

**The Evergreen State College  
Board of Trustees  
July 11, 2001**

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**2001-03 OPERATING BUDGET AND EXPENDITURE PLAN**

**Introduction:**

With the last expenditure plan, Evergreen straddled two centuries. From its founding in 1967, the college has expanded from 1,177 students to the 4,000 presently enrolled. A satellite campus now serves students in a new facility in Tacoma. Five reservation-based, community-determined programs have evolved in western Washington. Three graduate programs and five public service centers have been added. A Longhouse has been constructed. It has been a period of remarkable creativity and growth.

As the institution moves forward in the a new century, accountability, growth and state funding issues dominate. The Board of Trustees approved the 2010 Enrollment Growth Plan that increases the size of the student body to approximately 5,000 FTE. The Legislature funded 124 new student FTEs for the next biennium, provided funding for the first new academic building in 25 years, and continued the local tuition-setting authority, within limits, to the Board of Trustees. Enormous changes loom as nearly half of Evergreen's faculty and staff will retire in the next decade. Changes are suggested, too, by the highly competitive marketing efforts for new students from all of the public colleges and universities. Private for-profit institutions continue to expand their reach into Washington providing on-line access to higher education opportunities. Lagging significantly behind California and Oregon, we are just beginning to feel the full impact associated with voter imposed restrictions in state spending that threaten the very nature of publicly funded higher education institutions and the structure of the state budget process itself.

Maturing over the last quarter of the last century, Evergreen has focused its own attention to balancing institutional creativity with institutional accountability. The Strategic Plan has helped to ensure this balance. The Strategic Planning efforts steer the expenditure plan, with these highlights guiding expenditure decisions:

- Increasing salaries to help with recruitment and retention of faculty, staff and student employees.

- Defining the essential characteristics of an Evergreen education and exploring future directions including the strengthening of our recruitment activities.
- Responding to the Northwest Commission on College’s recommendation that students acquire competencies in general education, especially but not exclusively in quantitative reasoning.
- Revising the college’s growth plan and reviewing support services.
- Identifying new sources of non-state revenue.
- Creating and strengthening a nexus of formal and informal, mutually beneficial partnerships, congruent with the institution’s five foci and supporting community connections.
- Enrolling 1,000 students over the next decade and successfully integrating them into the Evergreen community.
- Planning for grounds and building maintenance, building modernization, design work and construction.

**ATTACHED IS THE 2001-03 OPERATING BUDGET RECOMMENDATION**

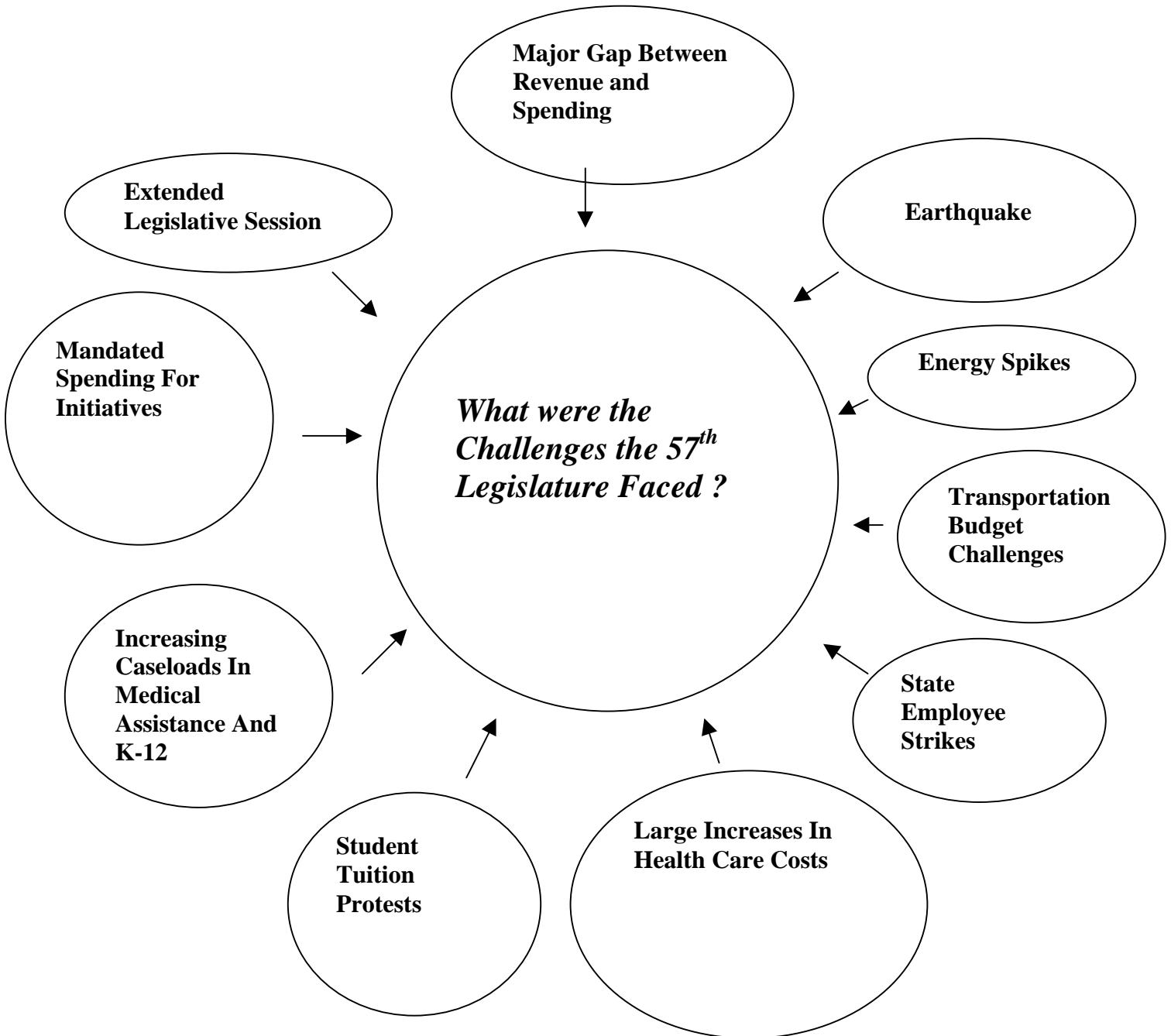
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**Highlights of the Legislative Budget**  
**2001-03 Operating Budget**

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# THE MAJOR 2001 LEGISLATIVE SESSION CHALLENGES

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# THE FINAL LEGISLATIVE HIGHER EDUCATION BUDGET HIGHLIGHTS

## ENROLLMENTS

### **New Enrollments -- \$31 Million General Fund-State, \$12.5 Million Tuition.**

The budget provides for 3,575 new enrollments at the state's colleges and universities: 435 enrollments are allocated to the baccalaureate institutions; 3,140 enrollments to the community and technical colleges. To expand the supply of college graduates and trainees in computer science, network engineering, software systems and information technology, the budget targets 4.5 percent of new enrollments to accelerate the preparation of students with math and science credits they need to transfer to the state's new technology institute at the UofW Tacoma campus.

Funding for technical and community colleges are increased by \$616 over the current biennium for each new student - primarily to support credit courses taught over the Internet. As a basis for driving out state money, the budget assumes that the mix of new students will be 302 graduate and 3,235 undergraduates of which 267 are expected to enroll for upper-division at a branch campus.

### Funded Enrollments for the 2001-03 Biennium

Institution	Budgeted Base	Change FY02	Change FY03	Change Total	Revised 2001-03	Percent Change
University of Washington	34,688	132	326	458	31,145	1.3%
Seattle		55	106	161		
Bothell		33	66	99		
Tacoma		44	154	198		
Washington St. University	19,847	-277	124	-153	19,694	-0.8%
Pullman		-277	0	-277		
Spokane		0	42	42		
Vancouver		0	0	0		
TriCities		0	82	82		
Central Washington University	7,867	-397	0	-397	7,470	-5.0%
Eastern Washington University	7,864	69	84	153	8,017	1.9%
The Evergreen State College	3,713	41	83	124	3,837	3.3%
Western Washington University	10,826	150	150	300	11,126	2.8%
Timber Workers	550	-550	0	0	0	-100.0%
Community & Technical Colleges	123,262	1,820	1,820	3,640	126,902	3.0%
All Schools	208,617	988	2,587	3,575	212,192	1.7%

**Technology Institute & Partner 2-Year Colleges - \$5.7 Million General Fund-State, \$560,000 Tuition, \$2.0 Million State Capital Funds.**

The budget earmarks \$8.3 million in operating and capital funds to create a Technology Institute for the State, operating from the Tacoma branch campus of the University of Washington. The budget includes enrollment funds for 99 new undergraduate and graduate technology students at the UW, and 140 new students for partner two-year colleges in Grays Harbor, King, Kitsap, Pierce and Thurston counties. This assures that a larger supply of associated degree students are ready for transfer as early as 2002. Capital funds are provided not only to match private gifts received by the UW, but also to construct and equip three computer language labs for three, regional college partners.

