

2021-2023 Biennium Internal Budget Proposal Narrative
Division: Enrollment & Student Services
Unit: Enrollment Management

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

Enrollment Management Staffing and Programmatic Support to Ensure Enrollment, Retention and Success of Western Students: (1) Existing Positions in Financial Aid and the Enrollment Management Office; (2) New Positions in Response to Changing Demographics and Student Needs; and (3) Augmentation of Commencement Program Budget

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

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

Five offices operate under the umbrella of Enrollment Management: Admissions, Financial Aid, New Student Services/Family Outreach, Registrar, and Veteran Services. Funding is needed for staffing and programs in two of these offices – Financial Aid and Registrar. Both of these offices touch every student at Western and are vital in our effort to provide equitable access to educational opportunities for current and future students of this university.

Financial Aid has two unfunded positions that were created and filled in 2019 in order to meet state and federal regulatory requirements and to ensure administration of financial aid awards to increasing numbers of students. Additionally, there was a need to add capacity to better address needs of special populations and identity groups and provide individualized attention for more students. The need for these positions still exists. In fact, Financial Aid staff members continue to face difficulty meeting awarding deadlines at peak times. They are stretched beyond staffing capacity to perform needed outreach to Washington high school students, and they want and need to do more work on financial aid literacy. So, an additional Financial Aid Counselor is included in this request. In addition, the newly enacted WA State Salary Threshold levels for Pro Staff eligibility for Overtime will force the Financial Aid office to incur overtime costs to maintain current levels of service for Western students. Also included on behalf of Financial Aid are requests for institutional matches to cover existing Financial Aid staff members' salaries and benefits that are no longer covered by federal reimbursements (JLD and Perkins – see Attachments 1 and 2).

A part-time Data Analyst is required by the Enrollment Management team to provide data and reporting in support of institutional accountability, assessment, planning, and decision-making in support of strategic enrollment planning to meet the university's enrollment goals. We have

employed a temporary Data Analyst for this purpose since 2019 with soft money, and it is crucial that we secure permanent funding to maintain this position.

The Registrar’s Office is in dire need of additional systems support in order to maintain our institutional progress in adapting to changing demographics and student needs, and to coordinate the integration of the efforts of partners engaged in diversity, equity, and inclusion work.

Finally, programmatic funding for commencement activities is requested. As the number of graduates continues to rise while space remains limited, we must expand the number of commencement ceremonies held in Fall, Winter, and Spring terms in order to allow students to include all guests and family members to celebrate their accomplishments in ways that honor and respect their traditions. More and smaller ceremonies will make up our larger commencement program in the future.

Anticipated Outcome(s):

We expect this proposal, if funded, to improve enrollment, retention, and graduation rates among students at Western, specifically through:

- Increased FAFSA/WASFA completion.
- Increased financial aid counselor service hours.
- Disbursement of financial aid in a timely manner, which is required for the majority of Western students to confirm enrollment as they consider competing offers from other institutions.
- Continued compliance with state and federal aid regulatory requirements.
- Reduced average student debt levels at graduation.
- Enhanced ability to address individual student needs.
- An enhanced ability to recruit and retain high quality students from underrepresented groups.
- Increased diversity among new students (first year students and transfers).
- Increased enrollment at the other Western locations.
- Increased capacity to move manual and paper processes, especially registrar-related, to electronic and automated processes (increased efficiency and flexibility for students).
- Increased capacity to create online tools for collecting and recording tribal affiliation and enrollment data for Native American students, student pronoun data, and other data to provide targeted outreach to underrepresented students in an effort to improve satisfaction with the Western experience, time-to-degree, and retention to graduation.
- A newly designed and implemented commencement ceremony structure that allows students to bring all family and guests without limiting attendance by tickets, while shortening ceremony length, in response to feedback from our commencement ceremony satisfaction survey.

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

Outcome	Current	Anticipated
Increased FAFSA/WASFA completion rates	~50%	~65%

Increased representation of students of color among new student population	30.8% students of color	35% students of color
Increased enrollment at the other Western locations	690	1291-1614
Increased student perceptions of institutional commitment to diversity and improved satisfaction of underrepresented students with the Western experience (as illustrated by retention)	78%	87-90%
More positive feedback from our new student orientation program satisfaction surveys	Soft data collected from surveys	Greater connection to Western following program (survey)
More positive feedback from our commencement ceremony satisfaction surveys	Soft data collected from surveys	Elimination of seating limitations, reduction of ceremony length

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

Western’s Enrollment & Student Services Division’s strategic priorities are to enroll, engage, and support students to promote healthy development of the whole self and our communities. Our goals are to: (1) Increase access and persistence to graduation for all students; (2) Actively pursue justice and equity in our policies, practices, and impacts; (3) Provide broad co-curricular programs and services to support student development; and (4) Cultivate partnerships to foster strong community and promote holistic wellness. See Attachment 3.

