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FY 21 BUDGET ALLOCATION INCREASE REQUEST COVER SHEET

Please work with your Division VP as soon as possible if your unit intends to submit a Budget Allocation Increase Request: A list of planned Budget Allocation Increase Requests is due from the Division VP to the Associate Provosts' Office by January 17, 2020.

Please submit all Budget Allocation Increase Request forms to the VP of your unit's Division for review and approval. Once signed, scan and e-mail to Della Gonzales (Della.Gonzales@cwu.edu) with the other Budget Summit materials by the submission deadline of 5:00p.m., January 29, 2020.

Student Success

Unit Name

Request of State funds to replace funding due to elimination of Development Course Fees

Reason for Budget Allocation Increase Request

\$318,000

Allocation Increase Amount Requested

Gregg Heinselman, Dean of Student Success

Budget Owner Name

Budget Owner Signature

Date

2-7-20

Academic & Student Life

Division Name

Lynn Franken, Provost/VP of ASL

Division VP Name

Division VP Signature

Date

2-11-20

Office of the Associate Provosts

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FY 21 Allocation Increase Request Form

Unit: Student Success - Student Development and Achievement – Academic Success Center

Budget Owner: Dr. Aaron Brown, Associate Dean, Student Development and Achievement

E-mail Address: aaron.brown2@cwu.edu

Highlight/Circle One:

Continuous Request

1. What specifically will the funds be used for? (Attached is the CatPlan trend report 800-B1-20)

For FY21, we are requesting **\$318,000 in state funding** to create a fiscally viable budget model for the Academic Success Center (ASC). Beginning Fall 2020, the ASC will have a substantial budget shortfall (development fee account totals over \$780K per year). This new budget reality is based on the decision to remove the developmental course fee. The fiscal cliff created will result in reducing services offered by the ASC (e.g., PAL's, Math and Writing Centers), elimination of at least 40 student jobs (e.g., tutors), and the inability to engage in new initiatives (e.g., developmental bridge programming). To ensure we continue to offer necessary academic supports and offer a reasonable incremental solution to the funding problem, we are proposing a two-year allocation plan (see summary Tables on page 2) beginning with FY21's request of \$318,000.

The allocation of year one funds (FY21 request) are the focus of this entire request and will be a critical first step in ensuring the removal of the development course fee does not cause an inability to offer key Academic Success Center services such as the Writing Center, Math Center, Math Bridge, embedded tutoring, and the personnel leading the programs (i.e., director of ASC; math and writing center coordinators).

A key component of this budget strategy will be the use of tuition revenue generated by the courses to pay for the instruction of the developmental courses (e.g., Math 100A, B, C). This would allow the university to eliminate the developmental fee and still support the developmental needs of the students. English 100T is no longer being offered (as of Winter 2020). Beginning Fall 2020, the English department is responsible for the development and instruction of English 101 "stretch" courses that will replace the need for English 100T. These "stretch" courses will not charge the student additional fees to pay for the instruction and will count for college credit. With English 100T eliminated, this means an immediate reduction in the ASC developmental budget beginning Fall 2020 by over \$215,000.

Impact: Without the requested funding, the university would have to reduce the number of PAL's groups by 50% resulting in a reduction of 400 students served; would have to eliminate or substantially reduce the writing and math centers (net loss of approximately 1,500 students served); and would no longer be able to teach developmental math courses (impacting approximately 1,100 students).



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Year One (AY21) Summary Table	
Amount	Purpose
\$268,000	Fund salary for ASC Director, Math Center Coordinator (faculty), Writing Center Coordinator (faculty), along with funding for student hourly workers, and .15 FTE of Program Support Supervisor.
\$50,000	Fund Graduate Assistant for Coaching Program and support PALS increase.
Total Requested	\$318,000
*\$412,088	NTTF course instructors and curriculum development for Math and English <i>Annual Developmental Budget = \$780,000 to \$800,000</i>

