



FY 2010 Informational Budget Meetings

**July 31, 2009 & Aug 6, 2009
Board of Governors
Budget & Finance Committee**

Agenda

- Review of Calendar for Upcoming B & F Meetings
- Review of Information Requested and Updates from July 24th & July 31st Presentations
 - Slide 12 & Slide 14
- Review of Divisions Budget— slide 45
- Review of Central Accounts
- Review of Auxiliary Budgets

Budget Meeting Calendar

Date	Time, Location	Topics
7/31/09 (Friday)	10:00-12:00 p.m. 4339 FAB	Review of General Fund Budget <ul style="list-style-type: none"> • Review of Budgets for Schools, Colleges, Divisions and Central Accounts
8/6/09 (Thursday)	10:00-12:00 p.m. 4339 FAB	Review of Auxiliary Budgets (includes a discussion of each auxiliary budget including Housing)
8/14/09 (Friday)	10:00-12:00 p.m.	Executive Committee
8/21/09 (Friday)	10:00-12:00 p.m. 4339 FAB	Presentation and Overview of FY 2010 Budget
8/28/09 (Friday)	10:00-12:00 p.m. 4339 FAB	Hold, to be used if needed
9/2/09 (Wednesday)	Regular Board Schedule	Adoption of FY 2010 Budget

GENERAL FUND BUDGET OVERVIEW

FY 2010 Budget Summary

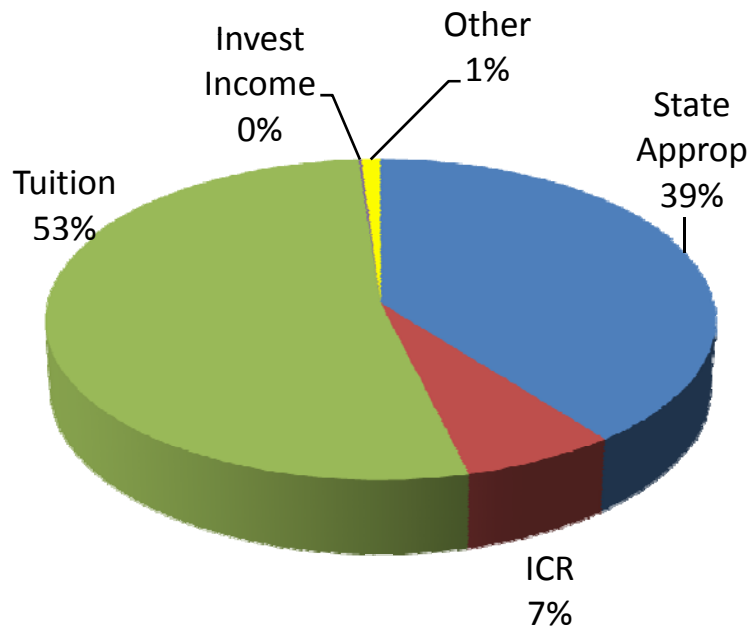
- With a State shortfall of \$6.6 M and a tuition rate of 5.4%, WSU had to absorb \$4.5 M of budget reductions to balance the budget
 - These reductions, put the total amount of reductions at \$50 M over the last several years
- The major increases in the budget were those that were unavoidable costs:
 - Faculty compensation, fringe benefits and financial aid.

Category	FY 2010 Revenues Mandated Cost	Analysis of Revenue / Expenditure Changes
Revenues		
State Appropriations	-3.0%	(\$6.6)
Tuition & Fee Rev.	5.4%	\$14.4
Indirect Cost Recovery	5.0%	\$4.0
Investment Income	-80.0%	(\$3.4)
Total Revenues		\$8.4
Expenditures		
Faculty Salaries	2.0%	\$4.4
Graduate Assistants	3.0%	\$0.4
Part-time Faculty	2.0%	\$0.4
Executive Mgmt.	0.0%	\$0.0
Non-Academic	1.5%	\$1.2
Fringe Benefits	1.5%	\$1.3
Operational Expenses	0.9%	\$1.5
Facilities Services	3.9%	\$1.4
Financial Aid	5.4%	\$2.3
Total Expenditures		\$12.9
Net Budget		(\$4.5)

