

Achieving our Aspirations: Risk and Challenges

Board of Trustees

July 20, 2017

Joel Klucking

Vice President Business & Financial Affairs



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Aspirations By Level

Level 1: Sustain Current Operations

Level 2: Fully Fund Current Operations

Level 3: Extend/Enhance Current Operations

Level 4: Launch New Operations

Level 5: Expand Mission



Level 1: Sustain Current Operations

Baseline assumptions

- 2.2% tuition increase every year
- 3.0% state allotment increase every year
- 2.0% across-the-board COLA every year
- 6.0% health benefits increase every year
- No other additional inflationary increases



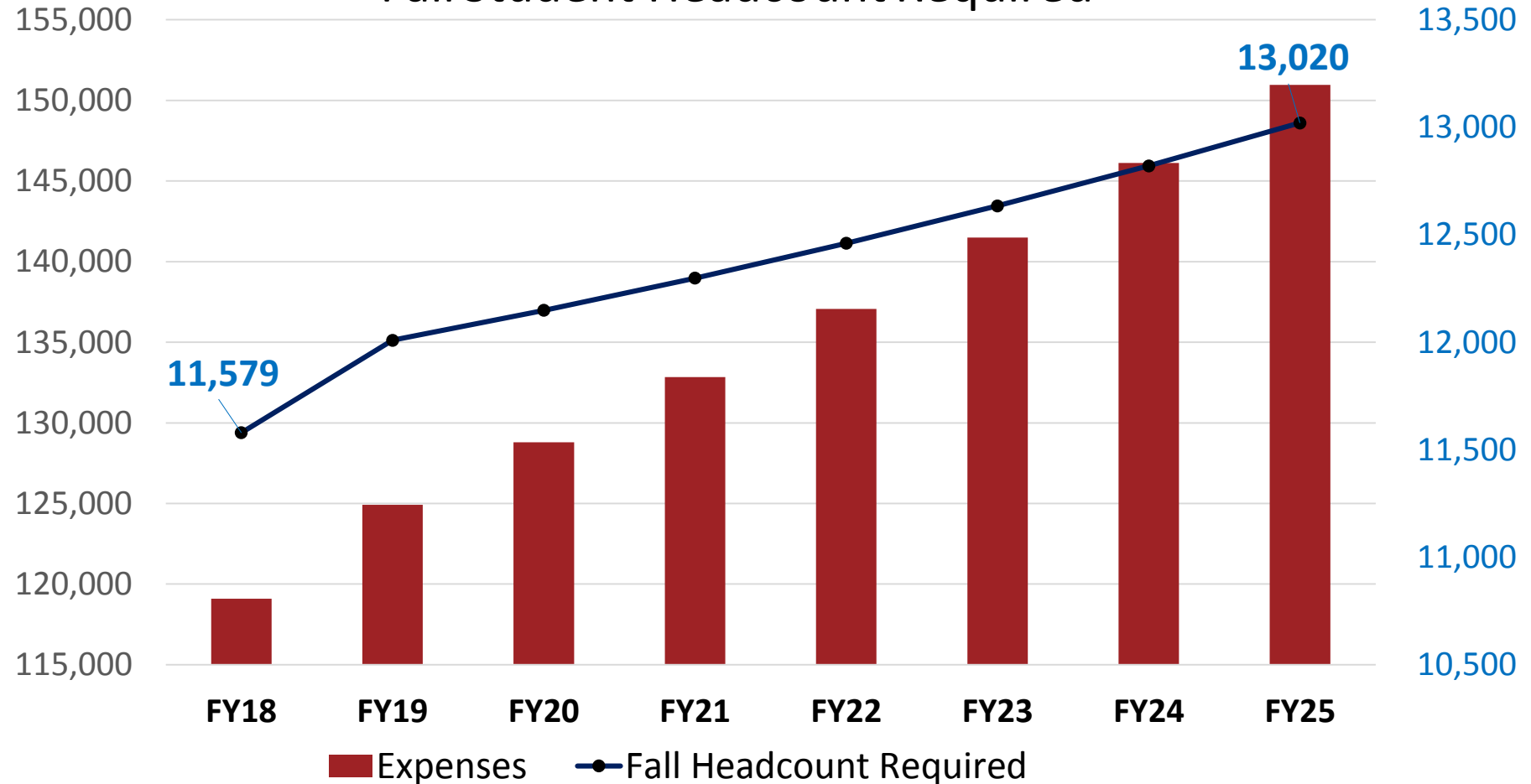
Level 1 Scenario – Sustain Current Ops

in thousands

Fall Student Headcount Required

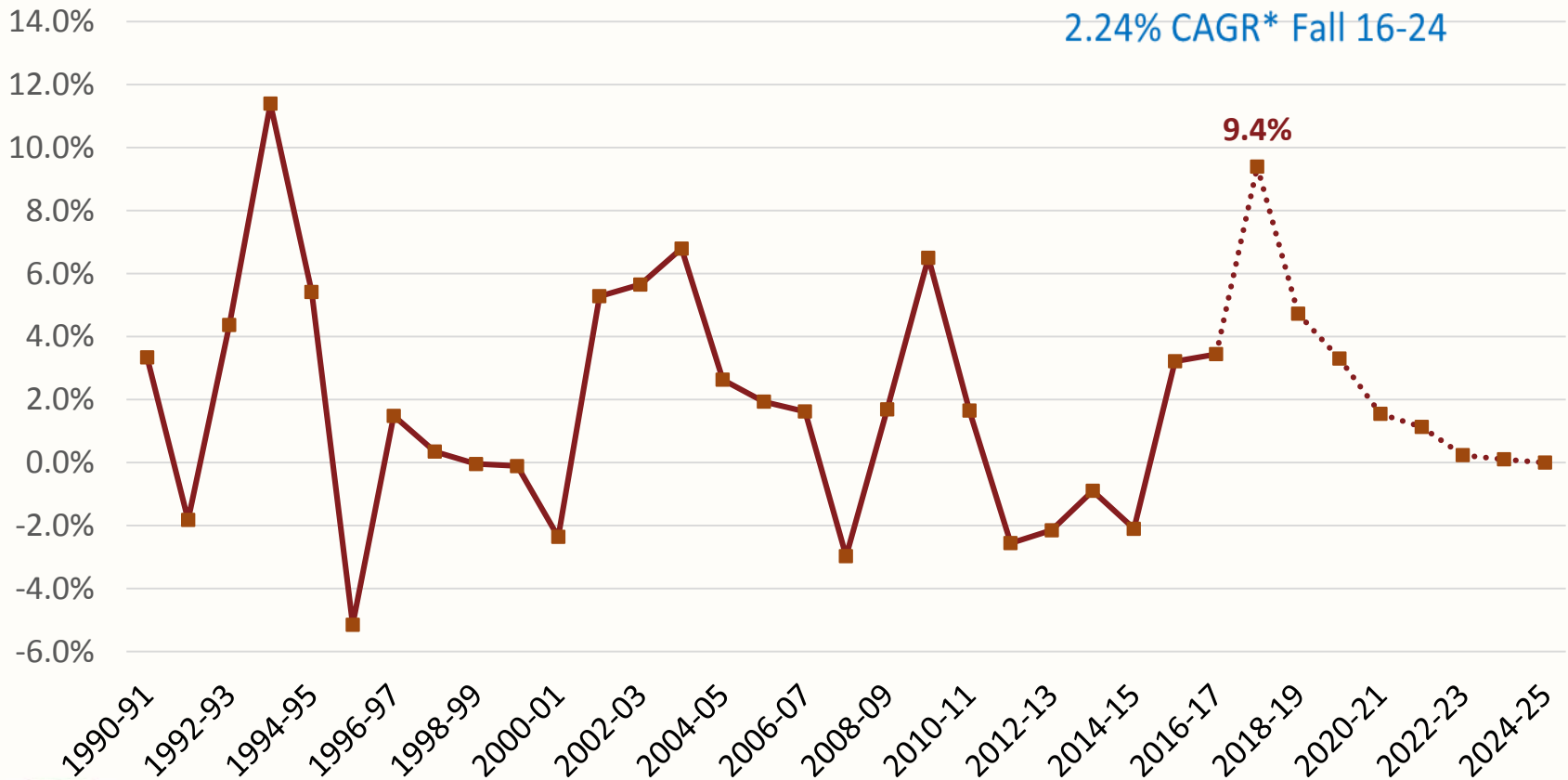
Expenses

Enrollment



Level 1: Enrollment Trend and Future Requirement

% Change - Level 1



* CAGR = Compound Annual Growth Rate

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Level 2: Fully Fund Existing Operations

