Managing to Change
2015-16 Successes

- 2016 Enrollment Campaign  (Down 644 in May; Goal Even in Fall)
- Student Health Reaccreditation
- Academic Works Implemented / Centralization of Scholarship Awarding
- Residency Policy Changes
- Dining, Retail, Catering – Good food; Good service and Happy students
- Partnerships – Alumni; Career Services; Admissions
- Union Visioning
- Half Acre – 2,000 + a day
- Largest Freshman Class – Fall 2015
- DOS Behavior Intervention Team
- Quality support for students across Student Affairs!
Energy Impacts

- Oil
- Coal
- Gas

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- Governor’s Diversification of Revenue Initiative
- UW’s Revenue Expansion
President Nichols

• Guiding Principles for Budget Reduction
  – Stay True to our *Mission* by Maintaining
    • STUDENT SUCCESS
    • QUALITY ACADEMIC PROGRAMS
    • SCHOLARLY EXCELLENCE
    • STATEWIDE PRESENCE
UW Budget Reduction

- **Fy 17:** 7 million; $19.3 million (at $16 million)
  - Position vacancy/auxiliary budget reductions
  - Eliminated 97 vacant positions
  - Standardized teaching load
  - Early retirement & separation incentive
  - Less than full time positions – reduce to part time
UW Budget Reduction

- **Fy 18:** $15 million

  - **Financial Crisis Advisory Council** – 9/18/16; President submits plan to FCAC by 10/10/16; Comment Period – 10/28/16; FCAC submits comments to President by 11/1/16; President submits plan to BOT for approval on 11/16/16

  - **Huron Performance Improvement** – 8/25/16 (3 years)

  - **Revenue Enhancement Recommendations**

  - **Academic Program Reviews**
UW Budget in Perspective

UNIVERSITY SECTION I BUDGET @ $300 MILLION

PRIVATE GIVING > $63 MILLION

RESEARCH @ $90 MILLION
Student Affairs Budget Reduction

• Fy 17
  – $7 million cut - $234k; $487k; 4 positions; $2 million in Auxiliaries

  – $19 million cut – 4 positions; $500k in Auxiliaries
  Currently have @85 Student Affairs vacancies – Section I, II

• Fy 18 Target
  – @$ 970K
Student Affairs Budget

- Student Affairs Budget:
  - Section I $6.7 million in Section I; $9.9 million in Scholarships
  - Section II $32 million
  - Section III $12.4 million ($1.8 million in salaries)
  - Alumni $690k and ($180k funded from UW)
  - Private Funding in Scholarships and Program Support
President Nichols’ Call to Action

• Fy18
  – Drive efficiencies; reduce vacancies
  – Reorganizations
  – Backfill/Cross Training
  – Business Centers; reception; accounting
  – Consolidate and eliminate programs
Meeting Student Affairs’ Fy 18 Target

- Peer Analysis Review
- Vacancies
- Reducing Support Budgets
- Offsetting Section I resources with Section II
- Reallocating Resources; Reorgs
- Backfill/Cross Training
- Eliminating Duplication of Services
- Fund Raising
- Need your ideas?
Managing to Change

• Rethink how we do our work
• Navigate Uncertainty – Reduce the unknown
• Examine Fees and Services they support
• Make things Manageable; Manage Expectations
• Support one another
• Know Constituency expectations and focus on High Impact Priorities
How Peers were Selected

• Final Ranking Methods (43 scored metrics)

  Some scored metrics derived from multiple sources of data
  Numbers in parentheses below indicate the number of metrics included in that area if more than one

• Public Institution
• Land Grant
• Sole Public Research U. in State
• Carnegie Classifications 2015 (6)
• Carnegie Classifications 2010 (6)
• Carnegie Basic Classification 2000
• NCES Comparison Grouping
• Enrollment – 2013 & 2008 (2)
• Distance from UW
• Medical Education & Services (2)
• Grants & Contracts (4)
• Endowments 2013,2010 & 2007 (3)
• Prevalence on existing UW peer lists (19)
• UW Considered a Peer by institution?
• ACT Scores & Admissions Selectivity (4)
• Average 9 month salaries (10)
Selected Close Peers (Pink)

1. Utah State U.
2. Oklahoma State U.
3. U. of Nevada Reno
4. U. of Rhode Island #
5. New Mexico State U.
6. U. of Idaho
7. U. of Maine #
8. Montana State U.
9. North Dakota State U.
10. South Dakota State U.
11. U. of Montana **

# Only Public Research University in State
** NOT Land Grant
Selected Aspirational Peers (Gold)

1. Kansas State U.
2. West Virginia U. #
3. U. Nebraska – Lincoln
4. Colorado State U.
5. Clemson U.
6. Texas Tech U. **
7. Washington State U.
8. U. Of Utah **

# Only Public Research University in State
** NOT Land Grant
Observations on Peers

- Student Costs
- Student Body
- Graduation & Retention Rates
- Academic Programs
- Employees & Student Faculty Ratio
- Faculty & Research
- Private Giving
UW Moving Forward

• Strategic Enrollment Management Plan – Fall 2016
• University Plan – Fall 2016
• Student Affairs Division Plan – Fall 2017

Creativity...Problem Solving...Innovation
Our Division Plan Focus:

• Enrollment Growth
  – Recruiting
  – Retention
• Engaging Students
• Alumni and Parent Support
• Fiscal Optimization & Efficiencies
• Examine fees, budgets and their use
• Ongoing Review of Services
Strategic Enrollment Plan

Strategic Enrollment Plan -- Fall 2016

– University-wide leadership
– Data Review and Goal Setting
– Strategies to Achieve Goals
– External Consultant to facilitate
– 15,500 student headcount by 2022
Strategic Enrollment Plan

• Recruiting & Retention Plans for:
  • New Freshmen
  • Transfer Students
  • Graduate Students
  • International Students
  • Students by Major and College
  • Multicultural Students
  • Nontraditional Students & Veterans
Retention Rate

First-time First Year Fall-to-Fall Semester Retention Rate

- Aspirational Peers: 84%
- Proposed Peers: 77%
- UW: 76%
Graduation Rate

Fall 2008 Cohort 6-year Graduation Rate

Aspirational Peers: 64%
Proposed Peers: 54%
UW: 54%
Our Focus on Students First

• High Care Index – and **STUDENT AFFAIRS**

• *Confidence in each of you...*

• As we seek Certainty -- **Certainty comes from our work with students**
We support students as they plant seeds for their future...

“What shape waits in the seed of you to grow and spread its branches against a future sky?”

-David Whyte