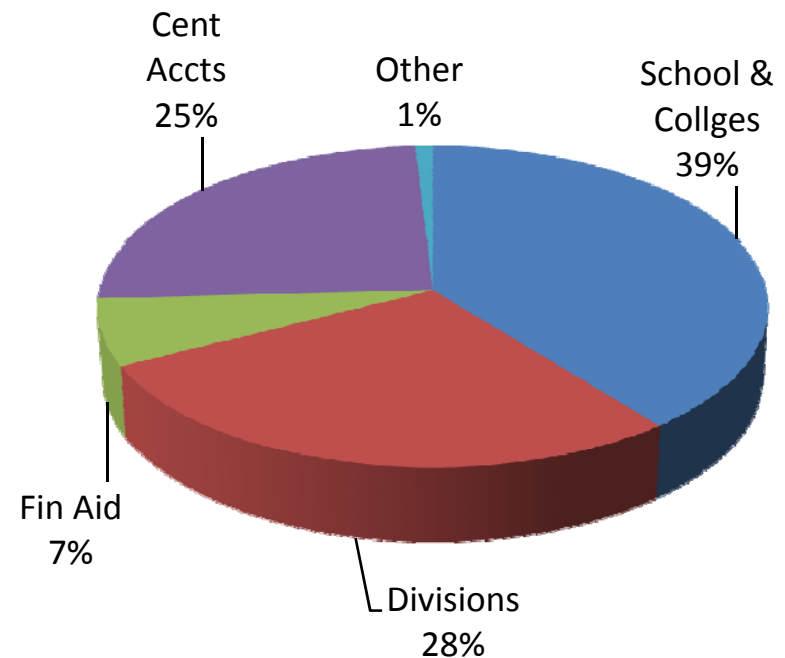
FY 2010 General Fund Revenues and Expenditures

\$543 M (1.6% increase over FY 2009)

Revenues



Expenditures



Note: Current Funds budget will be presented at the August 21st and September 2nd meetings. The preliminary current funds budget is estimated to be around \$850 M

Category	FY 2009 Adjusted Base Budget	Proposed Cuts @ 5.4% Tuition Rate	% Reduction	RESTORATION		Net Reduction	Total % Impact on Budget
				Summer School	Diff Tuition		
<u>Administration</u>							
President	\$5,565,300	(\$78,150)	-1.4%	\$0	\$0	(\$78,150)	-1.4%
Provost	\$37,992,500	(\$580,555)	-1.5%	\$150,000	\$0	(\$430,555)	-1.1%
General Counsel	\$1,394,100	(\$14,000)	-1.0%	\$0	\$0	(\$14,000)	-1.0%
Government Relations	\$1,020,100	(\$15,000)	-1.5%	\$0	\$0	(\$15,000)	-1.5%
Chief of Staff	\$13,138,700	(\$166,058)	-1.3%	\$0	\$0	(\$166,058)	-1.3%
OVPR	\$15,389,700	(\$368,586)	-2.4%	\$150,000	\$0	(\$218,586)	-1.4%
C&IT	\$14,900,200	(\$174,872)	-1.2%	\$0	\$0	(\$174,872)	-1.2%
CFO	\$25,744,700	(\$281,907)	-1.1%	\$0	\$0	(\$281,907)	-1.1%
Development	\$5,222,100	(\$195,829)	-3.8%	\$0	\$0	(\$195,829)	-3.8%
Library	\$9,754,748	(\$97,547)	-1.0%	\$97,547	\$0	\$0	0.0%
Total Administration	\$130,122,148	(\$1,972,503)	-1.5%	\$397,547	\$0	(\$1,574,956)	-1.2%
<i>Note: President Summer School funds have been allocated to the Library to protect Library from reduction in hours of operations</i>							
<u>Schools & Colleges</u>							
Business	\$10,380,500	(\$215,639)	-2.1%	\$67,986	\$70,708	(\$76,945)	-0.7%
Education	\$11,784,800	(\$150,000)	-1.3%	\$130,523	\$0	(\$19,477)	-0.2%
Engineering	\$14,146,600	(\$205,807)	-1.5%	\$32,823	\$43,671	(\$129,313)	-0.9%
Fine Arts	\$10,653,900	(\$105,688)	-1.0%	\$19,054	\$0	(\$86,634)	-0.8%
Grad School	\$1,740,400	(\$17,404)	-1.0%	\$0	\$0	(\$17,404)	-1.0%
Honors	\$1,551,600	(\$15,516)	-1.0%	\$0	\$0	(\$15,516)	-1.0%
Law	\$7,883,800	(\$105,998)	-1.3%	\$0	\$94,920	(\$11,078)	-0.1%
CLAS	\$55,336,800	(\$550,000)	-1.0%	\$115,255	\$0	(\$434,745)	-0.8%
L&IS	\$1,912,600	(\$56,000)	-2.9%	\$15,269	\$32,534	(\$8,197)	-0.4%
Medicine	\$51,691,800	(\$839,674)	-1.6%	\$0	\$405,000	(\$434,674)	-0.8%
Nursing	\$7,559,800	(\$71,666)	-0.9%	\$0	\$20,072	(\$51,594)	-0.7%
Pharmacy	\$11,847,600	(\$194,875)	-1.6%	\$0	\$137,834	(\$57,041)	-0.5%
Social Work	\$3,981,100	(\$38,958)	-1.0%	\$19,090	\$0	(\$19,868)	-0.5%
Total Schools	\$190,471,300	(\$2,567,225)	-1.3%	\$400,000	\$804,739	(\$1,362,486)	-0.7%
Grand Total Cut Base Budget	\$320,593,448	(\$4,539,729)	-1.4%	\$797,547	\$804,739	(\$2,937,443)	-0.9%