**Inland Northwest Technology Education Center -- \$1 Million General Fund-State.**

Funds are provided to operate and develop this Spokane-based higher education resource, the Inland Northwest Technology Education Center (INTEC). Testing a new model for public-private partnership, business and post-secondary institutions will join forces to coordinate rapid regional responses to the short-term education and training needs of technology workers for industries in Eastern Washington.

## **FINANCIAL AID**

**State Need Grant -- \$17.8 Million General Fund-State**

The state has a long-standing policy of providing additional money from the general fund for need-based financial aid to reflect new enrollments and changes in state tuition fees. The budget provides funding sufficient to hold qualifying State Need Grant recipients harmless from higher tuition charges expected next biennium. This is on top of the \$193 million base.

**Washington College Promise Scholarship -- \$17 Million General Fund-State (Includes \$5.8 Million Base Funding Carryforward)**

Funds are provided to support students' access to higher education through the Promise Scholarship program. Students graduating in the top 15 percent of their high school class in 2001 and 2002, including those who qualify on the basis of an SAT or ACT score, and whose family incomes are no greater than 135 percent of the median family income will be eligible to receive up to 2 years' worth of full-time community college tuition. Actual grants will depend on the numbers who apply or renew each year.

### **State Work Study -- \$3 Million General Fund-State**

State budgets for the Work Study Program have not grown commensurate with new enrollments. To enable more students to meet higher educational costs next biennium, the budget expands participation levels by 800 and raises the average wages by \$60 per academic year. This is on top of the \$83.4 million base.

## **COMPENSATION**

### **Cost of Living Increase -- \$106.7 Million General Fund-State**

Most higher education employees will receive a 3.7 percent cost of living increase effective July 1, 2001. Funding is also provided for an increase in FY 2003, in an amount to be determined by the 2002 legislature, consistent with the provisions of Initiative 732 for academic employees and technical college employees.

### **Part Time Faculty Compensation -- \$7.5 Million General Fund-State**

Resources are provided to address salary equity for part-time instructors employed by the state's 34 community and technical colleges. Colleges are encouraged to apply local funds to help reduce the gap between part time faculty compensation rates and comparable full-time rates.

### **Increments -- \$3.5 Million General Fund-State**

State community and technical colleges provide faculty and staff raises on a targeted basis in recognition of meritorious service, professional development and longevity of service. The salary increases are called "increments."

## **TUITION**

### **Governing boards will decide the appropriate level of tuition with limits set out by the budget.**

- For residents attending state colleges and universities for undergraduate and most graduate level study, tuition may increase by a maximum of 6.7 percent in 2002 and 6.1 percent in 2003.
- For law students, tuition may increase by a maximum of 12 percent each academic year.
- For graduate-level business students, tuition will depend on the university where one is enrolled. The maximum authorized increase is 12 percent each academic year unless the student attends the University of Washington where regents may raise tuition fees by a maximum of 15 percent in 2002 and 20 percent in 2003.

Continuing authority granted this biennium, institutions may also set rates based on "off-hour" educational services—courses offered in the evening or on weekends, for distance education, or on different campuses.

## **SAVINGS AND REDUCTIONS**

### **Operating Costs -- \$19.9 Million General Fund-State Reduction**

The Budget levels assumed require that all state universities and college take the steps necessary to bring their respective general fund spending down by two percent. This across-the-board reduction is based on reported expenditures for activities other than academic instruction. It remains a local decision for trustees and administrators just how to accomplish that objective.

### **Establish a Fee For Adult Basic Education -- \$ 3 Million General Fund-State Savings**

The Budget requires 85,000 GED, ESL and other adult basic education participants to pay a minimum of \$5.00 per credit (10% of cost) for courses they now take free of charge at their local community or technical college. College may waive such fees for students with limited resources.

### **Eliminate Educator Excellence Awards -- \$431,000 General Fund-State Reduction**

The Budget suspends cash awards to K-12 principals and other educators recognized for leadership, service and excellence by the Superintendent of Public Instruction.

## **OTHER ENHANCEMENTS**

### **Student and State Employee Childcare Facility Grants -- \$4 Million Bonds**

The Capital budget provides \$4 million in grants for facility improvements to childcare programs serving state employees, including college faculty and students.

### **On Line Campus -- \$4.5 Million Other Funds**

The budget supports the effort of the State Board for Community & Technical Colleges to develop a multi-college, student-centered on-line service center for distance learners by appropriating cash expected to be available from the Education Savings Account.

### **Community Development Program -- \$2 Million General Fund-State**

Supporting those adversely impacted by business closures and job reductions, the budget earmarks resources for community and technical colleges to develop new programs for dislocated workers, particularly those living in rural communities.

**North Snohomish, Island and Skagit County Consortium -- \$1 Million General Fund-State**

The budget provides resources needed to lease space and technically support distance classes offered to residents in the Everett region through unique partnership of eight public institutions. Collectively, the NSIS higher education consortium expects to be serving over 1000 FTE students by the close of the 2001-03 biennium.

**Advanced Technology Initiatives -- \$600,000 General Fund-State**

The budget supports applied technology research by the University of Washington and Washington State University in such matters as photonics, genomics, and advanced wood composites.

**LEGISLATIVE HIGHER EDUCATION BUDGET SUMMARY  
POLICY ITEMS AND INITIATIVES  
(State Resources, Dollars in Thousands)**

<b>Description</b>	<b>Amount</b>
Higher Education COLA, (I-732)	\$ 106,708
New Enrollments	31,001
Health Benefits Increases	25,343
State Need Grants	17,841
Promise Scholarships	11,200
Part-Time Faculty Pay	7,500
Technology Institute & Partners	5,753
SIRTI Operations	3,000
Faculty Increments	3,500
State Work Study	3,000
Rural Community Development Grants	2,000
North Snohomish Island Skagit (NSIS)	1,145
CWU Recovery Plan	700
Institute for Public Policy Studies	549
Advanced Technology Initiatives	600
Jefferson County Rural Demonstration	350
College Assistance Migrant Program	50
Multiple Sclerosis Incidence Survey	50
Educator Excellence Awards	-431
Fund for Innovation	-600
FICA Savings	-1,982
Adult Basic Education Fee	-3,000
Timber Worker Training Funds	-3,442
Pension Savings	-11,494
No Inflation Cost Allowance	-13,040
Operating Cost Reductions	-19,918
<b>Total Policy Changes (Net)</b>	<b>\$ 166,383</b>

**Comparison of Evergreen's Request to Final Budget  
And Context for Evergreen's Final Legislative Budget**  

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**2001-03 Operating Budget**

# COMPARISON OF EVERGREEN'S REQUEST TO FINAL BUDGET

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## State General Fund and Operating Fees Only Changes from Current to Ensuing Biennium (Dollars in Thousands)

	<b><u>TESC Biennial Request</u></b>	<b><u>Final Biennial Budget</u></b>	
<b>Current Biennium Appropriations</b>	<b>74,144</b>	<b>74,144</b>	
<b>Carry Forward Level</b>	<b>76,020</b>	<b>76,095</b>	
<i>% above Current Biennium</i>		2.5%	2.6%
<b>Maintenance Level Changes</b>			
TIAA/CREF Changes	32	-	
Revolving Fund Changes	-	36	
K-20 Transfer to DIS	-	(76)	
Pension Rate Savings	-	(194)	
General Inflation Calculation	316	316	
Fire Contract Increase	16	16	
Utility Rate Increases	154	-	
Sub-Total Maintenance Level Changes	518	98	
<b>Maintenance Level Budget</b>	<b>76,538</b>	<b>76,193</b>	
<i>% above Current Biennium</i>		3.2%	2.8%
<b>Performance Level Changes</b>			
General Inflation	-	(316)	
2% Budget Reduction	-	(598)	
Pension Rate Savings	-	(262)	
FICA Savings	-	(44)	
Tuition Rate Increase	-	2,916	
Health Benefit Change	-	567	
Faculty & Staff Salary Increases	Narrative	2,332	
Faculty/Professional Staff Recruitment & Retention	Narrative	-	
Enrollment Growth	2,033	1,386	
Student Success	1,284	-	
Learning Technologies	2,001	-	
Center for Community Partnerships	448	-	
Plant Maintenance & Critical Campus Support	936	-	
WSIPP: Learning Assistance	-	60	
WSIPP: Drug Affected Infants	-	65	
WSIPP: Alternative Teacher Certificate	-	44	
WSIPP: Relative Caregivers	-	50	
WSIPP: School for the Deaf	-	50	
WSIPP: College as Welfare Work	-	30	
WSIPP: Health Care Studies	-	150	
WSIPP: Juvenile Crime Prevention	-	100	
WSIPP Street Youth Placement Study	40	-	
Sub-Total Performance Level Changes	6,742	6,530	
<b>Total Agency Request</b>	<b>83,280</b>	<b>82,723</b>	
<i>% above Current Biennium</i>		12.3%	11.6%
<i>Amount &amp; % above Current Biennium w/o salaries</i>		<b>80,391</b>	8.4%

