

## **Emergent Budget Proposal Narrative**

### **Division: Enrollment & Student Services**

#### **Investment in Continued Enrollment Activities to Achieve Institutional Goals**

**Please check the appropriate category for this proposal and provide a brief (1-2 sentences) explaining the selection:**

- Urgent unforeseeable items that have arisen since the FY17-19 budget build process
- Items calling for prompt action that are so critical they cannot wait until the FY20-21 biennial budget build process
- Items that have arisen as a consequence of changed conditions, such as, but not limited to:
  - a) additional enrollments,
  - b) a change in leadership at planning unit level, and/or
  - c) State or federal policy changes
- Time-sensitive strategic opportunities that advance the university toward strategic plan fulfillment and are of the highest priority

Last year, the University provided partial funding for several enrollment efforts. However, deficits remain in critical areas, while new, and different challenges have since emerged.

**Statement of Purpose:** *(What is the problem or opportunity being addressed? How will you address this problem or opportunity?)*

Investments in enrollment strategies serve Western as a whole as a large majority of the institution's income is generated from tuition. As competition for students in the state of Washington and across the region increases, particularly to enroll students from under-represented groups, this is an area where continued investment in resources benefits the entire institution.

As noted above, the University partially funded several enrollment activities, most notably: \$12,000 for bus transportation for prospective students from the Seattle area to visit campus; \$12,000 for special outreach messages—both print and email—to students who had submitted a FAFSA to Western but had not yet applied for admission; \$15,000 to support the Seattle-based Regional Admissions Counselor, greatly enhancing our presence in King and Pierce counties; \$35,000 for student search services (i.e. name buys), which expanded institutional messages to high school students who took the SAT and PSAT exams; and \$70,000 for Office of Admissions operating expenses which continually depend on fund balances from salary savings or contributions from other offices within the Division of Enrollment & Student Services.

These investments provided a stable foundation for a very successful enrollment cycle for the fall 2017. Highlighted in the enrollment “funnel” below, Western had a record number of freshmen and transfer applications, offers of admission, and enrollment of new students. Additionally, the institution welcomed the largest number of students of color in the freshmen cohort. These feats were accomplished while maintaining the overall solid quality of the incoming classes (measured by average Grade Point Average (GPA) and SAT scores).

	FALL 2013		FALL 2014		FALL 2015		FALL 2016		FALL 2017	
<b>TOTAL ENROLLMENT</b>	14,950		15,060		15,332		15,574		15,915	
<b>NEW FRESHMEN</b>	FALL 2013		FALL 2014		FALL 2015		FALL 2016		FALL 2017	
Applied	9,511		9,285		9,917		10,519		11,244	
Admitted	7,961		7,852		8,168		8,743		9,534	
Enrolled	2,795		2,786		2,809		2,888		3,114	
	% admitted	83.70%	% admitted	84.57%	% admitted	82.36%	% admitted	83.12%	% admitted	84.79%
	% yield	35.10%	% yield	35.40%	% yield	34.30%	% yield	33.00%	% yield	32.60%
High School GPA	AVG	MID 50%	AVG	MID 50%	AVG	MID 50%	AVG	MID 50%	AVG	MID 50%
Enrolled	3.42	3.19-3.69	3.43	3.19-3.69	3.45	3.22-3.72	3.45	3.21-3.72	3.44	3.20-3.72
SAT (critical reading + math total)										
Enrolled	1107	1010-1200	1106	1010-1200	1107	1010-1200	1181	1090-1280	1173	1090-1260
ACT (composite)										
Enrolled	25	22-28	24	22-27	25	22-27	25	22-28	25	22-28
<b>ENROLLED FRESHMEN</b>	Quantity	% enrolled	Quantity	% enrolled	Quantity	% enrolled	Quantity	% enrolled	Quantity	% enrolled
with 4.0 HS GPA	42	2%	66	2%	44	2%	65	2%	73	2%
with college credit (all types)	1,549	55%	1,572	56%	1,669	59%	1,780	62%	1,927	62%
Running Start with credit	454	16%	511	18%	562	20%	597	21%	702	23%
<b>NEW TRANSFERS</b>	FALL 2013		FALL 2014		FALL 2015		FALL 2016		FALL 2017	
	Wa CC		Wa CC		Wa CC		Wa CC		Wa CC	
	ALL	PRIORITY	ALL	PRIORITY	ALL	PRIORITY	ALL	PRIORITY	ALL	PRIORITY
Applied	2,389	1688 (70.7%)	2,525	1763 (69.8%)	2,569	1767 (68.8%)	2,664	1812 (68.0%)	2,741	1808 (66.0%)
Admitted	1,705	1242 (72.8%)	1,817	1312 (72.2%)	1,883	1360 (72.2%)	1,886	1378 (73.1%)	1,962	1363 (69.5%)
Enrolled	1,045	816 (78.1%)	1,108	843 (76.1%)	1,161	882 (76.0%)	1,141	890 (78.0%)	1,181	864 (73.2%)
Transfer GPA:	AVG	MID 50%	AVG	MID 50%	AVG	MID 50%	AVG	MID 50%	AVG	MID 50%
Applied	3.11	2.78-3.50	3.13	2.80-3.53	3.12	2.79-3.52	3.13	2.79-3.53	3.12	2.78-3.54
Admitted	3.24	2.98-3.56	3.28	2.99-3.59	3.27	3.00-3.60	3.28	2.99-3.61	3.26	2.96-3.60
Enrolled	3.23	2.94-3.55	3.26	2.96-3.57	3.25	2.98-3.55	3.25	2.96-3.58	3.23	2.93-3.58