FY 2010 Budget Impacts w/ Revenue offsets

Item	Amount Cut	% of Reductions	Estimated Impact of Offsets	Net Cut	% of Reductions
Faculty Reductions--PT	\$939,361	21%	\$681,528	\$257,833	9%
Faculty Reductions--FT	\$642,405	14%	\$462,635	\$179,770	6%
Administrative Positions	\$1,883,163	41%	\$277,743	\$1,605,420	55%
Operating Reductions (non-personnel & fringes)	\$1,074,800	24%	\$180,380	\$894,420	30%
Total	\$4,539,729	100%	\$1,602,286	\$2,937,443	100%

Note: the majority of the funds associated with these FT faculty positions are mostly utilized to provide funding for lecturer or part-time faculty positions

Positions Impacted by Budget Reductions

Position Type	Utilization of Position	School / College / Division
<u>Faculty Positions</u>		
Elimination of faculty line	0.5 FTE; vacant; provided funding for one-time Part-time faculty needs in Schools/ Colleges	Provost Office
Elimination of faculty line	1.0 FTE; vacant; provided funding for lecturer position	Business
Elimination of faculty line	1.0 FTE; vacant; provided funding for lecturer position	Business
Elimination of faculty line	1.0 FTE; vacant; provided funding for PT faculty positions	CLAS
Elimination of faculty line	1.0 FTE; vacant; provided funding for PT faculty positions	CLAS
Elimination of faculty line	1.0 FTE; vacant; provided funding for PT faculty positions	CLAS
Elimination of faculty line	1.0 FTE; vacant; provided funding for faculty and non-faculty needs	Pharmacy
Elimination of faculty line	1.0 FTE; vacant; provided funding for faculty and non-faculty needs	Pharmacy
Total Positions: 7.5 FTE		

These positions are the planned faculty budget cuts. With the restoration of funds through the summer school and tuition differential revenues, some of these positions maybe restored

