e. aging workforce). The economic fallout from the COVID-19 pandemic will bring even more challenges.

Higher education is a talent based industry, and the ability to provide the highest quality instruction, research and services to students and other stakeholders requires competitive compensation to attract and retain quality faculty and staff.

Western has made significant progress during previous legislative sessions in terms of legislative appropriations for compensation. Western also made internal reallocations to extend significantly beyond what was appropriated. However, the situation we have occurred over several difficult biennia, so a multi-biennia strategy is required to recover. And we face new challenges with the recent pandemic. So, in order to maintain the excellence of Western, compensation continues to be Western's top priority in its efforts to accomplish its Strategic Plan.

Campus Climate - Diversity, Equity and Inclusion

2

Context: Western Washington University Strategic Plan 2018-2024, Strategic Goal #4 - *Western will pursue justice and equity in its policies, practices, and impacts (A thru F)*

Narrative: In order to achieve its Strategic Plan, Western must improve its campus climate - policies, structures, and practices - to ensure a caring and supportive, just and equitable environment for all faculty, staff and students.

Identifying, acknowledging, and ameliorating structural inequities in our policies, practices, and impacts is a primary goal under the University's Strategic Plan, and an ethical imperative for the institution. Functionally, addressing these issues will create an environment that is welcoming and supportive of diversity, and thus more creative, sustainable, and generative; improve faculty, staff and student recruitment and retention; stabilize enrollment and corresponding tuition revenue; support access and affordability, as well as positive impact in the state; and improve Western's reputation.

Enhanced coordination of institutional efforts to develop a comprehensive institutional structure that values and supports inclusive achievement, equity, and justice; infuse responsibility, authority, and capacity appropriately to realize these goals at every level and in every area of the institution; engage in regular assessment of progress, and align resources and incentives to strengthen outcomes.

Recruitment and retention efforts of marginalized and underrepresented faculty and staff will be enhanced to create a culture and community that is more representative of our state and the nation. To this end, Western will continue the Provost's diversity recruiting initiative, and also take steps to support faculty and staff of under-represented or minoritized identities, so that they have equitable opportunities to excel. In addition, Western will continue the Faculty Mentoring collaboration between the Provost's Office and the Faculty Senate. The University will support training and education that prepares all members of the Western community to identify and recognize inequities, to work effectively and collaboratively to change systems and structures that do not support our goals, and promote inclusion, excellence, and justice in all aspects of our work. Western needs to build strong frameworks for collaboration across difference, for conflict management, and for organizational change.

<https://www.wvu.edu/diversity>

Information Technology (IT) Systems, Infrastructure and Governance

3

<p>Context #1: Western Washington University Strategic Plan 2018-2024, Strategic Goal #1(G) - <i>Provide technological and other academic infrastructure to support curricular innovation, research, scholarship, and creative activity, civic engagement and social justice. Increasing Washington Impact "...we must prepare our students to be successful in a continuously changing work and social environment, where technology and automation are driving employment trends, and significantly changing the nature of work and relationships."</i></p> <p>Context #2: State of Washington Enterprise Technology Strategic Plan, Enterprise Architecture and Efficient & Effective Government - <i>Goals of consolidating services, maximizing our buying power, modernizing our infrastructure, increasing capacity to manage information, and identifying common business practices that can be supported by shared solutions.</i></p> <p>Narrative: Western's IT systems and infrastructure, including its data network and communications systems, are near end-of-life or out of support, have no replacement schedule, nor have strategic system/equipment priorities been identified (except for Banner 8 to 9). Lack of an institutional IT governance structure compromises IT strategy, security, IT capital planning, offsite backup strategies and data management efforts.</p> <p>Modern, reliable IT systems and infrastructure, coupled with a strong IT governance structure, will empower - rather than restrain - both academic and administrative programs, departments and centers as they pursue their respective objectives under Western's Strategic Plan.</p>	<p>Western seeks to upgrade and replace its end-of-life systems:</p> <p>Western will identify and fund a sufficient and sustainable annual equipment lifecycle plan to ensure the ongoing availability and resilience of critical IT systems and infrastructure. An IT governance structure has been established and empowered to advise on long-term IT strategy, data governance, digital transformation, and risk management. A telephony migration plan will be formalized for Western's communication. Modern technologies bring added functionalities especially designed for quicker recovery in the event of a disaster affecting Western's data and voice networks.</p>
<p>2018-24 Strategic Plan: https://president.wvu.edu/mission-strategic-plan State of Washington Enterprise Technology Strategic Plan: https://ocio.wa.gov/strategy</p>	