Looking to the future, the landscape will present significant challenges. According to data provided by [WICHE](#) (Western Interstate Commission on Higher Education), [OSPI](#) (Office of the Superintendent of Public Instruction), and [SBCTC](#) (State Board for Community and Technical Colleges), competition for students from the state of Washington will enter an accelerated phase. This is due to two main factors: an anticipated decrease in the number of graduates from the state's public high schools between 2019 and 2025 and a continued decline in full-time equivalency (FTE) enrollment in the state's two-year institutions.

This request for funding is core to our ability to continually meet Western's expectations of attracting and enrolling a qualified and diverse class, to include those from outside the state and from traditionally under-represented groups. These expectations are the driving factors as we attempt to shape the incoming class with regard to cohort sizes and how they meet programmatic goals; strive to maintain academic quality in terms of preparation and potential for success at the collegiate level; and seek diverse representation across the many intersections of background and experience by students from a plurality of ethnic, racial, gender, and other identities.

### Addressing the Problem:

**1- Ongoing operational costs (\$70,000)** - Concurrent with the increase in numbers in the enrollment funnel above, the University welcomed a significantly larger number of visitors during the 2016-17 cycle: 23,221 visitors were hosted on campus, representing a 5.6% increase over the previous year's count of 21,997. In addition to the increases in overall figures, there were increases associated in basic input costs such as event space, food, beverage, as well as materials for marketing collaterals (e.g. paper, media, etc.).

Funds are requested to cover these operating expenses that will allow the Office of Admissions to rely less on revenues generated by charging fees to prospective students and families to pay for items like parking or meals during a campus visit. Not only is it risky to rely on prospective students as a resource, but our current practices go squarely against the standards of the industry and that of our institutional peer group. In a recent survey of some 20 institutions, we were among only 2 which charged visiting students to park on campus. Additionally, some of these costs may present a financial barrier to under-resourced students—ones who we hope will consider Western as an institution of choice for their post-secondary studies.

**2- CRM campaign coordinator (\$68,100 ongoing; \$3500 one-time):** The Division of Enrollment & Student Services reallocated resources to fund the purchase and implementation of a Constituent Relationship Management (CRM) software. The role of a CRM system is to store and analyze constituent data, such as prospective students, which are collected through multiple sources (e.g. college fairs, visits to high schools). Admissions staff can then make informed decisions using techniques such as targeted messaging, data mining, behavior tracking, correlation, and pattern recognition to analyze data on individual and aggregate levels. A CRM, working in conjunction with Banner, will allow Western to increase the number of segmented communications campaigns to prospective students and their families. The utilization of a CRM platform will be central to our enrollment efforts and to meet goals associated with increasing diversity, maximizing program efficiencies, and serving students across our state—in essence, foundational to the shaping of future classes at Western. Institutions of our size and mission that do not use CRM systems are a rarity. As an example, the Assistant Vice President for Enrollment & Student Services attended an enrollment management conference; of the estimated 300 institutions in attendance, only six (Western included) were not using a CRM software.