## CONTEXT-- EVERGREEN'S FINAL LEGISLATIVE BUDGET

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- The legislature required two special sessions to complete their work and didn't finish the budget until late June. This requires the Board to take final action during the summer months when many faculty and students are on summer break.
- The Board already approved a 3% reallocation plan to address mandatory and strategic priorities that the legislature was unable to address.
- Even with those reallocations, the final budget fell short of funding the base budget needs by over one million dollars. This shortfall represents 3% of the base.
- The final legislative budget requires adjustment to tuition to balance the base budget. Raising tuition levels to the maximum authorized level (6.7%) combined with the 3% budget reduction will not be sufficient to balance the budget in fiscal year 2001-02. This requires the college to cut current resources to generate a carry forward fund to fully balance the budget next year.
- Compensation increases approved in the final legislative budget fall short of meeting our needs and require tuition adjustments to implement the required salary increases that were less than fully funded.
- Enrollment growth funding levels fell short of providing the direct general fund support for the addition of two graduate programs that are significant elements of our enrollment growth plan.
- None of our enhancement requests were recognized in any of the budget recommendations, including the final budget.

**All Funds Operating Budget Summaries**  
**2001-03 Operating Budget**

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## ALL FUNDS OPERATING BUDGET RECOMMENDATION

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The estimated 2001-03 operating budget for all areas of the college is \$129,890,469. This is an increase of \$11,284,244 or 9.5% above the 1999-01 budget of \$118,606,225. Operating fees assume a tuition increase of 6.7% in 2001-02 and 6.1% in 2002-03.

### 1999-01 AND 2001-03 BIENNIAL SPENDING PLAN SUMMARY

BIENNIAL SPENDING PLANS	1999-01	2001-03
• State-General Funds	\$46,592,000	\$51,594,000
• Operating Fee Revenue	29,518,114	30,990,374
• Local Dedicated Funds	4,766,472	4,832,937
• Grants and Contracts	6,275,781	6,967,924
• Non-Budgeted Local Funds	31,453,858	35,505,234
<b>TOTAL BIENNIAL SPENDING PLANS</b>	<b>\$118,606,225</b>	<b>\$129,890,469</b>

*Note: Operating Fees include projected 1999-01 carry forward amounts.*

### E. ALL FUNDS DISPLAYED

The following tables and charts provide comparative data while displaying the uniqueness of each fund. All budgeted funds (state-general, operating fees, local dedicated, and grants & contracts) are summarized in one budget format reflecting the total expenditure plan of each major function within the college operating budget. All non-budgeted local-fund sources such as the bookstore, motor pool, housing and parking are shown as independent operations of the college.

State general-funded budgets reflect the total appropriated levels for both years of the 2001-03 biennium. All local revenue-supported activities reflect our best estimate of both revenue collections and expenditure activity for each of the next two years. It is important to realize that the Board is approving a two-year budget. On a quarterly basis, the Board will be kept informed of any significant expenditure variances. Once approved, only significant policy changes to this overall budget recommendation, such as a student fee increase, will be submitted to the Board for further action.

## BUDGET PROGRAM AREAS/ACTIVITIES

The Evergreen State College's total operating budget is divided into the following general activities by funding source:

BUDGET AREA/ACTIVITY	FUND SOURCE
State General Fund & Operating Fees <ul style="list-style-type: none"> <li>• Instruction</li> <li>• Research</li> <li>• Public Service</li> <li>• Primary Support</li> <li>• Library</li> <li>• Student Services</li> <li>• Institutional Support</li> <li>• Plant Maintenance &amp; Operations</li> </ul>	State Appropriations & Revenue collected from student tuition
Local Dedicated Activities <ul style="list-style-type: none"> <li>• Prior Learning</li> <li>• Summer Session</li> <li>• Health &amp; Counseling</li> <li>• Summer Institutes</li> <li>• Application Fees</li> <li>• Financial Aid Admin. Allowances</li> </ul>	Local dedicated revenue generated by each account
Grants & Contracts Awards granted to individuals or the college for a specific purpose	Individual Grants & Contracts from non-college resources
Non-Budgeted Local Funds <ul style="list-style-type: none"> <li>• Self-sustaining service and auxiliary activities such as Parking, Housing, Copy Center and Bookstore</li> <li>• Student Loan &amp; Scholarship accounts funded from federal, state, and non-govt. sources</li> </ul>	Revenues generated by each activity on a break-even basis  Revenue from many sources dedicated for student aid purposes

The following is a summary comparison of current and the ensuing biennia by fund. The report combines state general funds, operating fees, local dedicated revenue, and grants and contracts into a single category – state operating budget. Other listings reflect each individual activity within the internal service and auxiliary accounts, and the student loan and college scholarship accounts.

# TABLE A

## SUMMARY COMPARISON OF 1999-01 AND 2001-03 TOTAL BUDGET BY MAJOR PROGRAM

	1999-01 BIENNIAL BUDGET	% OF TOTAL	FY 2001-02 PROPOSED BUDGET	FY 2002-03 PROPOSED BUDGET	2001-03 PROPOSED BUDGET	% OF TOTAL	% CHANGE FROM 1999-01
STATE FUNDED PROGRAMS (1)	87,152,367	73.48%	46,319,343	48,065,892	94,385,235	72.67%	8.30%
STORES FUND	147,104	0.12%	60,920	58,670	119,590	0.09%	-18.70%
PRINTING & DUPLICATING	662,172	0.56%	327,590	325,590	653,180	0.50%	-1.36%
OTHER FACILITIES	309,668	0.26%	179,160	179,160	358,320	0.28%	15.71%
MOTOR POOL	652,581	0.55%	266,770	266,770	533,540	0.41%	-18.24%
ASSOCIATED STUDENTS	4,498,598	3.79%	2,239,740	2,288,244	4,527,984	3.49%	0.65%
BOOKSTORE	4,402,371	3.71%	1,864,027	1,907,225	3,771,252	2.90%	-14.34%
PARKING	670,437	0.57%	330,585	484,000	814,585	0.63%	21.50%
HOUSING, DINING & CONFERENCE	9,065,927	7.64%	5,036,264	5,157,454	10,193,718	7.85%	12.44%
PELL, SEOG, & STATE GRANTS	8,900,000	7.50%	6,000,000	6,100,000	12,100,000	9.32%	35.96%
PERKINS STUDENT LOANS	1,015,000	0.86%	600,000	610,000	1,210,000	0.93%	19.21%
GSL'S FROM 3.5% OF TUITION RE	1,130,000	0.95%	589,880	633,185	1,223,065	0.94%	8.24%
<b>TOTAL</b>	<b>118,606,225</b>	<b>100.00%</b>	<b>63,814,279</b>	<b>66,076,190</b>	<b>129,890,469</b>	<b>100.00%</b>	<b>9.51%</b>

(1) State Funded Programs includes State General Funds, operating fee revenue, local dedicated revenue, and Grants and Contracts

**Operating Budget Policy Recommendations**  
**2001-03 Operating Budget**

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## TUITION CONSIDERATIONS AND RECOMMENDATION

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### Policy Recommendation to the Board of Trustees:

- Raise Tuition 6.7% in 2001-02 and by 6.1% in 2002-03 for all student categories.

### **Background:**

One of the most significant debates last session focused on giving institutions' regents and trustees local tuition rate-setting authority. Ultimately, the legislature established the 1999-2001 tuition and financial aid policy that allowed governing boards the authority to determine necessary tuition levels up to the Per Capita-Personal Income (PCPI) index each year (4.6% and 3.6%). Evergreen asked the legislature to establish a policy that sets tuition levels in the context of student access and students' ability to pay. We also worked to ensure that the legislature continue to make state appropriations to the State Need Grant Program to help offset any negative impacts of tuition increases.