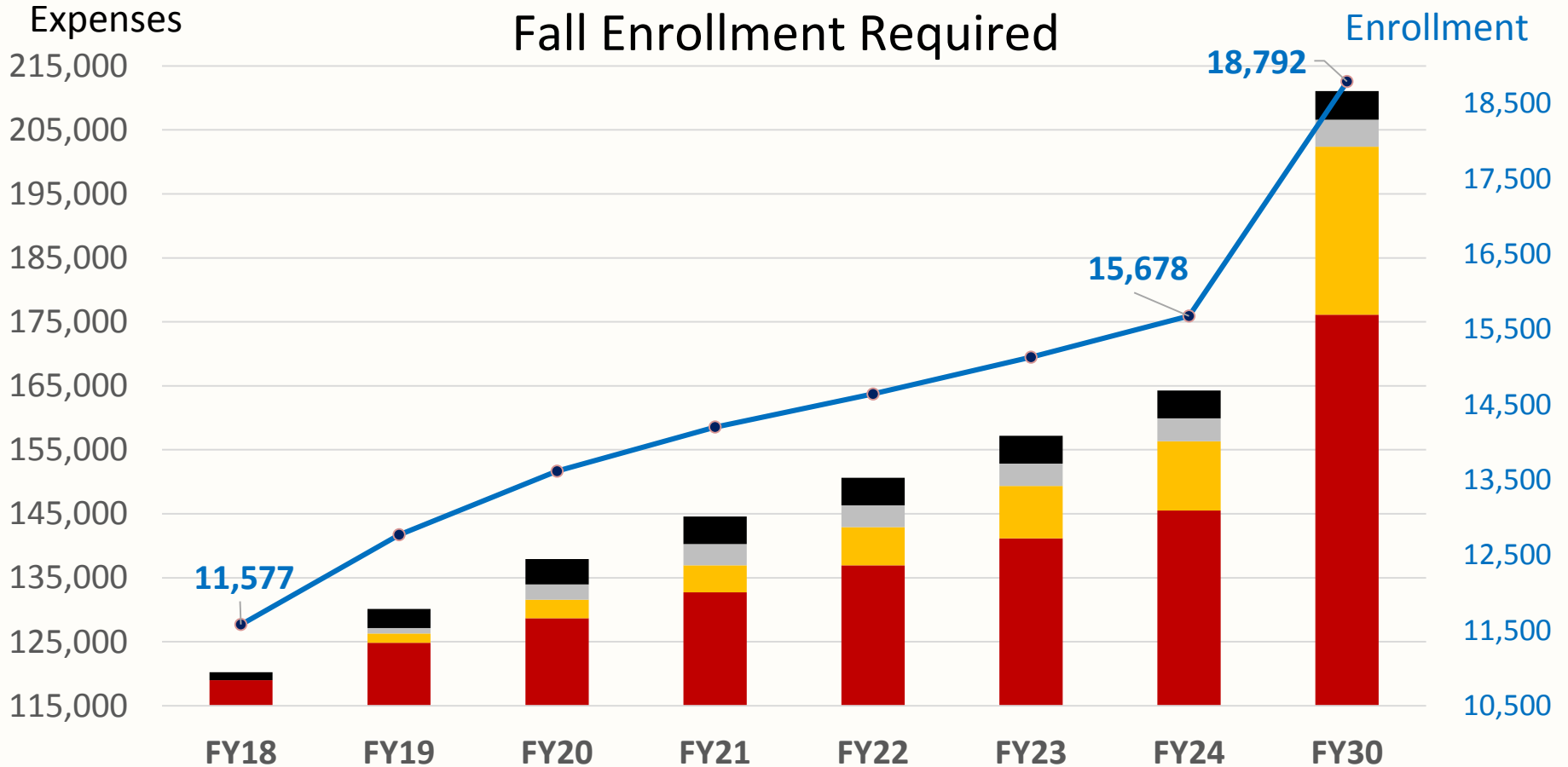
(Adds to Level 1. Assumes student-to-faculty ratio no greater than 20:1)