We have identified the need for a full-time, permanent staff position to create, deploy, manage, and report the performance of the CRM's many tactical campaigns and analytical tools. This request will help ensure that the CRM platform will be used to its greatest potential—across a growing number of mediums beyond print and email, to include text messaging and social media—instead of relying on dated and inefficient methods which are divided amongst four staff members.

**3- Student minimum wage increases (\$50,000 for FY18, \$22,000 for FY19, and \$7,000 for FY20):** The minimum wage hike signed into state law affected hourly rates for student employees. Our 58 student employees serve as tour guides, answer phone calls and emails at our front desk, conduct data entry, and process mailings such as official offers of admission. They are among the most important members of our team as many prospective students and families may only have contact with our student workers during their initial Western experience. This request includes needed funding for the current fiscal year (currently salary savings are being used to fund these wage increases), as well as an additional \$22,000 for FY19 and \$7,000 for FY20. Ultimately, these funds help ensure that we have a sizeable, motivated, and diverse group of students who perform their duties and functions with enthusiasm and care.

## **Anticipated Outcome(s):**

Impact admissions figures for application and yield (enrollment)  
Provide more strategic outreach to targeted populations  
Further diversification of the campus  
Enhance visit and customer service experience for prospective students and families

## **Metrics:** *(How will outcomes be measured?)*

Application figures and conversion rates (e.g. admit and yield)  
Analytics for targeted populations (e.g. non-residents, first-generation)  
Institutional data on diversity (e.g. students of color)  
Qualitative data from visitor and event questionnaires

## **How does this project support the University Mission and Strategic Objectives?**

Enrollment management is at the core of the University mission to provide access to higher education and to serving the needs of our state.

## **What are the consequences of not funding this package?**

Investing in enrollment efforts is to affirm our commitment in this area. These investments will help us continue the off-campus outreach, on-campus programs, and application review processes that are foundational to meet enrollment goals. Without sustained efforts, there is a risk of not maintaining and/or diversifying undergraduate enrollment.

## **What alternatives were explored and why was this alternative chosen?**

Alternatives were considered in all three categories:

Operational Costs: Alternative: Charge more for visiting students to attend on-campus program and events. Risk: Lowering of the impression of the Western visit experience in perception of prospective students and families, potentially affecting enrollment in the form of fewer applications and/or lower enrollment yield.

CRM Campaign Coordinator: Alternative: Divide duties and responsibilities among existing staff; re-assign staff member to become the campaign coordinator. Risks: CRM would not be used to its fullest capacity, potentially rendering ineffective marketing messages and campaigns associated with shaping of future incoming classes; reduce efficiencies in other areas (e.g. outreach and recruitment, campus visits).

Student employees: Decrease number of student workers; reduce number of hours worked. Risks: reducing number of tours or decreasing the number of tour guides will increase the number of guests per each individual tour, effectively minimizing the tour experience; deliverables of certain operational tasks (e.g. timely mailing of admission decisions) may be slowed or delayed.

Clearly, none of these options are desirable or advisable in the current competitive environment, hence the request for permanent funding to support these important efforts. It is worth noting that “soft monies” (i.e. auxiliary dollars, not state funded) remain the source of funding for the salaries of many full-time staff members in the Office of Admissions. Going forward, we hope to continue seeking options to bring all of the staff under permanently funded dollars in order to provide greater stability for operational continuity.

**Which units (departments, colleges, etc.) will be involved?** Admissions, Financial Aid, Office of Vice President for Enrollment & Student Services, Enterprise Application Services.