The Board requested that staff work during the current legislative session with the other higher education institutions and the legislature to develop long term policy goals related to state support, financial aid and tuition since there is currently no statutory policy on tuition and significant flexibility in addressing financial aid. Evergreen played a major role in the collaboration with the other public higher education institutions in developing the principles that focused on three dimensions.

- Recognition that carrying out the mission of the public baccalaureate institutions is a shared responsibility of the state, the institutions, and the students and families served.
- Recognition that the chief factors that determine student access to public higher education opportunity are state general fund support, accessibility to financial aid, and the total cost of education, of which tuition is the most visible component.
- Quality educational experiences for our students are directly linked to the level of state general fund support, state financial aid, and the level of tuition collected.

Perhaps the greatest success of this effort is that both the House and Senate in the final budget fully funded the State Need Grant program in their efforts to hold harmless need grant recipients from tuition increases.

## Summary of Approved Tuition and Financial Aid Policies

**2001-02**

**2002-03**

### **Tuition Resident Undergraduate**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Council of Presidents Recommendation</li> <li>• Governor Budget Recommendation</li> <li>• Senate Budget</li> </ul> | <p>Low tuition, sufficient state support for financial aid</p> <p>Up to 10%                      Up to 10%</p> <p>No limits                      No limits</p> <p>Study to examine long term tuition/financial aid policy</p> |
| <ul style="list-style-type: none"> <li>• House Budget</li> <li>• Final Legislative Budget</li> <li>• TESC Admin. Recommendation *</li> </ul>                | <p>Up to 6.9%                      Up to 5.9%</p> <p>Up to 6.7%                      Up to 6.1%</p> <p>6.7%                              6.1%</p>   |

### **Tuition Resident Graduate and Non Residents**

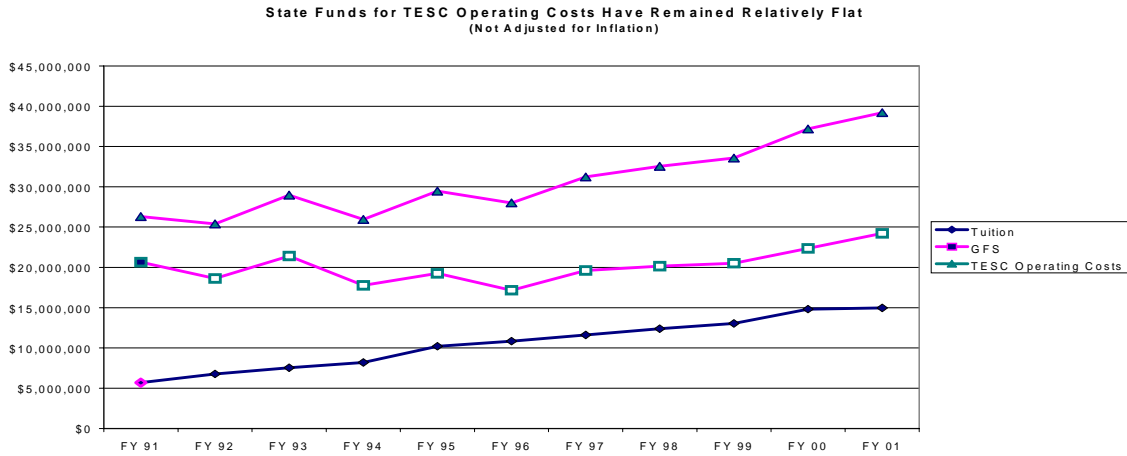
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| <ul style="list-style-type: none"> <li>• Council of Presidents Recommendation</li> <li>• Governor Budget Recommendation</li> <li>• Senate Budget</li> <li>• House Budget</li> <li>• Final Legislative Budget</li> <li>• TESC Admin. Recommendation *</li> </ul> | <p>Low tuition, sufficient state support for financial aid</p> <p>Fully cover educational costs</p> <p>Fully cover educational costs</p> <p>Up to 6.9%                      Up to 5.9%</p> <p>Up to 6.7%                      Up to 6.1%</p> <p>6.7%                              6.1%</p> |
|---|--|

### **Financial Aid**

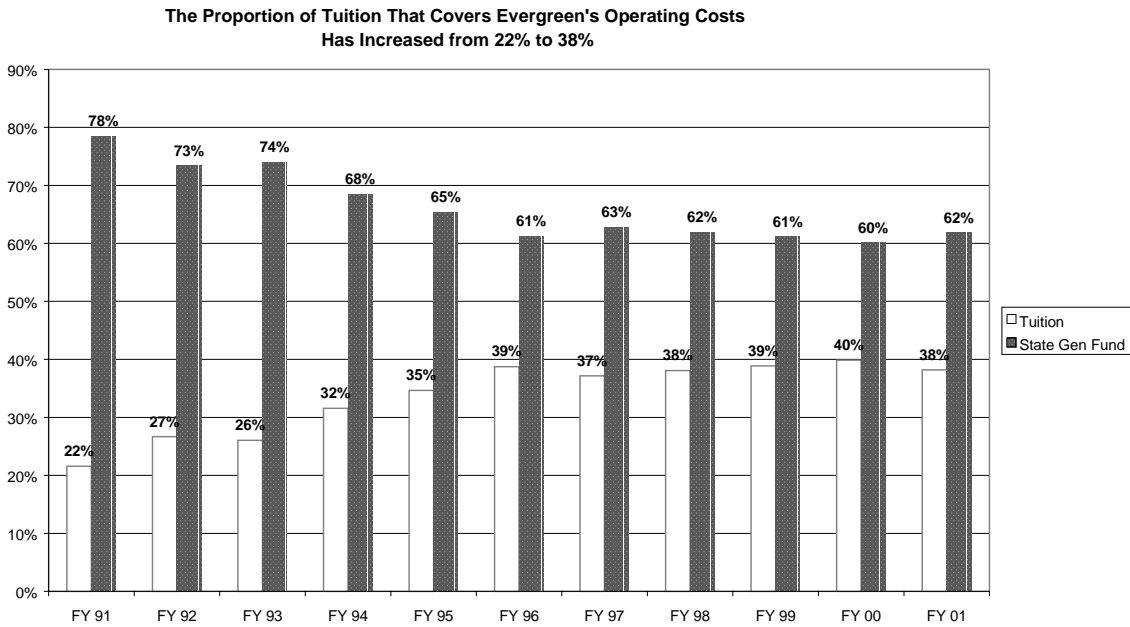
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|--|---|
| <ul style="list-style-type: none"> <li>• Council of Presidents Recommendation</li> </ul> | <p>State should provide funds to hold recipients of State Need Grant harmless from tuition increases</p>        |
| <ul style="list-style-type: none"> <li>• Governor Budget Recommendation</li> </ul>       | <p>Institutions should provide funds to hold recipients of State Need Grant harmless from tuition increases</p> |
| <ul style="list-style-type: none"> <li>• Senate Budget</li> </ul>                        | <p>State should provide funds to hold recipients of State Need Grant harmless from tuition increases</p>        |
| <ul style="list-style-type: none"> <li>• House Budget</li> </ul>                         | <p>State should provide funds to hold recipients of State Need Grant harmless from tuition increases</p>        |
| <ul style="list-style-type: none"> <li>• Final Budget</li> </ul>                         | <p>State should provide funds to hold recipients of State Need Grant harmless from tuition increases</p>        |

*\* Note: The TESC administrative recommendation is made in the context that the state fully funded the State Need Grant Program and that legislature provided less than needed fiscal resources to support college operations.*

Tuition plays a significant role in the funding structure of public higher education. Currently tuition revenues provide nearly 36 percent of Evergreen's operating budget when one-time carry forward funds are removed from college expenditures. For the 2001-03 biennium tuition revenues will account for 38 percent of the combined State General fund and tuition revenue support activities.



Average increases over the last 10 years have been 6% a year set by the legislature until last year when trustees and regents were granted the authority to increase tuition levels within overall limits.



Following is the administrative recommended tuition levels for the 2001-03 biennium. This policy recommendation is made in the context of the legislature providing additional funding for the State Need Grant program and less than needed resources to support college operations. The Board approved the Student and Activities Board's recommendation to not increase the S&A fees for the 2001-03 biennium.