- Add faculty and student support staff
- Add dedicated faculty for Douglas Honors College
- Partially resolve wage compression
- Shift fund source for police officers from self-support to state
- Restore FY16 cuts to goods & services
- Enhance marketing: advertising & web support
- Bring FMD to national average \$\$/sq. ft.
- Add staff to Institutional Effectiveness to support NWCCU re-accreditation



Level 2 Scenario – Fully Fund Current Ops

in thousands



Level 1 Expenses

Faculty/Staff Wage Compression

Maintain Faculty/Support Ratios

Fully Fund Admin Support

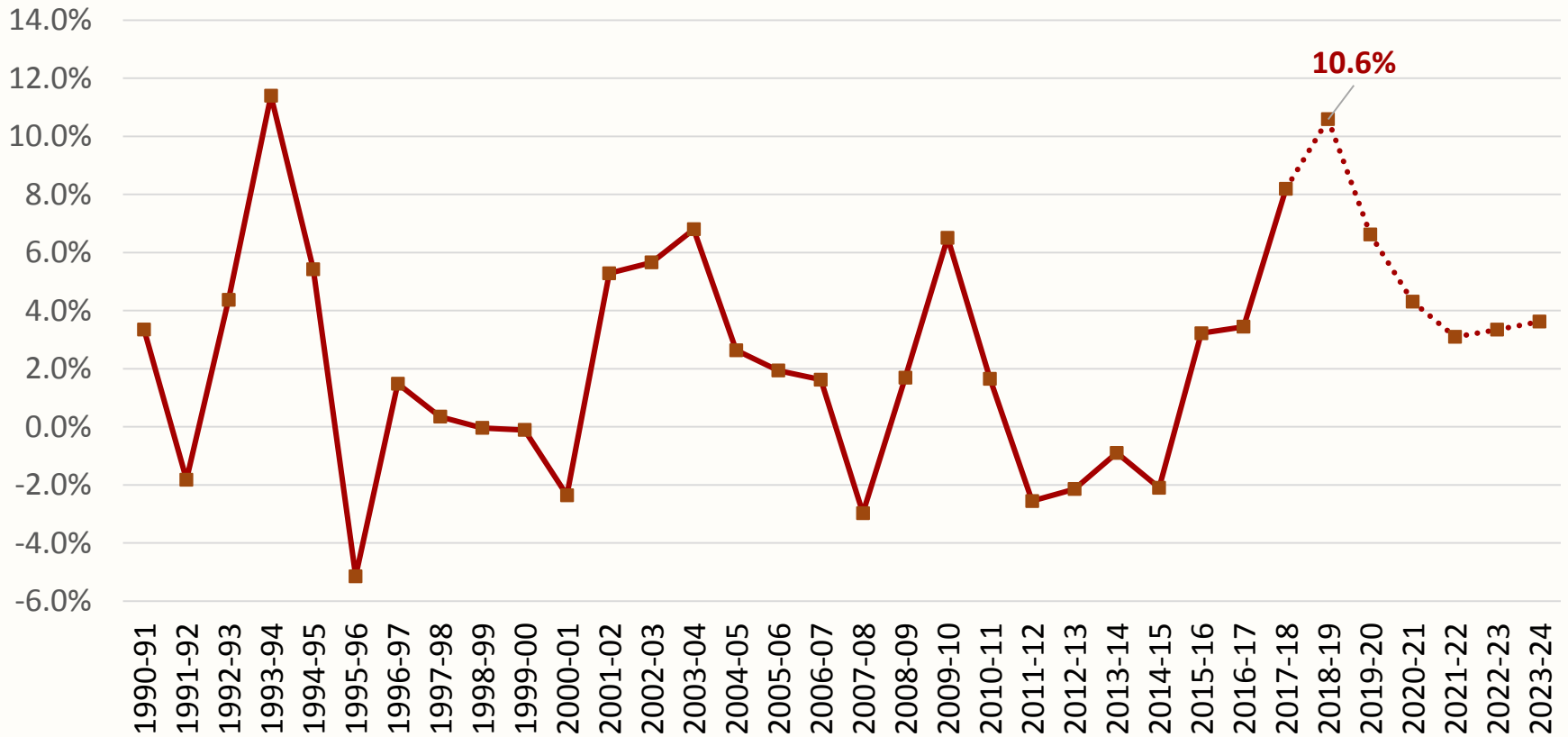
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Level 2: Enrollment Trend and Future Requirement