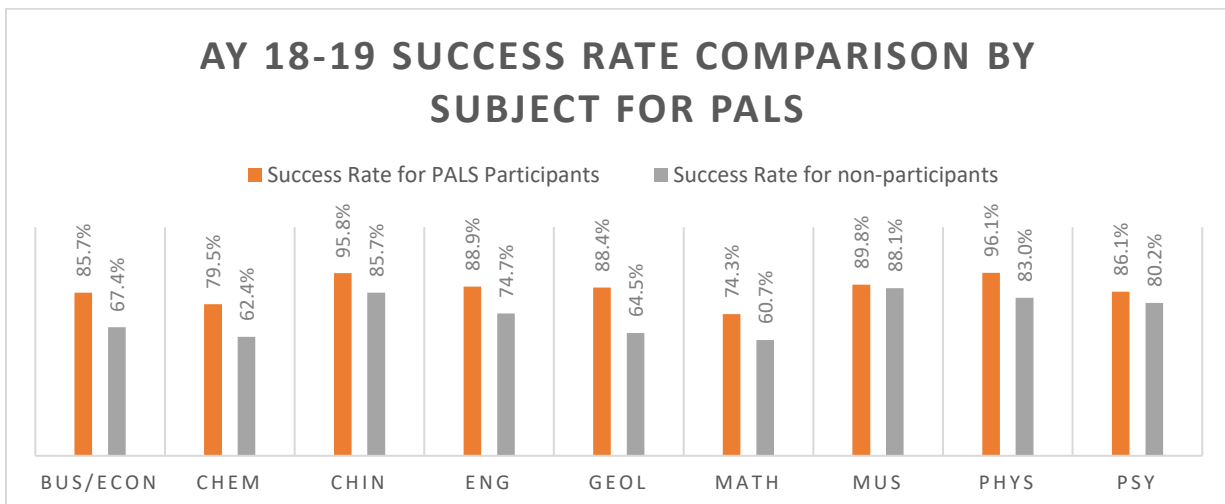
*Note: This amount would come from the tuition dollars generated from the course and are not included in the allocation request of \$318,000 for AY21.

Year Two (AY22) Summary Table	
\$116,000	Co-curricular tutoring, Math Bridge student and faculty employment, writing fellows, academic coaching (peers), and student office support.
\$73,000	Pays for online tutoring platforms, software and data collection (e.g., TutorTrac), travel to CWU Centers, and professional development for staff.
Total Requested	\$189,000

2. How does this use align with the University's strategic plan? Specifically, how will these funds support one or more of CWU's core themes?

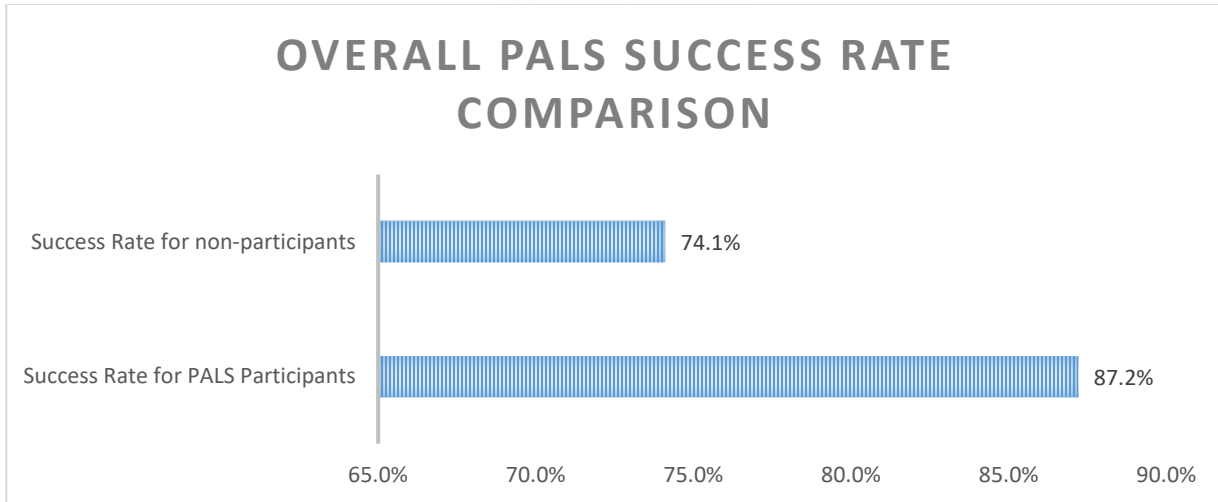
CORE THEME 1: Teaching and Learning

The Academic Success Center supports Core Theme 1: Teaching and Learning, which is the highest priority for the institution. The ASC also provides a useful aid for faculty through co-curricular programming. Based on institutional research, the ASC continues to demonstrate success, which can be evidenced by students' course success rates compared to non-participants (see following charts).