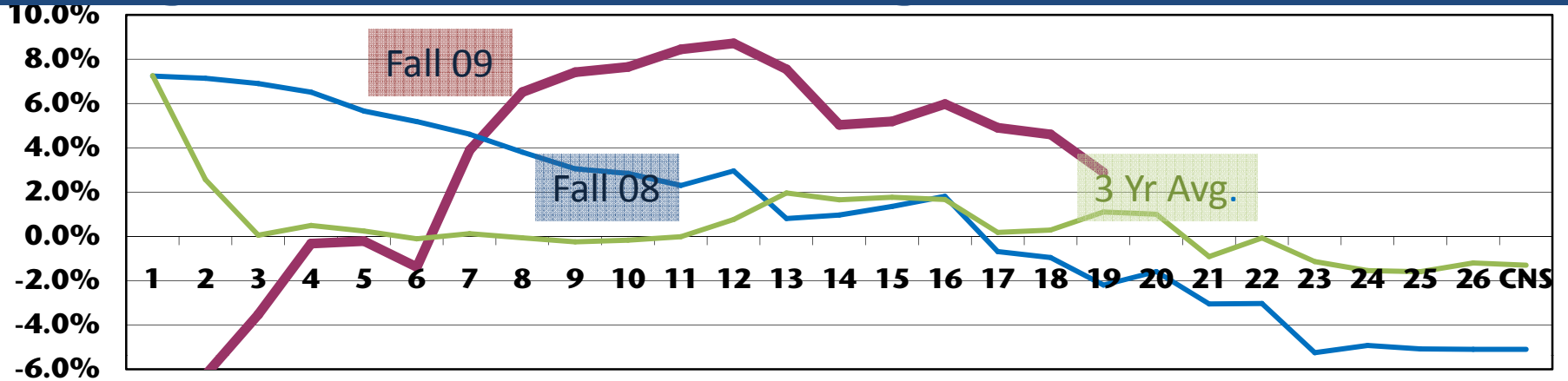
Positions Impacted by Budget Reductions

Position Type	School / College / Division
<u>Administrative Positions</u>	
Elimination of administrative position	President Office
Reduce position in General Counsel	General Counsel
Elimination of photography position	Marketing
Elimination of public safety cadet position	Public Safety
Elimination of public safety cadet position	Public Safety
Elimination of public safety cadet position	Public Safety
Elimination of public safety cadet position	Public Safety
Eliminate administrative assistant position	Human Resources
Eliminate mailroom clerk position	Mailroom
Elimination of interdisciplinary research position	OVPR
Elimination of research assistant position	OVPR
Elimination of secretary position	OVPR
Elimination of research assistant position	OVPR
Reduce research assistant position	OVPR
Elimination of accountant position	CFO
Elimination of custodian position	CFO
Elimination of custodian position	CFO
Elimination of custodian position	CFO
Elimination of custodian position	CFO
Elimination of groundskeeper position	CFO

Position Type	School / College / Division
<u>Administrative Positions</u>	
Elimination of administrative position	Development
Elimination of director position	Development
Elimination of research office staff position	Engineering
Elimination of administrative position	CLAS
Elimination of administrative position	CLAS
Elimination of administrative position	CLAS
Elimination of administrative position	CLAS
Elimination of administrative position	CLAS
Elimination of admin position Dean's office	SOM
Elimination of HR administration position	SOM
Elimination of academic & student programs administrative position	SOM
Elimination of academic director position	SOM
Elimination of academic & student programs administrative Position	SOM
Elimination of public affairs position	SOM
Elimination of HR administration position	SOM
Elimination of HR administration position	SOM
Elimination of communications position	SOM
Elimination of admin position Dean's office	SOM
TOTAL POSITIONS IMPACTED: Approximately 36 FTE	