Enrollment Management, through this proposal, focuses on goals (1) and (2) of the Division: **Increase access and persistence to graduation for all students and Actively pursue justice and equity in our policies, practices, and impacts.**

Maintaining current staffing levels in Financial Aid and the Enrollment Management Office; creating new positions for systems and student services support; and providing funding to improve and augment commencement programs are all essential to increasing access and persistence to graduation for all students. These additional resources are also critical to the pursuit of justice and equity in our policies, practices, and impacts.

Without additional systems and funding for data support we cannot make acceptable progress on the many new initiatives designed to better support students from underrepresented groups and to enhance our ability to respect the lived experience and identities of those students. Further, staffing in Financial Aid is critical in order for the office to be able to provide more individualized services and programs to students presenting special circumstances. Without significant redesign, commencement is not able to provide an equitable experience for each of our graduates and one that is respectful of culture and identity.

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

Inclusive Success, Washington Impact, and Academic Excellence: this proposal is absolutely critical to achieving the enrollment, retention, and graduation goals of Western's strategic plan. Our temporary data analyst is already having an impact on enrollment planning with the Graduate College, new students, transfers, the other locations, and in adjusting to the pandemic reset. Every item included in this request supports the themes of Inclusive Excellence and Washington Impact, and the anticipated outcomes of each strategy reflect and support Western's key metrics. Student success is dependent on our ability to provide all students financial aid support, guidance on transition to this learning environment, registration support, and responsive support to all Western students' diverse experiences, perspectives, and passions through our systems and programmatic offerings.

What are the consequences of not funding this proposal?

The consequence of not funding this proposal is a competitive disadvantage threatening our enrollment. Without funding for these critical student service and enrollment areas, we will not be able to take important steps to stay viable in the hyper-competitive higher education market, and we will be less equipped to adapt to changing demographics and student needs. For example, late financial aid awards cause financial hardship, uncertainty, and late fees for students, which are a leading cause of withdrawal from collegiate study. Without adequate systems and programmatic support, our departments in Enrollment Management 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, leading to dissatisfaction among diverse students and their peers.

What alternatives were explored?

The departments in Enrollment Management have been functioning with fewer staff members, and we continue to find that we do not have the capacity to enhance our processes and practices to keep up with best practices. Without additional funding, we cannot support the strategies described in this proposal, and the alternative is to continue our status quo of understaffed departments, unmet demand for services, and decreasing direct support for students. We will be forced to rely on practices and processes that are less individualized, less strategic, and less conscious of individual student identity and circumstances.

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

Enrollment Management Office
Financial Aid
Registrar's Office

Equipment needed:

None

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

Item:

N/A

Purpose:

N/A

Cost:

N/A

Anticipated Useful Life:

N/A

Replacement Cost if any:

N/A

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

<i>Position Title</i>	<i>Total Headcount</i>	<i>Total FTE</i>	<i>Salary and Benefits per FTE</i>	<i>Total Cost</i>
Financial Aid Counselor <i>(Existing & Filled)</i>	1	1.00	\$63,630	\$63,630
Financial Aid Counselor <i>(Financial Literacy)</i>	1	1.00	\$63,630	\$63,630
IT Business Analysis-Entry <i>(Financial Aid-Existing & Filled)</i>	1	1.00	\$95,139	\$95,139
IT App Development - Journey <i>(Registrar-ADEI Systems Support)</i>	1	1.00	\$101,222	\$101,222
Data Consultant 3 <i>(Enrollment Management-Existing & Filled)</i>	1	0.50	\$36,306	\$36,306

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

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

<i>Financial Aid Institutional Match - JLD</i>	<i>\$18,000</i>
<i>Financial Aid Institutional Match – Perkins</i>	<i>\$30,441</i>
<i>Strengthen/Expand Inclusive Support for Commencement Programs</i>	<i>\$50,000</i>

Space Requirements:

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

None

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

N/A

What needs can be accommodated within your existing space?

All

How much new space will be required?

None

Attachment 1
Financial Aid Institutional Match – JLD

This request is to increase the institutional share of Federal Job Location and Development (JLD) Program expenditures by **\$18,000**. These dollars cover allowable costs of carrying out the JLD Program, which include:

- Staff salaries (and fringe benefits, if they are the same as those paid to other institutional employees in comparable positions and are not paid to a student employed through the Federal Work Study (FWS) Program);
- Travel expenses related to JLD activities;
- Printing and mailing costs for brochures about the JLD Program;
- JLD telephone charges, including installation of a separate line for off-campus employers;
- JLD costs for supplies, equipment, and furniture;
- Newspaper or other types of advertising that inform potential employers of the services that the JLD program offers; and
- JLD workshops for students and employers.