### Administrative Tuition Increase Recommendation to the Board

Fiscal Year	2001-02			2002-03	
	Current	Proposed	Change	Proposed	Change
Resident Undergraduate	\$2,490	\$2,657	6.7%	\$2,819	6.1%
Non-Resident Undergraduate	\$9,744	\$10,397	6.7%	\$11,031	6.1%
Resident Graduate	\$4,200	\$4,481	6.7%	\$4,754	6.1%
Non-Resident Graduate	\$13,497	\$14,401	6.7%	\$15,279	6.1%

### S & A Fees (approved by the Board June 14, 2001)

Fiscal Year	2001-02			2002-03	
	Current	Proposed	Change	Proposed	Change
Resident Undergraduate	\$367	\$367	0.0%	\$367	0.0%
Non-Resident Undergraduate	\$367	\$367	0.0%	\$367	0.0%
Resident Graduate	\$367	\$367	0.0%	\$367	0.0%
Non-Resident Graduate	\$367	\$367	0.0%	\$367	0.0%

## COMMUNITY HEALTH AND COUNSELING FEE CONSIDERATIONS AND RECOMMENDATION

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Policy Recommendation to the Board of Trustees: Raise the Community Health and Counseling fee from \$109.50 this year to \$112.5 in 2001-02 and \$114.00 in 2002-03

### **Background:**

The present Community Health and Counseling Fee is \$36.50 per student per quarter. This fee is paid by all undergraduate students on the Olympia campus enrolled for 10 or more credit hours and graduate students enrolled for 8 or more credit hours. The Health and Counseling Center operates on a break-even basis.

The last fee increase was implemented in 1996 and resulted in a budget surplus that allowed the college to continue to provide services for the past four years, despite the rising cost of medical care. Staff salaries were increased 20% for Health Care Specialists by the Legislature in 1999 and medical supplies have increase 70% since 1996. Last year the Board approved a \$1.50 increase to help compensate for rising costs. This fee is subject to I-601 restrictions and increases are limited to the I-601 growth factor. Since this maximum increase is insufficient to cover the current revenue needs, annual increases will be necessary until such time as revenues cover ongoing expenditures.

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The following Total Estimated Cost of Attendance Report for the 2001-03 period includes following policy changes:

- Housing Rental Rate Increase (Approved by BOT 6/14/01)
- Full Tuition Increase Proposal (Pending BOT approval)
- Community and Health Fee Increase Proposal (Pending BOT approval)

Note: If the Board approves the proposed tuition increase and Community and Health fee proposals the total cost for student would increase 4.56% in 2001-02 and 2.59% in 2002-03.

## 2001-03 Estimated Cost of Attendance Based on all Tuition & Fee Recommendations to the Board of Trustees

Current Yr.	Proposed	Proposed
FY 2000-01	FY 2001-02	FY 2002-03

### Tuition & Fees

Operating Fees	2,390	2,551	2,706
Building Fee	100	106	113
Student & Activities Fee	367	367	367
<b>Sub-Total</b>	<b>2,857</b>	<b>3,024</b>	<b>3,186</b>
Community Health & Counseling Fee	109.5	112.5	114
WASH-PIRG	18	18	18
<b>Sub-Total</b>	<b>2,895</b>	<b>3,155</b>	<b>3,318</b>
<i>Dollar Change</i>		170	164
<i>Percent Change</i>		5.70%	5.18%

### Estimated Other Costs

Books & Supplies	780	780	780
* Room – 5 person Apartment	3,285	3,510	3,690
Board (average costs)	2,622	2,805	2,805
Personal Needs	1,818	1,818	1,818
**Transportation	1,188	1,188	1,188
<b>Sub-Total</b>	<b>9,693</b>	<b>10,101</b>	<b>10,281</b>

### Total Estimated Costs

<b>TOTAL COSTS</b>	<b>12,678</b>	<b>13,256</b>	<b>13,599</b>
<i>Dollar Change</i>		578	344
<i>Percent Change</i>		4.56%	2.59%

### Memo Only: Other Optional and/or one-time fees

Application Fee	35	35	35
Admissions Deposit	50	50	50
Housing Admin. Fee	45	45	45
Graduation Fee	25	25	25
***Misc. Program Fees	5-150	5-150	5-150
Parking Permit	96	96	96

\* The room rates used above are for 5 person apartments. These are the most popular rooms on campus.

\*\* Transportation does not include the cost for non-resident students travel between their homes and The Evergreen State College.

\*\*\* Although most class fees have been eliminated, a few programs require additional resources to pay for special costs. Example are: field trips, film & video supplies, specialized calculators, and individually purchased dissecting tools.

## SALARY INCREASE CONSIDERATIONS AND RECOMMENDATION

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**Policy Recommendation to the Board of Trustees:**

- Raise Faculty and Exempt Average Salary Levels by an additional 1% July 1, 2002 beyond the level specified by the Legislature.  
(Note: The legislature set salary increase levels at 3.7% for 2001-02 and 2.6% for 2002-03 for all permanent employees)
- Increase State Funded Student Salary Budgets by 5% on July 1, 2001 and another 5% on July 1, 2002

**Background:**

As stated on numerous occasions, the college faces significant challenges in recruiting and retaining high-quality faculty and staff. In the next few years, over one-half of the faculty and about one-third of our professional staff will retire. At the same time, Evergreen's compensation levels are 23.3% behind the 75<sup>th</sup> percentile of the national comparison group. At the 17<sup>th</sup> percentile, Evergreen's faculty compensation levels are lower than 204 of the 242 peer institutions examined in the Higher Education Board analysis. Unless salaries are increased, Evergreen will lag even further behind the national marketplace, making it more difficult to recruit talented faculty members at this pivotal time in Evergreen's history. The Board identified that the lack of sufficient funds to provide adequate compensation levels for faculty staff as being the single most important issues facing the college. In recognition of the fiscal constraints facing the state the Council of Presidents requested that the legislature make progress on our shared concern by funding a 10% salary increase over the 2001-03 biennium and providing resources for faculty and professional staff recruitment and retention efforts.

**Council of President's Coordinated Salary Request for  
Competitive Salaries for Faculty & Professional Staff**

- 6% first year and 4% second year to remain competitive
- All six institutions remain well behind the HECB Goal of reaching the 75<sup>th</sup> percentile of designated peers.

UW 14.6%	EWU 13.4%
WSU 19.7%	WWU 12.0%
CWU 19.3%	TESC 23.3%

The legislature did clearly hear Evergreen's messages about the importance of competitive salaries. However, given state budget constraints the legislative budgets did not reach our request levels. The following table summarizes the various salary increase percentages recommended this session:

<b>Salary Increase Recommendations</b>	<b>2001-02</b>	<b>2002-03</b>
• Council of President's Recommendation	6.0%	4.0%
• Governor's Budget Recommendation	2.2%	2.5%
• Senate Budget Recommendation	3.7%	3.1%
• House Budget Recommendation	3.0%	2.6%
• Final Legislative Budget	3.7%	2.6%

*Note: Both the Governor and the Senate budgets would only fund 70% of the cost of the Increase. The Final Legislative Budget only provides 85% of the cost of the increase. Although the appropriation level for 2002-03 is calculated at a 2.6% adjustment the legislature left the door open for fine-tuning the 2002-03 salary increase level in the supplemental session.*

<b>Recruitment and Retention Recommendations</b>	<b>Biennial Amount</b>
• Council of President's Recommendation	\$590,000
• Governor's Budget Recommendation	\$ -0-
• Senate Budget Recommendation	\$152,000
• House Budget Recommendation	\$ -0-
• Final Legislative Budget	\$ -0-

*Note: The Governor and the House budgets allow increased tuition revenues to be used for additional recruitment and retention salary adjustments (Governor assumed \$376,000 and the House assumed \$724,000 available from tuition.)*

In all versions, in one form or another, compensation increases were linked to tuition. For example, the Governor and the Senate assumed that 30% of the costs of salary increases would come from tuition. The final budget requires the college to fund 15% of the cost of these mandatory increases. In addition, all budgets provide flexibility to use tuition revenues to improve compensation levels for faculty and professional staff beyond the level funded.

Since classified salaries are administered by the state, the college has no option to improve upon the levels established by the legislature. Student salary budgets require increases to offset the impact of rising minimum wage levels.

Evergreen also requested that the legislature maintain existing employee benefit programs. One of the major budget drivers this session is the rising health care costs. All versions of the budgets increase the employee contribution rates from \$436.16 in fiscal Year 2001 to \$457.29 in fiscal Year 2002 and \$497.69 for fiscal Year 2003. The final legislative budget requires employee payments for health insurance to be increased. Employees currently pay 6% of health care costs and

by the end of the biennium the employee share of health care costs will increase to 10%.

## ENROLLMENT GROWTH CONSIDERATIONS AND RECOMMENDATION

Policy Recommendation to the Board of Trustees: Approve the Recommendation to Continue to Fund the Direct Instructional Costs Associated with the 124 FTE Undergraduate Student Enrollment Growth.