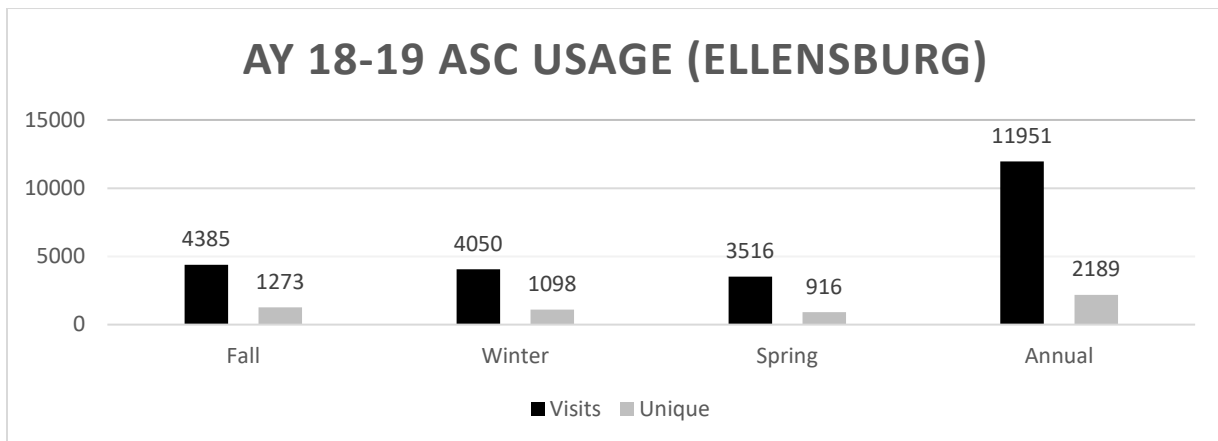
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Further, the ASC has successfully supported the strategic Core Theme as part of the embedded support in English developmental courses; the **92% pass rate in ENG 101** (compared to 80% pass rate for those who don't start in developmental) and the **83% retention rate from fall to fall for developmental students** suggests embedded tutoring works for both student success and retention.

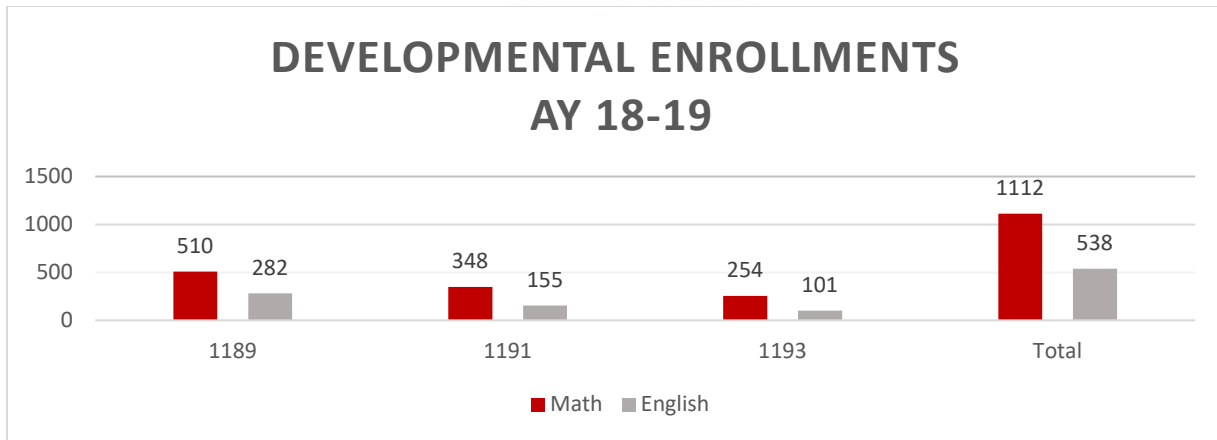
3. In the 2019-20 State of the University Address, the President identified three goals for the institution for FY25: increase student retention, increase faculty/staff diversity, and improve sustainability. How will this allocation request address one or more of these goals?