% Change - Level 2

3.62% CAGR Fall 16-Fall 24



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Level 3: Extend or Enhance Current Operations

(Adds to Level 1&2)

- Increase support for University Advancement Capital Campaign
- Expand paid and earned marketing to promote University Center enrollment
- Reduce FY & TRF academic advisor ratio 100:1
- Enhance dedicated Honors College faculty
- Expand faculty research productivity
- Create Transfer Advising Center



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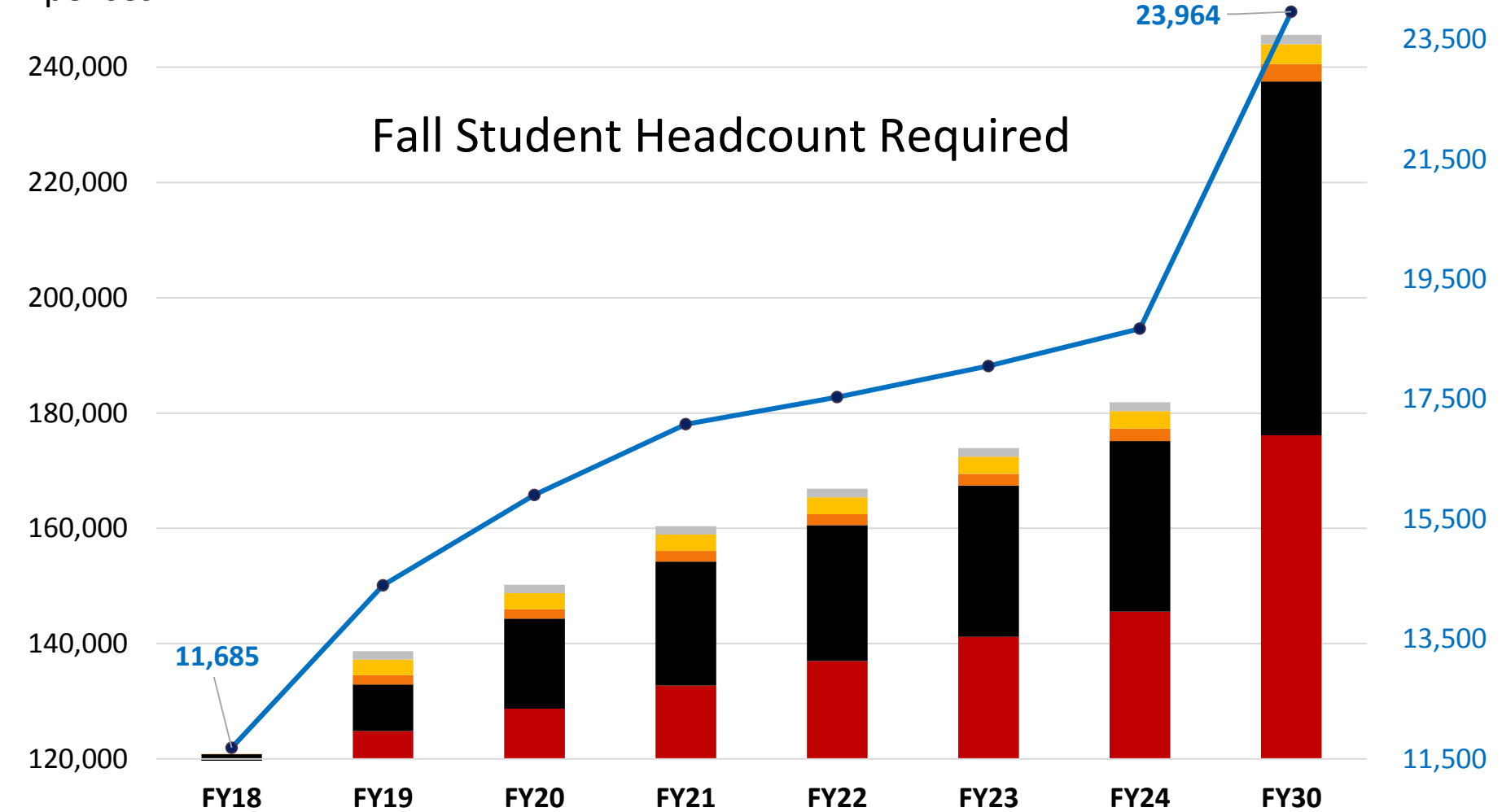
Level 3 Scenario – Enhanced Operations