**Background:**

The Board requested legislative enrollment growth funding to add 60 undergraduate resident student in 2001-02 and another 90 FTE undergraduate students in 2002-03. In addition, the Board asked for funding to implement two new graduate programs in 2002-03. The Master in Fine Arts (MFA) and the Master in Public Administration in Tribal Government programs would add another 38 graduate students. The final legislative budget did fund the expansion of enrollment levels by 41 students in 2001-02 and another 83 student in 2002-03. However, the funding levels provided will not allow the college to move forward with the implementation of the two new graduate programs.

<b><u>BUDGET VERSION</u></b>	<b><u>NEW ENROLLMENTS</u></b>
• <i>TESC Request</i>	188
• <i>Governor's Budget Recommendation</i>	63
• <i>Senate Budget Recommendation</i>	95
• <i>House Budget Recommendation</i>	124
• <i>Final Legislative Budget</i>	124

<b><u>ENROLLMENT GROWTH EXPENDITURES</u></b>	<b><u>2001-02</u></b>	<b><u>2002-03</u></b>
• <i>Enrollment Growth</i>	41	124
• <i>Costs of Faculty Lines &amp; Support Budgets</i>	140,254	421,932
• <i>General Fund and Tuition Estimates</i>	267,750	794,534
• <i>Funds to Help Offset Budget Variance</i>	127,496	372,602

## CHILDCARE FACILITIES CONSIDERATIONS AND RECOMMENDATION

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Policy Recommendation to the Board of Trustees: Approve the Recommendation to Allocate \$250,000 to the Childcare Facilities Building Fund.

### **Background:**

The existing center, with a wait list exceeding 50 children each year, is not meeting current or emerging needs of the campus community. The operation exists in the oldest building on campus, a facility that no longer meets the needs of the childcare program. The Service and Activities (S&A) Board recognized this shortfall and in 1999, after two successive annual surveys identified childcare as a critical need on campus and set aside \$269,000. BJSS, an architectural and engineering consulting firm, was hired to develop the building program and produce schematic design for the renovation and expansion of the childcare facility. Preliminary cost estimates run close to \$1.5 million. The previous S&A Board set aside combined with this allocation provide close to one third of the project costs. It is our intent to work with Facilities Services and the S&A board to finalize a financing package for the remaining construction costs and on-going building support costs. We hope that these elements can be developed over the 2001-02 fiscal year so that construction can begin in 2002-03.

## 3% REALLOCATION PLAN CONSIDERATIONS AND RECOMMENDATION

Policy Previously Adopted by the Board of Trustees on June 14, 2001.

**Background:**

To achieve a balanced budget while responsibly addressing the college's mandatory cost increases and other strategic priorities, a 3% reallocation of base resources is necessary. These adjustments are required because the college's strategic priorities will not be funded by the legislature this session. Energy cost increases alone represents almost half of this adjustment. The reductions included in this plan are significant and almost fund the total costs of our mandatory costs and our short list of strategic priorities.

**Part 1: Mandatory Costs and Strategic Priorities**

*Fiscal Detail:*

	FTE's	2001-02 Amount	FTE's	2002-03 Amount
1 Energy Rate Increases	-	388,000	-	465,000
2 General Education Implementation Requirements	-	349,494	-	394,725
3 On-going Support for the College WEB	-	50,000	-	50,000
4 Support for the Human Resource Services DTF	-	50,000	-	50,000
5 Academic Computing Support (Evening/Weekends)	-	93,280	-	93,280
6 Institutional Contingency Account	-	387,000	-	389,000
<b>Total</b>	-	<b>1,317,774</b>	-	<b>1,442,005</b>

*Narrative Justification Statement:*

**Energy Rate Increases:** The energy crisis has drawn significant attention in the past few months and will become an increasingly difficult expense to control. After the board approved the spending plan two years ago college management needed to re-allocate \$200,000 per year to cover rate increases imposed last year. By the end of next biennium an additional \$465,000 will be required to pay the energy bill. Together, these two increases represent a 48% increase in energy costs over the 1999-01 base budget. The amounts for next biennium assume that we achieve a 10% savings in energy consumption through

conservation measures. Facilities staff are busy determining how best to achieve the 10% conservation goal and have begun to implement strategies already. If we are not successful in achieving the full conservation goal or if rates are increased even more, further program reductions will be required.

**General Education Implementation Requirements:** The DTF completed its work and implementation plans have been developed. Beginning next year we expand the capabilities of both the Learning Resource Center and Academic Advising. Summer Institutes will begin this summer to support faculty teams in planning programs. An assessment component is included to measure program results throughout this five year experiment.

**On-Going Support for the College WEB:** We have contracted STAMATS to design templates for our WEB to increase appeal and functionality. Although, we have not determined the best method to keep the site up in the future, we must allocate the resources towards on-going maintenance and upkeep of our site.

**Support of the Human Resource Services DTF:** The HR DTF is working on several issues to improve staff recruitment and retention campus-wide. Resources to begin implementing the highest priority results of their work are included in this budget. It is assumed that other one-time resources may become available to supplement this funding base once program plans are fully developed until permanent sources can be identified.

**Academic Computing Support:** Support of instructional technology in our part-time studies programs held during evening and weekends is addressed through the addition of one full-time position in academic computing. This item is especially important given the emphasis on adding computer science programs in our part-time studies programs this coming year. In addition, resources are directed for more student support in the campus support center to provide computer staff greater flexibility to accomplish timely computer installs and repairs.

**Institutional Contingency Account:** Enrollment related issues and the Energy Crisis will remain areas of unpredictability in the coming biennium. Funds will be held in contingency status to offset the potential of further increases to energy rates or to offset the impact of student tuition collections coming in lower than expected.

## Part II – Divisional 3% Reduction Plans

### Fiscal Detail:

	FTE's	2001-02 Amount	FTE's	2002-03 Amount
<b>Academics:</b>				
1 Prior Learning for Experience	(0.83)	(37,942)	(0.83)	(37,942)
2 Institutional Research and Academic Deans Support	(1.00)	(48,050)	(1.00)	(48,050)
3 Faculty Salary Pool	(2.63)	(210,000)	(2.63)	(210,000)
4 Move (1) Tribal Visitor to Revenue Account	(0.75)	(61,000)	(0.75)	(61,000)
5 Reduce Faculty Development Budget	-	(21,000)	-	(21,000)
6 Library Instructional Technology and Public Service Support	(0.87)	(67,808)	(1.00)	(67,808)
7 Library Support and Library Materials Budget	-	(53,000)	-	(53,000)
8 Public Service Centers Reductions	-	(52,072)	-	(52,072)
9 Eliminate Boats (Resolute, Seawullff)	(0.25)	(21,000)	(0.25)	(21,000)
10 Lab, Comm. Bldg., Tacoma, Grad. Program & Office Support	(1.00)	(71,554)	(1.00)	(71,554)
<b>Sub-total Academics</b>	<b>(7.33)</b>	<b>(643,426)</b>	<b>(7.46)</b>	<b>(643,426)</b>
<b>Student Affairs:</b>				
1 Greater Reliance on WEB and Efficiencies in Recruitment Efforts	-	(21,500)	-	(21,500)
2 Eliminate Dispute Resolution Center Training Funds	-	(3,000)	-	(3,000)
3 Reduce Workstudy Funds	(1.30)	(18,500)	(1.30)	(18,500)
4 Eliminate Budget for Transitions to Success	(1.00)	(53,000)	(1.00)	(53,000)
5 Reductions in Intercollegiate Athletics	-	(7,200)	-	(7,200)
6 Police Services Reductions	(0.10)	(19,500)	(0.10)	(19,500)
7 SASS Reductions in Goods, Travel and Student Employees	-	(9,671)	-	(9,671)
<b>Sub-total Student Affairs</b>	<b>(2.40)</b>	<b>(132,371)</b>	<b>(2.40)</b>	<b>(132,371)</b>
<b>Finance &amp; Administration:</b>				
1 Restructure the VP for F&A Office	(0.12)	(3,500)	(0.12)	(3,500)
3 Eliminate Operating Funding for the Campus Architect Position	(0.34)	(24,000)	(0.34)	(24,000)
4 Controller's Office Reductions	(0.40)	(52,000)	(0.40)	(52,000)
5 Facilities Goods & Services and Overtime Reduction	(0.50)	(87,100)	(0.50)	(87,100)
6 Human Resource Services Program Reductions	(0.55)	(9,225)	(0.55)	(9,225)
7 Computing & Communications Reductions	(1.65)	(49,500)	(1.65)	(49,500)
8 Increase EME Recharge Level	(0.25)	(14,500)	(0.25)	(14,500)
9 Increase Charges to the Facilities Labor Pool	(1.00)	(54,700)	(1.00)	(54,700)
<b>Sub-Total Finance &amp; Administration</b>	<b>(4.81)</b>	<b>(294,525)</b>	<b>(4.81)</b>	<b>(294,525)</b>
<b>College Advancement:</b>				
1 Reduce Professional Support Position	(1.00)	(33,000)	(1.00)	(33,000)
<b>Sub-total College Advancement</b>	<b>(1.00)</b>	<b>(33,000)</b>	<b>(1.00)</b>	<b>(33,000)</b>
<b>President's Operation:</b>				
1 President's Support Staff Reductions	(0.45)	(23,405)	(0.45)	(23,405)
2 Reduce WSIPP Contract Budget by 50%	-	(18,000)	-	(18,000)
<b>Sub-total President's Operation</b>	<b>(0.45)</b>	<b>(41,405)</b>	<b>(0.45)</b>	<b>(41,405)</b>
<b>TOTAL BUDGET REDUCTION PLANS</b>	<b>(15.99)</b>	<b>(1,144,727)</b>	<b>(16.12)</b>	<b>(1,144,727)</b>