The ASC helps the institution with retention, progression, and completion (RPC) goals and is a support to our academic faculty. Annually, the ASC serves approximately 20% of CWU's total enrollment (including graduate students) and partners with every College and over 50 academic faculty.





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In AY19, **2,465** unique students (includes online and Centers) used ASC services. The data represents an annual growth of nineteen percent (19%) over AY18 and continues an upward trend of students utilizing the Center. Additionally, **1,650 students enrolled into developmental courses in AY19**. The allocation of state funds allows for the elimination of the developmental course fee and continues services offered by the ASC, which would further lessen financial burden for students and maintain supports that promote RPC. As financial burden is a significant indicator of attrition, this allocation would benefit both the individual student and the overall university retention efforts.

4. If this allocation request serves to mitigate a risk to the University, please articulate.

Overall, the risk is the further reduction in retention and graduation rates. The current funding model, in which both tutoring and developmental education are supported by student fees, creates additional financial burdens on every student; impedes growth and sustainable innovation; and limits our ability as an institution to keep our promises of access to higher education for our community.

5. What efforts have there been to find or develop funds within the requesting unit or your VP's division? Include documentation to that effect.

During the 2018 Budget Summit, ASL put forward a similar request to this same committee (See FY19 Budget Allocation Requests). It was well-received and supported by both the BASC and PBAC. Ultimately, the request to address the fee and provide the necessary allocation increase to the state budget was not funded by cabinet.

The BTF Developmental Workgroup in 2017 and 2018 produced reports recommending the institution consider significantly reducing or eliminating the development fee ([See Baccalaureate Task Force webpage](#)). In 2017, the document revealed the impact the development fee has on our most disadvantaged students. In our 2018 progress report, we provided additional data related to retention and progression.

6. What funds from within the requesting unit or division are being allocated towards this request?



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Developmental fee and a state account. Tuition revenue that would pay for instruction does not actually pay for instruction. Thus, the student fee is used to pay for NTTF, embedded tutoring, student worker support, Academic Success Center director, faculty coordinators for the Math and Writing Centers, and all goods and services for our program and math bridge tutoring, totaling approximately \$755,000.

7. Are there other ways the request could be funded; for example, through student fees or service fees?

There are three options. 1. The institution could use the SCH funds generated from the courses to actually pay for the NTTF. 2. With the English department now responsible for developmental English, the math department could assume the same role of oversight utilizing the infrastructure of COTS to support the instructional needs of Math 100A, B, and C. This would not completely solve the funding issue. 3. Requesting S&A funds. However, more and more the feedback from students is to question what is reasonable for tuition to fund their academic support services. In short, students expect that their tuition fund ASC and not a separate tax/fee to students.

8. Did any of the units within the requestor's division have any unspent budget the last three years? What efforts have been made to reallocate those funds towards this effort? Provide a brief explanation of the unspent budget.

Reserves have been necessary to account for growth in demand for developmental courses and services offered at the Math and Writing Centers for developmental students. Increases in minimum wage have impacted student wages (January 1, 2020 minimum wage increased to \$13.50). Salary increases for faculty and staff have occurred and our unaccounted for in the developmental budget. Without reserves, we would have been unable to handle the student demands and state mandated pay increases.