(Federal Student Aid Handbook Oct 2020, Volume 6, Chapter 2, 6-81)

The institutional share of the JLD Program expenditures has been \$29,200 since 2010. Costs have grown over the past 11 years, due to cost of living increases to the salaries of staff members administering the JLD Program, increases in student enrollment (# of students served each year) and operating cost increases which inevitably happens over time.

The JLD Program, administered by the Financial Aid Student Employment Center, locates and develops off-campus job opportunities for students who are currently enrolled in eligible institutions of higher education and who seek jobs regardless of financial need.

Funding for the JLD Program comes from a combination of (1) federal funds and (2) institutional share.

(1) Federal Funds: When establishing or expanding a program to locate and develop off-campus jobs, including community service jobs, a school may use up to the lesser of:

- 10% of its FWS allocation and reallocation, or
- \$75,000.

10% of Western's FWS allocation is \$48,735. This is the maximum allowable federal share.

(2) Institutional Share: We may use federal FWS funds to pay up to 80% of the allowable costs in the JLD program (listed above). Western must provide the remaining 20% of allowable costs either in cash or in services. This requirement, unlike the institutional-share requirement for FWS earnings, cannot be waived. **Western's 20% institutional share may be either (1) 20% of each allowable cost, or (2) varying percentages of allowable costs, as long as its total expenditures of institutional funds and/or provision of services equals at least 20% of the total allowable costs for the JLD Program.** *(Federal Student Aid Handbook Oct 2020, Volume 6, Chapter 2, 6-80)*

Attachment 2
Financial Aid Institutional Match – Perkins

This request is for an annual allocation of **\$30,441** to the Financial Aid Department to fund a portion of an existing position which was previously funded by federal Administrative Cost Allowance (ACA) for administering the federal Perkins Program.

Beginning FY19, Western stopped administering the federal Perkins Program, therefore the Financial Aid Department no longer received the Perkins ACA. Revenue from the Perkins ACA in the prior four years was:

FY18 = \$30,481

FY17 = \$27,544

FY16 = \$29,068

FY15 = \$31,787

The entire amount of the Perkins ACA was directed toward a portion of one full-time Financial Aid Counselor's salary and benefits. Although the Perkins Program has been discontinued by the Federal government, the Financial Aid Department cannot reduce its staffing levels at a time of growth, increased regulations, and awarding complexities.

The full-time Financial Aid Counselor position which depends on this revenue assists the Director in the operation of the Financial Aid Department by assisting students and their families with processes related to the application and receipt of federal, state, and institutional financial aid. Current responsibilities include but are not limited to: administering the \$15.6M federal Pell Grant Program, administering the \$4.4M Private Alternative Education Loan Program, recalculating financial aid when students withdraw and serving as lead to two other Financial Aid Counselors who perform these responsibilities, advising students and their families, maintaining a portion of the student aid file review load, maintaining a portion of student contact responsibilities, delivering financial aid presentations, and assisting the Systems Manager with special projects and systems testing as needed.

Financial Aid does not have enough permanent revenue from other sources to continue funding this position in full.

ENROLLMENT AND STUDENT SERVICES – STRATEGIC PLAN (2020-2024)

Western Washington University

Approved: August 2020

STRATEGIC ELEMENTS

Vision	Every student graduates, prepared for a life of growth and purpose.
Mission	Enroll, engage, and support students to promote healthy development of the whole self and our communities.
	<i>How does the mission of this division support the mission of the university?</i> Enrollment and Student Services supports the mission of Western Washington University through providing a comprehensive set of programs and services to promote inclusive achievement, support student learning and development, and increase our impact across the state.
Service Population	All Western students – past, present, and future.
Access Diversity Equity Inclusion (ADEI)	<i>How does the work of this division support access, diversity, equity, and inclusion?</i> It is the explicit work of Enrollment and Student Services to support access, diversity, equity, and inclusion through every program, service, and structure of every department across the division.
Division Goals	1. Increase access and persistence to graduation for all students
	2. Actively pursue justice and equity in policies, practices, services, and impacts
	3. Provide broad co-curricular programs and services to support student development
	4. Cultivate partnerships to foster strong community and promote holistic wellness

CORE STRATEGIES

Goal 1	Increase access and persistence to graduation for all students
❖ WWU Linkage	<i>Which university goal does this division goal support?</i> <input checked="" type="checkbox"/> Education <input checked="" type="checkbox"/> Place <input type="checkbox"/> Environment <input checked="" type="checkbox"/> Equity
Strategy 1A	Efficient enrollment management services
Unit(s) Tasked	Enrollment Management
Measure 1A-1	Overall enrollments
➤ Target	18000
Measure 1A-2	Annual degrees awarded
➤ Target	4300
Strategy 1B	Effective student outreach and support services
Unit(s) Tasked	All; esp. Student Success Initiatives
Measure 1B-1	First-to-second year retention rate
➤ Target	87%
Measure 1B-2	Six-year graduation rate
➤ Target	75%