## Academic Reduction Plans

**Prior Learning From Experience (PLE):** PLE awards credits for documented learning from life experiences to both new and re-entering adult learners. We will examine the program during the 2001-02 fiscal year to explore if the elements of the program can be accomplished with less cost in a more user friendly manner. Funding in 2001-02 will be accomplished from one-time resources pending the outcome of this review.

**Institutional Research and Academic Deans Support:** This reduction results in layoff of one full-time position that supports the data processing activities in program research and assessment. The academic deans support budget will be reduced and will require careful monitoring of expenditure activity.

**Faculty Salary Pool:** The faculty salary pool has had built in flexibility to address replacements for faculty on sick leave and to add faculty lines necessary to address last minute changes in student demand. Elimination of these lines will result in the use of divisional reserves to ensure continued faculty coverage of the curriculum. Historically, annual divisional reserves have been used to finance priority institutional expenses such as student computer lab replacements.

**Utilize Northwest Indian College (NWIC) Reimbursements:** The college has a successful partnership with NWIC that has accumulated the resources to carry the costs of one visiting faculty line for two fiscal years. Although annual revenues fluctuate based on student demand, it appears that annual revenues will be sufficient to carry this level of on-going expenses.

**Faculty Development Budget Reduction:** This reduction lessens the college's ability to address faculty demand for professional travel, sponsored research, summer institutes, sabbaticals and professional publication.

**Library Instructional Technology and Public Service Support:** The vacant Library Instructional Technology position will be reduced to half-time requiring the existing library staff to absorb elements that support information technology within the library proper. Direct support from the library for informational technology within the curriculum is eliminated and may require priority activities to be absorbed by the existing staff in Academic Computing. Staff retirements will allow for a downsizing of the public service support function without resulting in a staff layoff. Although there will be a degradation of services, it is anticipated that impacts will be minimized through careful scheduling and cross-training.

**Library Support and Library Materials Reductions:** General reductions in library support budgets will result in less student support position in the Library and Media Services. Budgets for goods and services will be reduced requiring careful monitoring of program expenditures. A two pronged adjustment will reduce the library materials budget for highly specialized electronic data books by \$10,000 annually and will shift \$20,000 of other material costs to an indirect cost reimbursement account.

**Public Service Centers Reductions:** All of the Public Service Centers in the academic division will undergo a 5% across-the-board budget reduction. These centers need to increase workshop and registration fees to minimize impacts.

**Eliminate Operating Budget Support for The Resolute and Seawulff:** The Resolute and Seawulff support both the maritime and marine studies. The boats will continue to support the advertised curriculum in 2001-02 while an extensive review to determine future prospects. Although this is a highly attractive program, the size and age of the boats require a careful examination. Fundraising opportunities will also be emphasized during this time frame. April 15, 2002 is a hard deadline for this overall effort.

**Lab, Comm. Bldg., Tacoma, Grad. Programs and Office Support Reductions:** Although the plan is not final, the current lab reductions proposal is to reduce science and visual art staff support, galleries support and the elimination of the radiation program that support marine studies and the T4 research. Communications building reductions would reduce funding for Evergreen Expressions, academic productions, instrument maintenance and overall staff support. Academic program support would result in an elimination of one position reflecting a 10% reduction in administrative and professional support for faculty and students.

## **Student Affairs Reduction Plans**

**Greater Reliance on WEB and Efficiencies in our Recruitment Activities:** Over the past several years the college has added resources to the college recruitment effort. Over the next two years we will locate efficiencies in this program that may become available as a result of WEB enhancement and by reducing travel to areas that have not generated substantial benefits. Banner implementation and our current work on updating our WEB site make a portion of this reduction feasible. Further work on examining the overall recruitment activity will be required to yield the remaining reductions.

**Eliminate Dispute Resolution Training Budget:** Elimination of this fund will require that individuals secure funding from the college staff development account or by paying the Thurston County Dispute Resolution Center directly.

**Reduce Work Study Funds:** The number of students working in student work-study positions has declined over the past several years. The creation of the Student Employment Office reduces work in the financial aid office that was accomplished by temporary staff. Also, the institutional student position supporting the Part-time Studies Outreach office has not been filled for the past two years. This adjustment permanently eliminates those resources.

**Eliminate the Transitions to Success Pilot Project:** The pilot project provided extensive advising to some students over the past two years. We will not extend the project into next biennium.

**Reductions in Intercollegiate Athletics:** The tennis program will be eliminated after this year. The program has had low participation, particularly for women athletes. The paid public announcer for men's and women's basket ball will be eliminated requiring existing staff to pick-up those tasks. The overall team travel budget will be reduced requiring smaller squad travel sizes and by lessening most non-conference sport activities.

**Police Services Reductions:** We will reclassify a lieutenant position downward after the incumbent retires next spring. The police vehicle fleet will be reduced from five vehicles to three and funds for overtime will be reduced.

**Student and Academic Support Services:** Although the plan is not final, the current proposal is to scale back publications, eliminate the job position resource, reduce travel and student employment budgets. In addition, \$5,000 of the Deans salary will be transferred to an indirect cost reimbursement account.

## **Finance & Administration Reduction Plans**

**Restructure the VP For Finance and Administration Office:** Travel expenditures division-wide will be reduced through a centralized approval process. Reliance on workstudy support for the Vice President and staff will be reduced.

**Eliminate the Campus Architect Position:** The Campus Architect position was re-allocated to create a Facilities Assistant Director position who has overall responsibility for capital project management. This adjustment eliminates the remaining 30% funding of the previous Architect Position in the operating budget.

**Controller's Office Reductions:** Although the plan is not complete, the Controller's operation plans to find reductions in goods and services with any remaining balance to be taken in reduced staffing levels. Also, 40% of the Business Services Director's salary will be transferred to Conference Services and the Bookstore.

**Facilities Goods and Services and Overtime Reduction:** Facilities operation will improve supply inventory controls to reduce costs through better purchasing practices while maintaining appropriate levels of inventory balances. In addition, greater attention to scheduling maintenance activities will reduce overtime costs. Maintenance practices will be adjusted to reduce overall maintenance supply costs and improved scheduling practices.

**Human Resource Services Program Reductions:** The vacant Human Resources positions will be downgraded to an Office Assistant III classification. Seasonal temporary hourly positions will be eliminated and the office will rely more heavily on student work-study coverage.

**Computing and Communications Reductions:** Goods and services in both Network Services and Administrative Computing will be reduced. Hardware and software maintenance contract reductions coupled with reduction in support budgets will require more dependence on divisional reserves if failures exceed the remaining capacity of the department. Further reductions in workstudy positions supporting Academic Computing will be required.

**Increase Electronic Maintenance & Engineering Recharge Level:** We will permanently increase the budget line-item for recharges in the EME budget to reflect current and projected activity associated with work on capital projects.

**Increase Charges to the Facilities Labor Pool:** We will permanently increase the recharge to the Facilities Labor Pool for administrative time spent on monitoring and managing the growing capital program and other re-charged work campus-wide.

## **College Advancement Reduction Plans**

**College Advancement Staffing Reduction:** Although not finalized, College Advancement will need to reduce the operation by one full-time professional position to meet the 3% reduction target. However, other restructuring has been required to offset costs exceeding collection activities in the unit's revenue account activities.

## **President's Operation Reduction Plans**

**President's Staff Support Reductions:** An existing program assistant position will be reduced to 80% time and the vacant assistant for budget and planning will be reduced to 75%. The program assistant reduction will reduce centralized support for Senior Level hiring activities. The reduction of the assistant for budget and planning will slow progress in the area of management analysis and reporting.