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

**Purpose:** Not applicable

**Cost:** Not applicable

**Anticipated Useful Life:** Not applicable

**Replacement Cost if any:** Not applicable

**Human Resources** (replace example below with needed resources)

- 1 Full-time, permanent, exempt professional staff

**Operating & Maintenance Costs:** \$

**Space Requirements:**

**How much new space will be required? No new space will be required as there is a vacant space in the third-floor offices of the Office of Admissions.**

**Is appropriate space available on campus?**  Yes  No

**If no, what space is needed and what features must the space have (e.g., fume hoods, plumbing, 3-phase power, etc.)?**

**WESTERN WASHINGTON UNIVERSITY**  
**Investment in Continued Enrollment Activities to Achieve Institutional Goals**

	FY19				Future Years Recurring (if different than FY19)			
	Employee FTE	One Time Costs	Recurring Costs	Total Costs	Employee FTE	One Time Costs	Recurring Costs	Total Costs
Faculty Salaries	0.00		\$ -	\$ -	0.00		\$ -	\$ -
Professional Salaries	1.00		\$ 48,000	\$ 48,000	0.00		\$ -	\$ -
Classified Salaries	0.00		\$ -	\$ -	0.00		\$ -	\$ -
Student Salaries (Graduate Assistants, Hourly Student, etc)	0.00		\$ -	\$ -	0.00		\$ -	\$ -
Benefits			\$ 20,100	\$ 20,100			\$ -	\$ -
<b>Total Salaries &amp; Benefits</b>		\$ -	\$ 68,100	\$ 68,100		\$ -	\$ -	\$ -
Supplies and Materials				\$ -				\$ -
Professional Service Contracts (please detail below)				\$ -				\$ -
Equipment and Personal Technology - including new faculty set-up costs		\$ 3,500		\$ 3,500				\$ -
Impact of Minimum Wage Increases			\$ 79,000	\$ 79,000				\$ -
Operating Expenses			\$ 70,000	\$ 70,000				\$ -
<b>Total Goods and Services</b>		\$ 3,500	\$ 149,000	\$ 152,500		\$ -	\$ -	\$ -
Lodging				\$ -				\$ -
Automobile Rental				\$ -				\$ -
Air Travel				\$ -				\$ -
Ground Transportation				\$ -				\$ -
Other travel costs				\$ -				\$ -
<b>Total Travel</b>		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
<b>Total Expenditures</b>		\$3,500	\$217,100	\$220,600		\$0	\$0	\$0

POSITION TITLE	FY19						Future Years Recurring (if different than FY19)					
	Proposed Annual Salary	Headcount	FTE	Budgeted Salary	Benefits	TOTAL	Proposed Annual Salary	Headcount	FTE	Budgeted Salary	Benefits	TOTAL
<b>Faculty Salaries</b>												
Total Professors	\$ -	0	0.00	\$ -	\$ -	\$ -	\$ -	0	0.00	\$ -	\$ -	\$ -
Total Associate Professors	\$ -	0	0.00	\$ -	\$ -	\$ -	\$ -	0	0.00	\$ -	\$ -	\$ -
Total Assistant Professors	\$ -	0	0.00	\$ -	\$ -	\$ -	\$ -	0	0.00	\$ -	\$ -	\$ -
Total Non Tenure-Track	\$ -	0	0.00	\$ -	\$ -	\$ -	\$ -	0	0.00	\$ -	\$ -	\$ -
<b>Faculty Salary and Benefit Total</b>	<b>\$ -</b>	<b>0</b>	<b>0.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0</b>	<b>0.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Professional Salaries</b>												
Campaign Coordinator (CRM)	48,000	1	1.00	\$ 48,000	\$ 20,100	\$ 68,100				\$ -	\$ -	\$ -
<b>Exempt Staff Salary and Benefit Total</b>	<b>\$ 48,000</b>	<b>1</b>	<b>1.00</b>	<b>\$ 48,000</b>	<b>\$ 20,100</b>	<b>\$ 68,100</b>	<b>\$ -</b>	<b>0</b>	<b>0.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Classified Salaries</b>												
<b>Classified Staff Salary and Benefit Total</b>	<b>\$ -</b>	<b>0</b>	<b>0.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0</b>	<b>0.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Student Salaries</b>												
<b>Student Salary and Benefit Total</b>	<b>\$ -</b>	<b>0</b>	<b>0.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0</b>	<b>0.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Salary and Benefits - All Positions</b>	<b>\$ 48,000</b>	<b>1</b>	<b>1.00</b>	<b>\$ 48,000</b>	<b>\$ 20,100</b>	<b>\$ 68,100</b>	<b>\$ -</b>	<b>0</b>	<b>0.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>