Goal 2	Actively pursue justice and equity in policies, practices, services, and impacts
❖ WWU Linkage	<i>Which university goal does this division goal support?</i> <input checked="" type="checkbox"/> Education <input type="checkbox"/> Place <input checked="" type="checkbox"/> Environment <input checked="" type="checkbox"/> Equity
Strategy 2A	Progressive recruitment and admissions practices
Unit(s) Tasked	Enrollment Management
Measure 2A-1	Enrollment of students-of-color
➤ Target	30%
Measure 2A-2	Overall enrollment
➤ Target	Representative of state
Strategy 2B	Strong inclusive engagement, education, and support programs
Unit(s) Tasked	All; esp. Enrollment Management, LGBTQ+ Western, Student Engagement, Student Life

Measure 2B-1	Under-represented SOC retention rate
➤ Target	87%
Measure 2B-2	Under-represented SOC graduation rate
➤ Target	75%
Measure 2B-3	Retention rate of other marginalized student populations (DAC, LGBTQ+, VSO, etc.)
➤ Target	87%
Strategy 2C	Persistent action to improve equity and justice in policies, practices, and structures; especially to advance the success of Black students
Unit(s) Tasked	All; each unit and department is expected to maintain and assess specific, measurable goals related to action for systemic equity and inclusion
Measure 2C-1	Student perceptions of institutional commitment to diversity
➤ Target	85%+
Measure 2C-2	Participation by students of color in programs and services (by department)
➤ Target	Representative of student population

Goal 3	Provide broad co-curricular programs and services to support student development
❖ WWU Linkage	<i>Which university goal does this division goal support?</i> <input checked="" type="checkbox"/> Education <input type="checkbox"/> Place <input type="checkbox"/> Environment <input checked="" type="checkbox"/> Equity
Strategy 3A	Impactful social activities and co-curricular programming
Unit(s) Tasked	All; esp. Student Engagement, Student Life, Western Athletics
Measure 3A-1	Co-curricular exposure rate
➤ Target	75%
Measure 3A-2	Co-curricular engagement rate
➤ Target	50%
Strategy 3B	Robust student professional development opportunities
Unit(s) Tasked	All; Student Success Initiatives (Career Services)
Measure 3B-1	Student staff reporting increased professional competencies
➤ Target	90%
Measure 3B-2	Graduate employment rate

➤ Target	80%
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Goal 4	Cultivate partnerships to foster strong community and promote holistic wellness
❖ WWU Linkage	<i>Which university goal does this division goal support?</i> <input type="checkbox"/> Education <input checked="" type="checkbox"/> Place <input checked="" type="checkbox"/> Environment <input checked="" type="checkbox"/> Equity
Strategy 4A	Collaborative community wellness programs
Unit(s) Tasked	All; esp. Counseling, Health, and Wellness and Multicultural Student Services
Measure 4A-1	Access to social support and wellness services
➤ Target	50% increase
Measure 4A-2	Increased partnerships with university departments and community organizations
➤ Target	20% increase
Strategy 4B	Supportive and socially equitable university residential communities
Unit(s) Tasked	University Residences
Measure 4B-1	University housing vacancy rate
➤ Target	10% or less
Measure 4B-2	Residents reporting inclusive access and community experiences
➤ Target	90%

STRATEGIC COLLABORATIONS

Collaborative Strategy	Collaborating Units	Primary Contacts
<i>2B: Inclusive engagement and education programs</i>	<ul style="list-style-type: none"> • Enrollment Management • LGBTQ+ Western • Student Engagement • Student Life 	<ul style="list-style-type: none"> • Director of Disability Access Center • Director of Veteran Services • LGBTQ+ Director • Executive Director of Student Engagement • Executive Director of Student Life
<i>2C: Action to improve equity and justice</i>	*All	*All department and unit leaders
<i>3A: Social activities and co-curricular programs</i>	<ul style="list-style-type: none"> • Student Engagement • Student Life • Western Athletics 	<ul style="list-style-type: none"> • Executive Director of Student Engagement • Executive Director of Student Life • Director of Western Athletics
<i>3B: Professional development opportunities</i>	*All	*All supervisors of student staff
<i>4A: Community wellness programs</i>	<ul style="list-style-type: none"> • Counseling, Health, and Wellness • Multicultural Student Services 	<ul style="list-style-type: none"> • Executive Director of Counseling, Health, and Wellness • Director of Multicultural Student Services