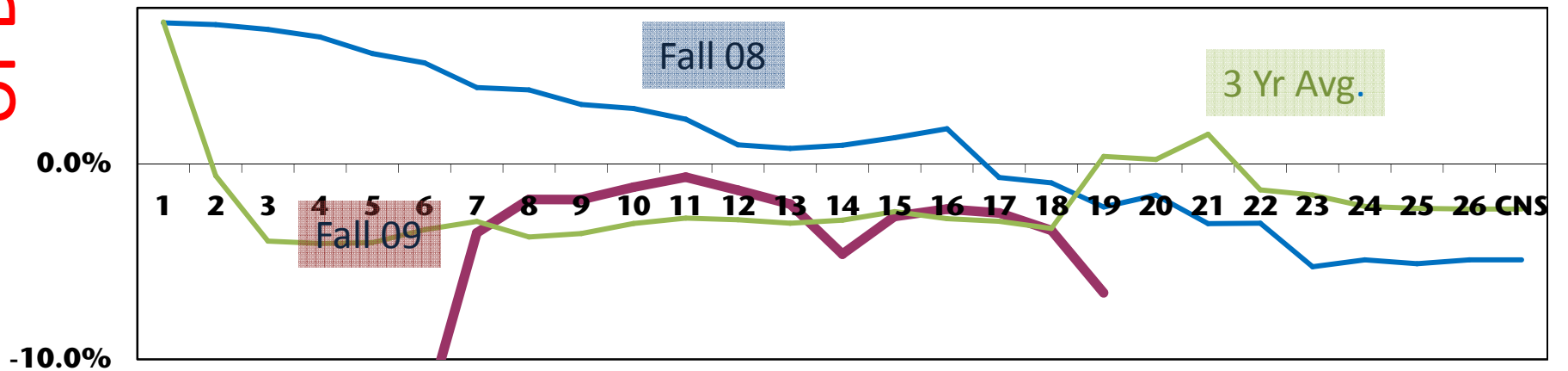
**BUDGET UPDATES AND DISCUSSION
OF REQUESTED INFORMATION FROM
JULY 24TH AND JULY 31ST**

Undergraduate Enrollment Registration Comparison



UPDATED

Graduate Enrollment Registration Comparison



Recent & Planned Changes in Procedure Policies

- Position Control
 - Creation of new positions
 - New administrative positions will require President's approval
 - Utilization of Vacant Positions
 - Non-Academic (Effective April 1, 2010)
 - If administrative positions are vacant for over 1 year, the positions will be pulled into the central budget
 - Academic (Proposal) (Effective October 1, 2011)
 - Proposed Policy to be studied and reviewed by the Strategic Planning Budget Committee
 - Proposal is either to re-budget vacant lines to where the expenditures occur and / or pull all vacant positions (that have been vacant over 1 year) into the central budget.
 - To be effective in FY 2011 (October 1, 2010)

Recent & Planned Changes in Procedure Policies

UPDATED

- Educational Outreach (*Effective FY 2010*)
 - Macomb Center, Oakland Center, and On-Line Classes
 - Goal is for Educational Outreach to operate as a cost center and create revenue opportunities for schools and college
 - Past Allocation—These entities (both revenues & expenses) were part of base budget
 - New Allocation—will be based on main components of Summer School model and will be run on a two year pilot.
 - Deans are in support of this new model

• Deferred Maintenance (*Effective FY 2010*)

- Current policy has a goal of 2% of Current Replacement Value (CRV)
 - This would be approximately \$40 M, which may not be realistic
- Revised policy sets goal of \$10 M =.75% of CRV
 - Authorizes the President to allocate additional funds toward achieving the goal if budget savings and excess revenues are identified during the year.
 - Typically about \$5.9 is allocated to deferred maintenance
 - Higher Education national standards are between 1.5% to 3.0% of CRV

How will the Stimulus Funds be Utilized ?

Category	Estimated Amount
Tuition Buydown (5.4% to 4.8%)	\$0.7 M
2 nd Year of Financial Aid Stimulus	\$2.4 M
Instructional Improvements	TBD
Strategic Initiatives (one-time)	TBD
Add'l funding to support enrollment	TBD
Estimated Total Available	\$6.0 M

Admin/Mgmt, Other Professionals, & Technical per 100 Students

- This category compares the number of FT Admin/Mgmt, Other Professional and Technical staff per every 100 students
- WSU has the ***least*** amount of Staff in this category
- Results (per 100 students):
 - WSU 7
 - UMAA 19
 - MSU 11
 - Median 13

