

As stated in the URPC's Balanced Budget Proposal for 2019-2022, "Each Division will be tasked with providing a clear, transparent, and rationalized summary to the URPC regarding progress towards identifying and adopting strategies to achieve the specified reductions in alignment with our [Guiding Measures and Principles](#). These summaries will be submitted quarterly, beginning March 31, 2020." Below is a worksheet for documenting and reporting information that will help keep the URPC and campus informed about Divisional planning.

Please describe your division's Year 1 achieved reductions (reflected in the 2020-21 budget) and also provide a status update of reduction actions since July 1, including how much is still outstanding.

The total reduction target assigned to the Enrollment Management Division is \$1,387,048. Year one position reductions within the division resulted in achieved reductions to base HM500 of \$806,562.

A decision was made by PAT to reallocate the funding for one of these eliminated positions to the Learning Centers resulting in a total reduction amount achieved for the division of \$716,684. This leaves \$670,364 (48%) in remaining reductions yet to be realized for Year 2.

In Year 2, Early Exit Program (EEP) retirements for three positions result in an estimated reduction amount of \$255,496 as positions are eliminated. There were two other EEP positions that are mission critical and required a backfill: a clinical lab scientist in the Health Center and the Veterans Services Coordinator. These retirements do not result in any significant savings for budget reductions beyond replacements at projected lower starting salary rates.

After accounting for EEP estimated retirements, the remaining balance of the assigned reduction is \$414,868. In addition to this target, the division has an additional operating expense reduction of \$96,368 that was held centrally and offset within VP division wide funds last year.

Reduction planning for both amounts totaling \$511,236 is currently underway and is the top priority for EM leadership. Various reduction scenarios have been proposed with departments taking a minimum operating expense reduction of 30% up to as much as 50% to achieve the remaining reductions. These OE reductions will lead to some difficult tradeoffs in terms of student programming that will need to be reimaged and in some cases eliminated entirely as we carefully realign our resources toward sustainability.

Please describe the overall budget reduction planning process within your division. Additionally and specifically, address the following:

a) How have you achieved transparency among your stakeholders? For example, how did you share with your stakeholders an overview of the division's budget, with a description of what has been reduced thus far and from where, and how much is still needing to be achieved?

b) How have you engaged stakeholders in a shared decision-making process? For example, how was their feedback and input considered in decisions made thus far, and how will their feedback/input be considered in decisions still to be made to reach final reduction targets?

The Vice President and Budget Director created four scenarios to achieve the required reductions in two years. The Enrollment Management directors discussed and debated the four and decided on a synthesis of scenarios two and four. Our process considered the guiding principles and divisional priorities.

In addition to the EM leadership team, program coordinators and admin support across the division are being consulted through reduction planning exercises on how each respective area could absorb various operating expense reductions necessary to reach our target. This process was invaluable in providing divisional leadership with a more detailed understanding of the resulting consequences of various reduction amounts to each respective department. This information is guiding the planning for the proposed operating expense reductions to each area in the division.

Please speak to how your reduction strategy contemplates and incorporates the guiding principles as provided by the URPC:

- **Students First:** *We will always prioritize the needs of students and their education first. We will support students' academic success and provide courses and services that facilitate their education and graduation.*
- **Preserve and Value Personnel:** *The education of students is intimately linked to the morale and security of staff and faculty. As such, every effort will be made to avoid concerted personnel dismissals. We will instead focus on preserving jobs for existing employees and engaging in thoughtful, evidence-driven approaches to filling positions as vacancies arise, and leveraging reassignment of personnel in line with student needs and growth.*
- **Fiscal Stability and Revenue Enhancement:** *The budget must be balanced on an annual basis, and be sustainable into future years, through co-equal consideration of contemporary needs and ongoing institutional health.*
- **Mission, Vision, and Context:** *We will continue to work toward realizing the articulated vision of the University.*
- **Transparency (Clarity), Communication, and Shared Governance:** *We need input in order to make informed decisions about resource allocations such that they reflect the values, needs, and avowed intentions of the University community. In order to provide meaningful input, the Campus community must be informed about the issues being considered. Reciprocal participation by all stakeholders is thus advised and requested.*

The EM team set the following priorities in alignment with those established by the guiding documents. Under the theme of "Supporting Recruitment, Retention, and the Student Experience" our team has set the following priorities:

- Not reducing student jobs
- Protecting our people
- Protecting technology that impacts student services
- Measuring and considering impact on student response times
- Aligning capacity reductions w/ service delivery expectations
- Realigning medical/counseling capacity to expand services & increase hours/availability

Our team believes that we have remained true to our priorities with this approach, and we will work hard to build enrollment, write grants, and raise dollars that will help us create new revenue for our university and our division.

- What might be some projected consequences of your respective reduction/reduced distribution of resources?
- What strategies will you adopt/have you adopted for limiting potential impact to students?
- What are the broad consequences of proposed actions? Include measures such as position reductions and dollar amounts down to the MBU.
- What were the consequences of actions undertaken thus far.
- What are potential inter-divisional impacts? How have you determined those impacts and subsequently limited negative outcomes for other areas?

The EM team is most concerned about response time in the student services offices due to staff reductions. We are equally concerned about the capacity to engage students and communicate efficiently and consistently. Our focus on technology is a top priority as a means to keep us level in this area. So far there have been no negative impacts to students identified from year one reductions.

Year 2 proposed reductions will result in changes to student programming and the unfortunate but likely elimination of some annual events. The effects are difficult to quantify at this time. Alternative revenue sources are being explored to minimize the reductions to programming wherever possible.