**Washington State Institute for Public Policy Contract Budget Reduction:** The institute has a large number of special allocations to support the costs of mandated legislative studies making a 50% reduction in their base budget for contracts possible. Although there will be a minor amount remaining for small projects, this reduction requires that all large scale studies in the future be funded through special legislative appropriations.

## The Evergreen State College State & Tuition Supported Budget By Major Function within Division for the Current Biennium

Note: Prior to 6767 implementation. Increases to Student Wage Budgets & 2002-03 Exempt Salary Increases

Academics	2001-02 Fiscal Year			2002-03 Fiscal Year			Change Between Yrs.	
	FTE	Amount	% of Total	FTE	Amount	% of Total	Amount	%
Academic Administration	16.15	1,207,771	2.98%	16.15	1,191,690	2.82%	(16,081)	-1.33%
Direct Instructional Support	72.46	3,526,146	8.70%	72.84	3,618,188	8.55%	92,042	2.61%
Faculty Salary Pool	148.73	12,770,074	31.51%	151.84	13,570,564	32.06%	800,490	6.27%
Library	55.92	3,272,868	8.08%	55.92	3,358,670	7.93%	85,802	2.62%
Longhouse Edu. & Cul. Ctr.	2.50	175,941	0.43%	2.50	177,586	0.42%	1,645	0.93%
Labor Center	2.35	141,063	0.35%	2.35	143,245	0.34%	2,182	1.55%
K-12 Center	3.00	203,057	0.50%	3.00	205,483	0.49%	2,426	1.19%
Wash. Center	4.59	275,348	0.68%	4.59	279,919	0.66%	4,571	1.66%
NW Indian Allied Res. Ctr.	2.50	226,953	0.56%	2.50	233,793	0.55%	6,840	3.01%
<b>Sub-Total</b>	<b>308.20</b>	<b>21,799,221</b>	<b>53.79%</b>	<b>311.69</b>	<b>22,779,138</b>	<b>53.81%</b>	<b>979,917</b>	<b>4.50%</b>

### Finance & Administration

F&A Administrative Acct.	3.60	202,259	0.50%	3.60	236,511	0.56%	34,252	16.93%
Computing & Communications	46.75	2,458,354	6.07%	46.75	2,499,912	5.91%	41,558	1.69%
Human Resource Services	8.30	467,600	1.15%	8.30	478,202	1.13%	10,602	2.27%
Business Operations	31.22	1,350,183	3.33%	31.22	1,350,077	3.19%	(106)	-0.01%
Facilities	54.10	2,825,555	6.97%	54.10	2,896,804	6.84%	71,249	2.52%
Revolving Fund Payments	-	574,750	1.42%	-	574,750	1.36%	-	0.00%
Utilities and Lease Payments	-	2,334,443	5.76%	-	2,411,443	5.70%	77,000	3.30%
<b>Sub-Total</b>	<b>143.97</b>	<b>10,213,144</b>	<b>25.20%</b>	<b>143.97</b>	<b>10,447,699</b>	<b>24.68%</b>	<b>234,555</b>	<b>2.30%</b>

### Student Affairs

Student Affairs Admin.	6.51	223,651	0.55%	6.47	230,601	0.54%	6,950	3.11%
Enrollment Services	34.04	1,937,579	4.78%	34.04	1,969,587	4.65%	32,008	1.65%
Recreation & Athletics	5.53	297,325	0.73%	5.53	300,795	0.71%	3,470	1.17%
Police Services	16.33	857,641	2.12%	16.33	881,133	2.08%	23,492	2.74%
Student & Acad. Suppt. Svs.	25.59	1,176,420	2.90%	26.14	1,217,350	2.88%	40,930	3.48%
<b>Sub-Total</b>	<b>88.00</b>	<b>4,492,616</b>	<b>11.09%</b>	<b>88.51</b>	<b>4,599,466</b>	<b>10.87%</b>	<b>106,850</b>	<b>2.38%</b>

### President's Operation

BOT, President & Staff	12.08	993,674	2.45%	12.08	983,837	2.32%	(9,837)	-0.99%
WSIPP	7.00	987,646	2.44%	7.00	721,303	1.70%	(266,343)	-26.97%
<b>Sub-Total</b>	<b>19.08</b>	<b>1,981,320</b>	<b>4.89%</b>	<b>19.08</b>	<b>1,705,140</b>	<b>4.03%</b>	<b>(276,180)</b>	<b>-13.94%</b>

### Advancement

College Advancement	8.50	763,201	1.88%	8.50	769,896	1.82%	6,695	0.88%
College Relations	6.80	465,737	1.15%	6.80	473,704	1.12%	7,967	1.71%
<b>Sub-Total</b>	<b>15.30</b>	<b>1,228,938</b>	<b>3.03%</b>	<b>15.30</b>	<b>1,243,600</b>	<b>2.94%</b>	<b>14,662</b>	<b>1.19%</b>

### Equipment & Institutional Obligations

Equipment	-	423,080	1.04%	-	423,080	1.00%	-	0.00%
1% Hold Back Contingency	-	387,000	0.95%	-	389,000	0.92%	2,000	0.52%
6767 Reclassifications	-	89,008	0.22%	-	176,484	0.42%	87,476	98.28%
Childcare Facility	-	-	0.00%	-	250,000	0.59%	250,000	#DIV/0!
2nd Yr. Salary Increases (Exempt & Student)	-	-	0.00%	-	315,742	0.75%	315,742	#DIV/0!
<b>Sub-Total</b>	<b>-</b>	<b>810,080</b>	<b>2.00%</b>	<b>-</b>	<b>1,554,306</b>	<b>3.67%</b>	<b>2,000</b>	<b>0.25%</b>

<b>TOTAL STATE &amp; TUITION BUDGET</b>	<b>574.55</b>	<b>40,525,319</b>		<b>578.54</b>	<b>42,329,349</b>		<b>1,061,804</b>	<b>2.62%</b>
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**The Evergreen State College Other Budgeted Funds  
By Major Function for the Current Biennium**

**Local Dedicated Funds**

Summer Session	15.50	1,657,636	15.50	1,657,636	-	0.00%
Public Service Ctr. Workshops	1.11	160,175	1.11	160,175	-	0.00%
Application Fees	1.00	158,303	1.00	159,575	1,272	0.80%
Health & Counseling	6.00	389,280	6.00	396,210	6,930	1.78%
Fin. Aid. Admin. Allowances	1.00	43,793	1.00	44,278	485	1.11%
<b>Sub-Total</b>	<b>24.61</b>	<b>2,409,187</b>	<b>24.61</b>	<b>2,417,874</b>	<b>8,687</b>	<b>0.36%</b>

**Grants & Contracts**

Indirect Cost Reimbursements	1.76	129,236	1.76	129,362	126	0.10%
Federal Work Study	36.57	401,700	37.67	413,751	12,051	3.00%
Academic & Other Grants		2,853,901		2,775,556	(78,345)	-2.75%
<b>Sub-Total</b>	<b>38.33</b>	<b>3,384,837</b>	<b>39.43</b>	<b>3,318,669</b>	<b>(66,168)</b>	<b>-1.95%</b>

<b>TOTAL OPERATING BUDGET</b>	<b>637.49</b>	<b>46,319,343</b>	<b>642.58</b>	<b>48,065,892</b>	<b>1,746,549</b>	<b>3.77%</b>
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**Service & Auxiliary Funds**

Stores Fund		60,920		58,670	(2,250)	-3.69%
Printing & Duplicating		327,590		325,590	(2,000)	-0.61%
Other Facilities Fund		179,160		179,160	-	0.00%
Motor Pool		266,770		266,770	-	0.00%
Associated Students (S&A)		2,239,740		2,288,244	48,504	2.17%
Bookstore		1,864,027		1,907,225	43,198	2.32%
Parking		330,585		484,000	153,415	46.41%
Housing, Dining & Conferences		5,036,264		5,157,454	121,190	2.41%
<b>Sub-Total</b>		<b>10,305,056</b>		<b>10,667,113</b>	<b>362,057</b>	<b>3.51%</b>

**Grants In Aid**

PELL, SEOG & ST. NEED GRANT		6,000,000		6,100,000	100,000	1.67%
Perkins Student Loan Program		600,000		610,000	10,000	1.67%
TESC Need Grant		589,880		633,185	43,305	7.34%
<b>Sub-Total</b>		<b>7,189,880</b>		<b>7,343,185</b>	<b>153,305</b>	<b>2.13%</b>

<b>TOTAL BOT APPROVED BUDGET</b>	<b>638.14</b>	<b>46,319,343</b>	<b>642.58</b>	<b>48,065,892</b>	<b>2,261,911</b>	<b>3.54%</b>
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