ASC (Learning Commons)	Unspent budget 2017	Unspent budget 2018	Unspent budget 2019	Reason
State	\$ 0	\$ 0	\$ 0	Any unused allocation is swept at year end
Developmental (student fee for student's in developmental courses)	\$ 94,537	\$ 128,597 includes one-time strategic investment (SI) funds for summer programming (\$50K) and 10% buffer.	\$ 274,012 Carry forward funds the following - \$70K for summer programming; \$73K goods and services; \$60K for fall 2019 English LEAP sections; and includes 10% buffer.	We have intentionally kept a 10% reserve ("buffer") of approximately \$70K to cover unexpected faculty/staff salary/benefit increases based on the number of additional sections that we need to add and wage increases
Tutoring (all student fee)	\$ 90,462	\$ 110	\$ 29,370	After fall quarter of 2018, we were running a \$60K deficit. We received strategic investment funds to ensure we could meet the demand.



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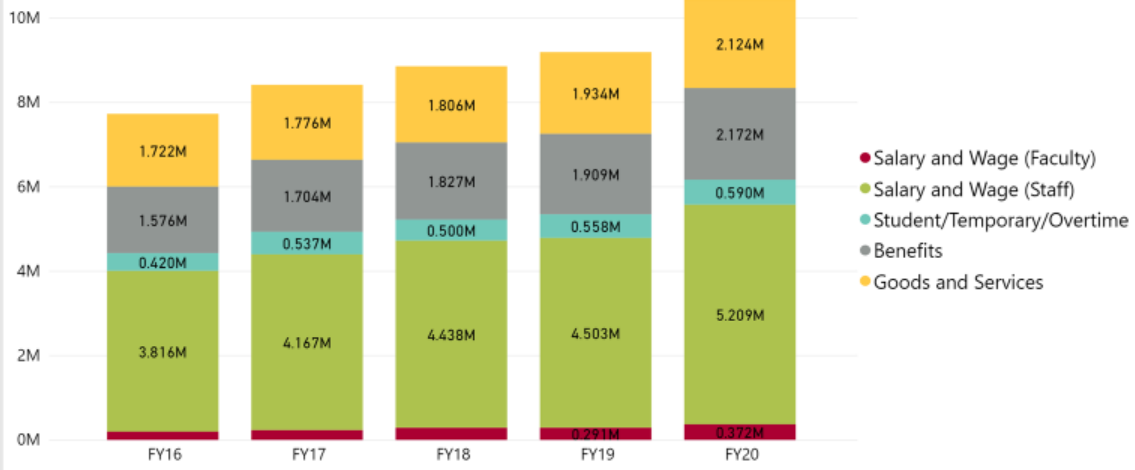


FY20 Expenses by Account Student Success || State and Local Funds

Central Washington University
Financial Planning & Analysis

Actuals through October 31, 2019

4 + 8 Forecast

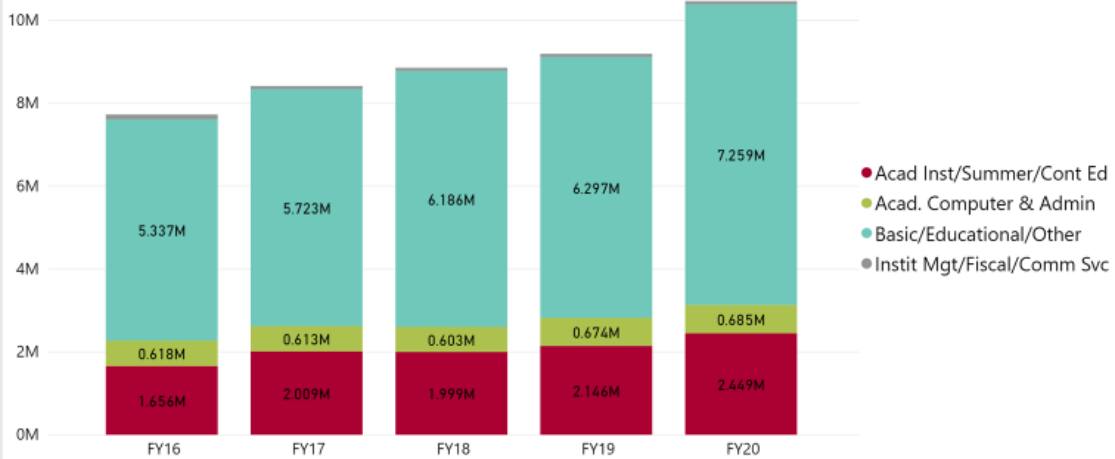


FY20 Expenses by Program Student Success || State and Local Funds

Central Washington University
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Actuals through October 31, 2019