Institution Name	Subtotal: Admin, Mgmt, Other Prof & Technical	Fall Headcount Enrollment	Admin / Mgmt per 100 Students
University of Michigan-Ann Arbor	7,869	41,042	19
Northwestern University	3,244	19,005	17
University of Wisconsin-Madison	6,734	41,563	16
Ohio State University-Main Campus	7,946	52,568	15
University of Minnesota-Twin Cities	7,061	50,883	14
University of Iowa	3,817	29,117	13
Pennsylvania State University-Main Campus	5,282	43,252	12
Michigan State University	5,081	46,045	11
University of Illinois at Urbana-Champaign	4,488	42,326	11
Purdue University-Main Campus	3,818	40,534	9
Indiana University-Bloomington	3,465	38,990	9
Wayne State University	2,356	32,380	7
Median	5,081		13

FT Faculty per 100 Students

- This category compares the number of FT Faculty per every 100 students
- WSU has the **2nd Lowest** amount of FT Faculty in this category— *not good*
- Results (per 100 students):
 - WSU 5.3
 - UMAA 12.5
 - MSU 5.6
 - Median 6.5

Institution Name	Fall Headcount Enrollment	FT Faculty	FT Faculty per 100 Students
University of Michigan-Ann Arbor	41,042	5,129	12.5
Northwestern University	19,005	2,022	10.6
University of Minnesota-Twin Cities	50,883	4,365	8.6
University of Iowa	29,117	2,204	7.6
University of Wisconsin-Madison	41,563	3,065	7.4
Pennsylvania State University-Main	43,252	3,071	7.1
Ohio State University-Main Campus	52,568	3,119	5.9
Purdue University-Main Campus	40,534	2,365	5.8
Michigan State University	46,045	2,573	5.6
University of Illinois at Urbana-Champaign	42,326	2,278	5.4
Wayne State University	32,380	1,729	5.3
Indiana University-Bloomington	38,990	1,832	4.7

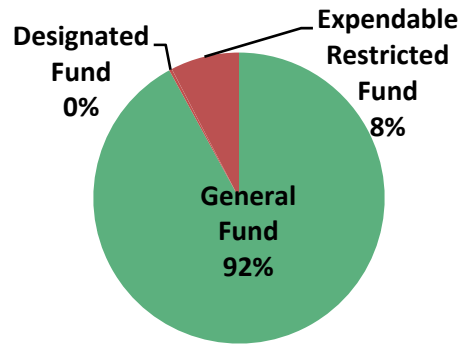
**SCHOOLS AND COLLEGES GENERAL
FUND BUDGETS *(DRAFT)***

FY 2010 School & Colleges Budget Overview

Fiscal Year 2010 (In Thousands of Dollars)				
Category	FY 2009 Approved Budget	FY 2010 Proposed Budget	\$ Variance	% Variance
Schools / Colleges				
Business	\$10,383.4	\$10,681.8	\$298.4	2.9%
Education	\$11,815.2	\$12,326.8	\$511.6	4.3%
Engineering	\$14,750.5	\$14,701.5	(\$49.0)	-0.3%
Fine Arts	\$10,654.3	\$11,013.0	\$358.7	3.4%
Graduate School	\$1,740.8	\$1,782.4	\$41.6	2.4%
Honors College	\$1,551.6	\$1,556.5	\$4.9	0.3%
Law School	\$10,222.3	\$10,443.9	\$221.6	2.2%
CLAS	\$56,308.8	\$57,639.0	\$1,330.2	2.4%
Library & Information Science	\$1,922.1	\$2,171.4	\$249.3	13.0%
Medicine	\$63,389.6	\$66,196.1	\$2,806.5	4.4%
Nursing	\$7,663.6	\$8,514.8	\$851.2	11.1%
Pharmacy	\$11,936.6	\$12,444.9	\$508.3	4.3%
Social Work	\$3,987.0	\$4,232.0	\$245.0	6.1%
Total Schools / Colleges	\$206,325.8	\$213,704.1	\$7,378.3	3.6%