in thousands

Expenses

Enrollment

Fall Student Headcount Required



Level 1 Expenses

Level 2 Expenses

Increase Student Support

Advancement

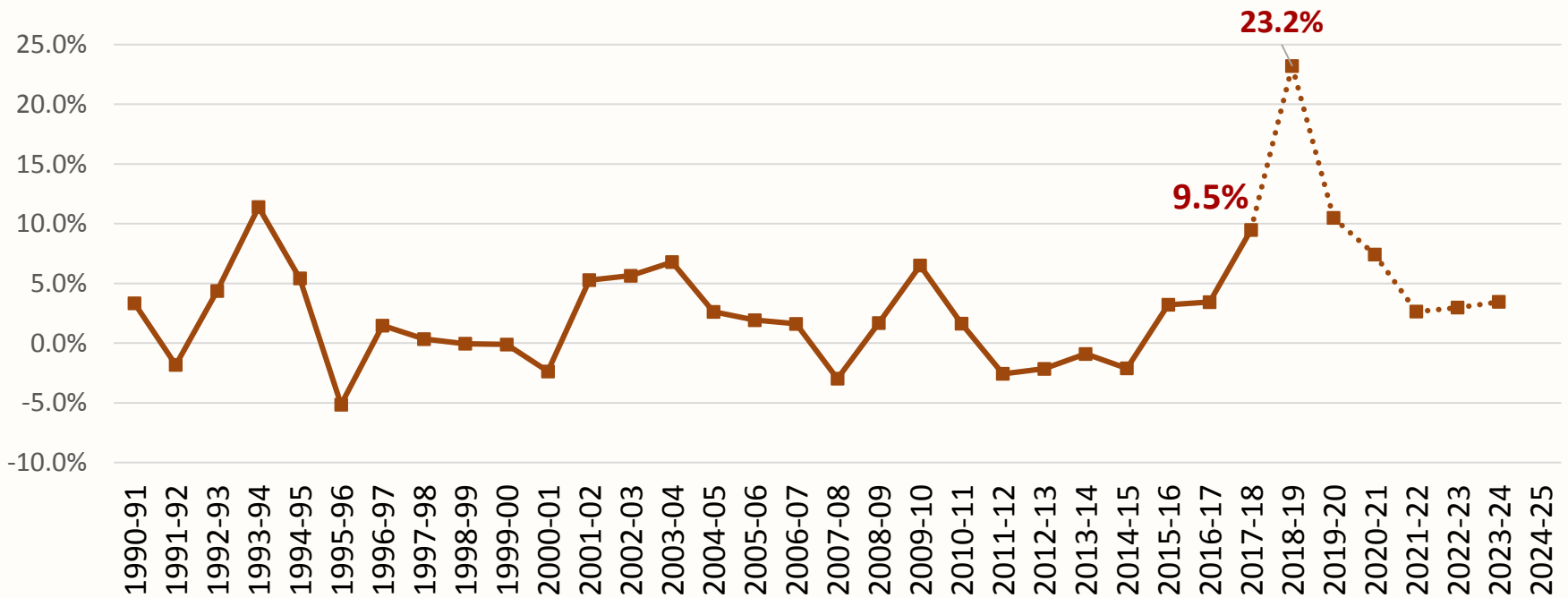
Enhance Admissions/Mktg

Fall Headcount Required

Level 3: Enrollment Trend and Future Requirement

% Change - Level 3

6.82% CAGR Fall 16-Fall 24



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Level 4: New Operations

Facilities

- Acquire Sammamish
- Phase 1 Athletic complex
- New residence hall
- Address deferred maintenance (state buildings)
- Parking improvements
- Student Medical & Counseling Center facility
- Multi-cultural center