4 + 8 Forecast





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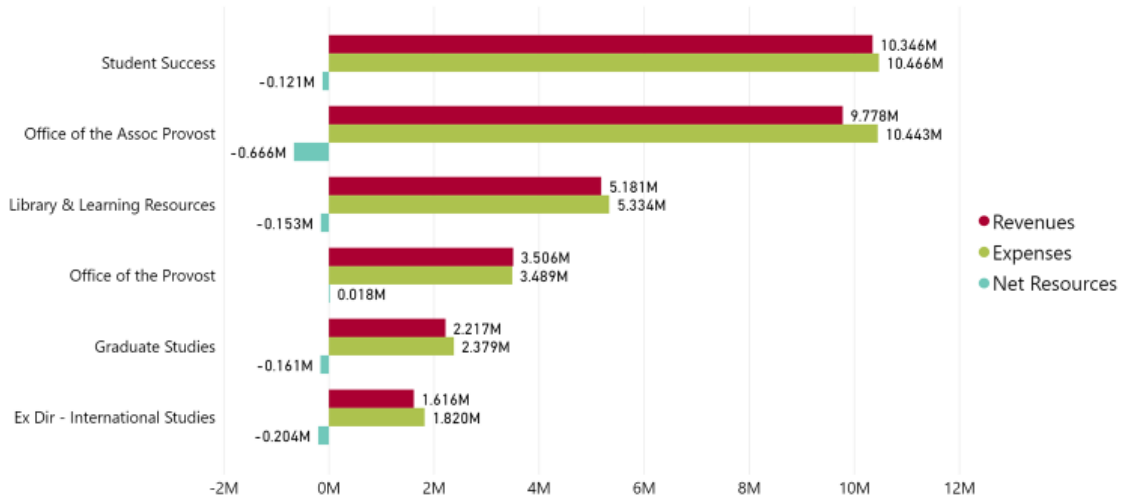


FY20 Net Resources by Division Academic & Student Life- Support || State and Local Funds

Central Washington University
Financial Planning & Analysis

Actuals through October 31, 2019

4 + 8 Forecast





Central Washington University

FY20 Multi-Dept Self Support Funds- Account Detail
800-B1-20

For D:463210

Fund: F:140, Mandatory Fees

Program: P:015, Extension Education

Component: NoComponent, No Component

Project: NoProject, No Project

As of 1/15/20

LC-Dev Courses:140

		Full Year Budget Working FY20	YTD Actual	Full Year Forecast FY20	Full Year Actual Final FY19	Full Year Actual Final FY18	Full Year Actual Final FY17	Full Year Actual Final FY16
D:463210	CWU-Bad Debt	-	-	-	(666)	(327)	(1,869)	311
D:463210	CWU-Other	781,100	-	381,100	-	-	-	-
D:463210	CWU-Tuition / S&A Fee	-	360,350	360,350	764,100	734,050	666,950	551,250
D:463210	CWU-Student Fee (Dedicated)	-	62,000	62,000	-	-	-	-
D:463210	CWU-Transfer (Intra-Fund In)	-	-	-	58,000	-	(358)	-
D:463210	CWU-Transfer (Intra-Fund Out)	-	(3,607)	(3,607)	-	-	-	110,514
Total Resources		781,100	418,743	799,843	821,434	733,723	664,723	662,075
Wages & Benefits								
D:463210	CWU-Salary and Wage (Faculty)	335,920	185,501	360,723	270,399	264,420	216,505	180,368
D:463210	CWU-Salary and Wage (Staff)	76,169	38,084	76,169	73,950	71,705	140,347	85,014
D:463210	CWU-Student/Temporary/Overtime	0	19,913	19,913	33,225	38,328	30,348	17,764
Total Wages		412,088	243,498	456,804	377,574	374,453	387,200	283,146
D:463210	Benefits	151,298	80,609	168,778	137,978	142,698	125,399	108,998
Total Wages & Benefits		563,386	324,107	625,582	515,552	517,151	512,599	392,144
Goods & Services								
D:463210	570-CWU CWU-Goods and Services	191,569	140,692	248,050	160,467	182,512	183,006	144,512
Total Goods & Services		191,569	140,692	248,050	160,467	182,512	183,006	144,512
Total Expenses		754,955	464,799	873,632	676,019	699,664	695,605	536,656
Net		26,145	(46,056)	(73,789)	145,415	34,059	(30,882)	125,420