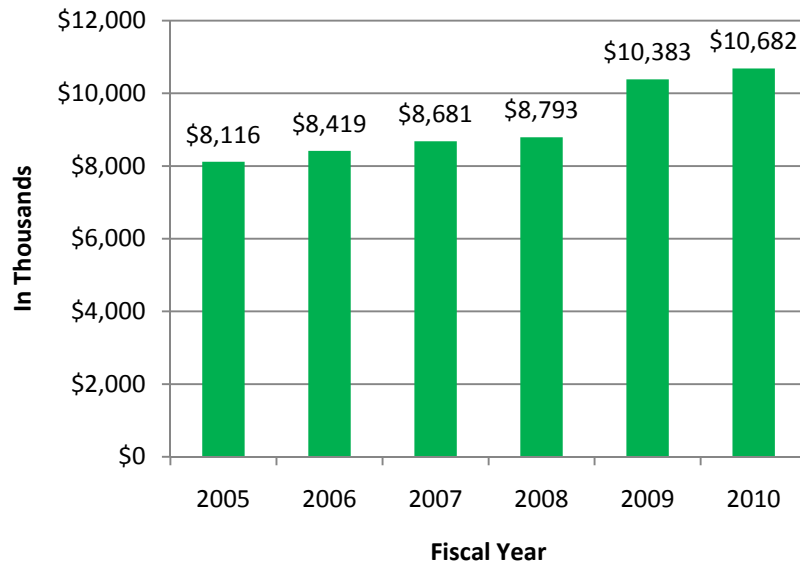
School of Business Administration

Estimated Current Funds Budget FY 2010 (\$15 M)

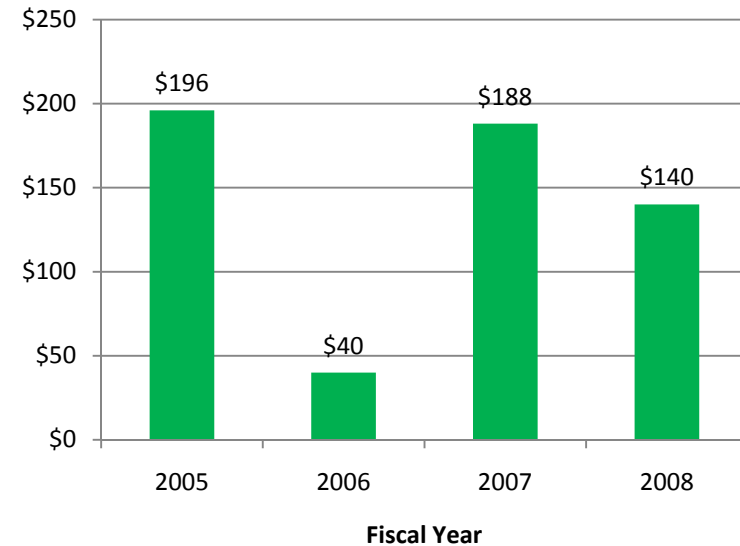


- Budget reductions included reduction of 2 faculty FTE (\$215 k)
- GF Budget = \$10.7 M
- Enrollment expected to increase slightly
- Generates additional revenues through summer school and differential tuition