New Academic Programs

- Hospitality Management
- Professional MBA
- Flight Training
- Cybersecurity

Foundation Capital Campaign



Level 5: Mission Expansion

Facilities

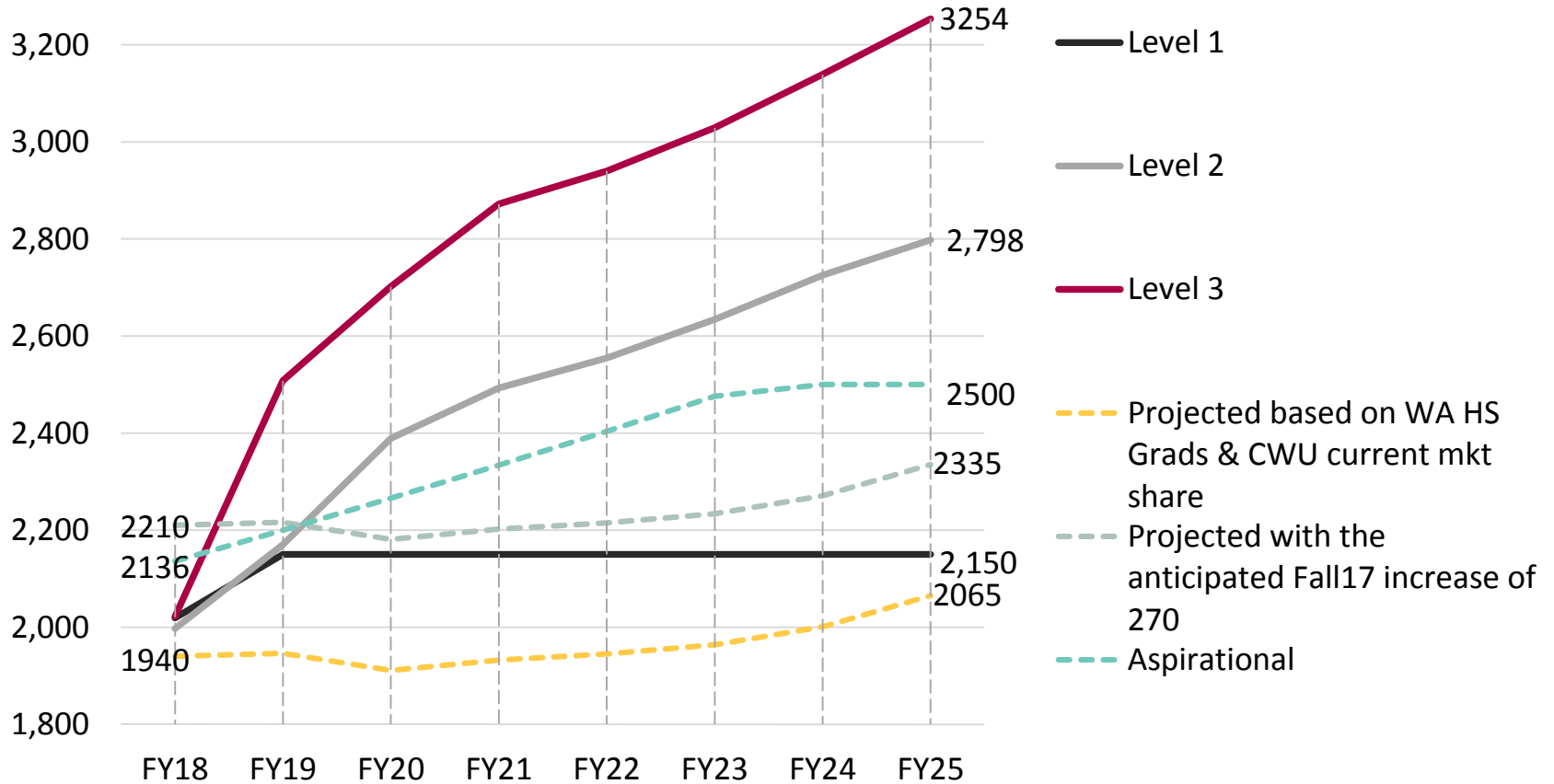
- Sammamish addition
- Phase 2 & 3 Athletics
- Faculty/Staff Housing