Central Washington University

FY20 Multi-Dept Self Support Funds- Account Detail
800-B1-20

For D:463210

Fund: F:140, Mandatory Fees

Program: P:061, Basic Student Services

Component: NoComponent, No Component

Project: NoProject, No Project

LC-Tutoring-140

As of 1/15/20

	Full Year Budget Working FY20	YTD Actual	Full Year Forecast FY20	Full Year Actual Final FY19	Full Year Actual Final FY18	Full Year Actual Final FY17	Full Year Actual Final FY16
D:463210	-	-	-	(751)	10	460	(823)
D:463210	274,801	-	184,351	-	-	-	-
D:463210	-	87,349	87,349	185,449	186,803	182,844	179,203
D:463210	-	-	-	57,000	-	10,636	5,570
D:463210	-	14	14	-	-	-	30,564
Total Resources	274,801	87,363	271,714	241,699	186,813	193,940	214,514
Wages & Benefits							
D:463210	-	-	-	-	-	8,037	5,419
D:463210	198,778	69,131	201,911	160,805	205,884	136,279	87,089
Total Wages	198,778	69,131	201,911	160,805	205,884	144,315	92,508
D:463210	7,950	2,355	7,666	4,829	7,690	8,097	5,408
Total Wages & Benefits	206,728	71,487	209,578	165,634	213,574	152,413	97,916
Goods & Services							
D:463210	57,884	5,735	44,400	46,584	63,811	29,611	38,052
Total Goods & Services	57,884	5,735	44,400	46,584	63,811	29,611	38,052
Total Expenses	264,612	77,221	253,978	212,218	277,385	182,024	135,969
Net	10,189	10,142	17,736	29,481	(90,572)	11,916	78,546



Central Washington University

FY20 Multi-Dept Self Support Funds- Account Detail

800-B1-20

For D:463210

LC-state

Fund: F:149, Local General Tuition

Program: P:011, Inst & Dept Res - Gen'L

Component: NoComponent, No Component

Project: NoProject, No Project

As of 1/15/20

		Full Year Budget Working FY20	YTD Actual	Full Year Forecast FY20	Full Year Actual Final FY19	Full Year Actual Final FY18	Full Year Actual Final FY17	Full Year Actual Final FY16
D:463210	CWU-Sales and Services	206,107	206,107	206,107	200,365	-	-	-
D:463210	CWU-Transfer (Intra-Fund In)	-	-	-	55	103,924	175,852	174,700
Total Resources		206,107	206,107	206,107	200,420	103,924	175,852	174,700
Wages & Benefits								
D:463210	CWU-Salary and Wage (Faculty)	-	3,150	3,150	-	-	-	-
D:463210	CWU-Salary and Wage (Staff)	151,342	75,310	150,981	132,927	73,215	90,419	100,871
D:463210	CWU-Student/Temporary/Overtime	-	9,945	9,945	301	(982)	47,838	28,222
Total Wages		151,342	88,406	164,076	133,228	72,233	138,258	129,092
D:463210	Benefits	61,996	31,423	62,420	55,792	31,413	36,912	40,672
Total Wages & Benefits		213,337	119,828	226,497	189,020	103,646	175,170	169,764
Goods & Services								
D:463210	570-CWU CWU-Goods and Services	(7,230)	(50,000)	(50,000)	11,400	278	683	29
Total Goods & Services		(7,230)	50,000	(50,000)	11,400	278	683	29
Total Expenses		206,107	69,828	176,497	200,420	103,924	175,852	169,793
Net		0	136,279	29,611	-	-	-	4,907