Hispanic Serving Institution



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New First Year enrollment needed by Level

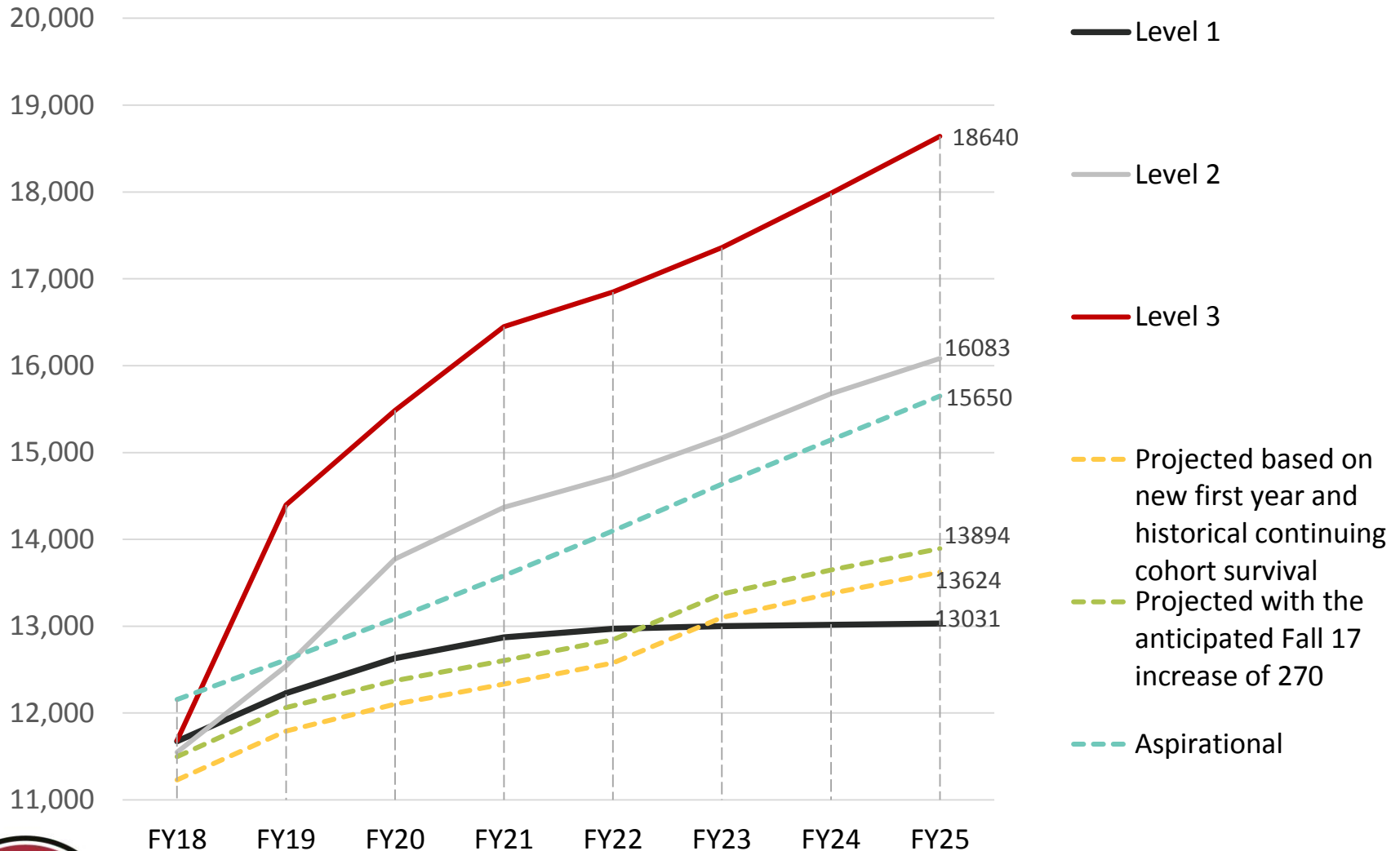


Source: Level 1, 2 and 3 Budget Proformas, Enrollment projections



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Total enrollment needed by Level



Source: Level 1, 2 and 3 Budget Proformas, Enrollment projections

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Questions?



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