General Fund Budget



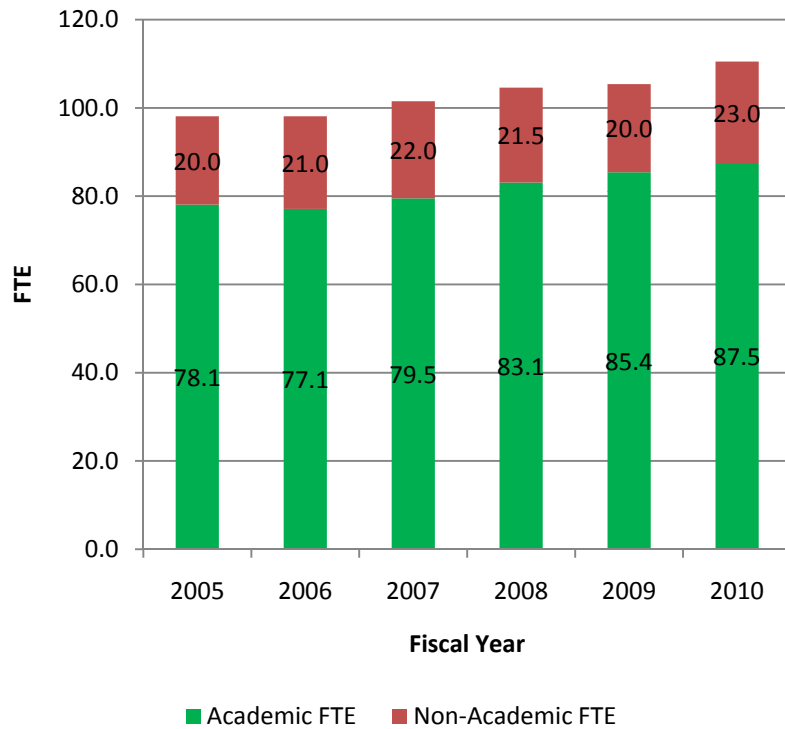
Research Award Amount



School of Business Administration

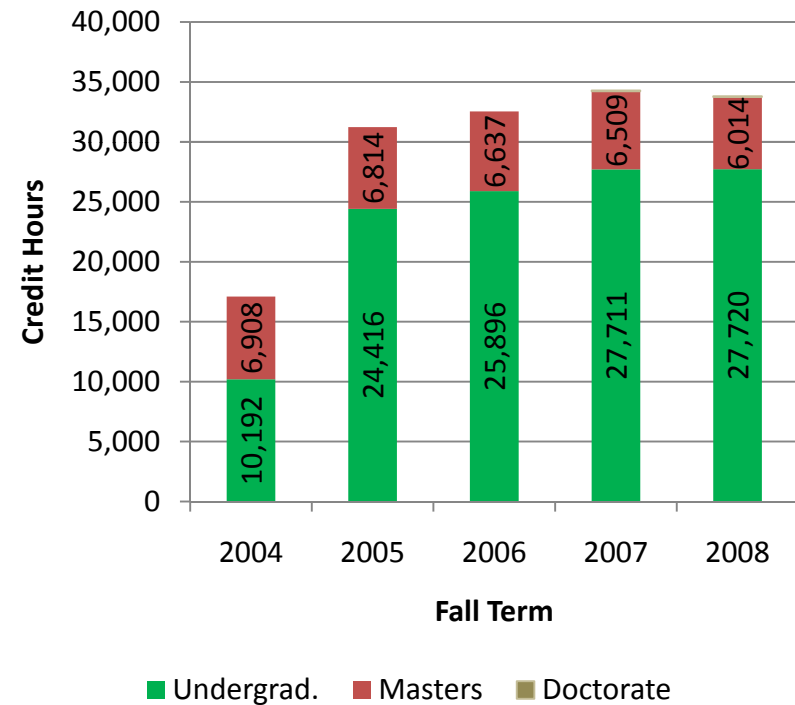
While non-academic FTE have remained relatively stable, academic FTE have increased 12% from FY 2005 to FY 2010.

Personnel FTE



There was a rise in SCH from 2004 to 2005 due to the admitting of pre-majors into the School. Where masters SCH declined from 2007 to 2008, doctorate SCH saw an increase.

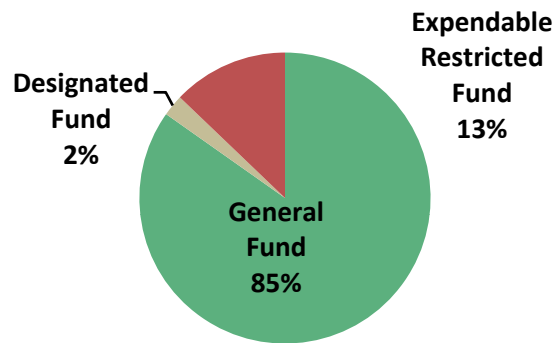
Student Credit Hours



Credit Hours / FT Faculty FTE			Credit Hours / Total Academic FTE		
Fall 2005	Fall 2008	% Change	Fall 2005	Fall 2008	% Change
602	574	-5%	405	396	-2%

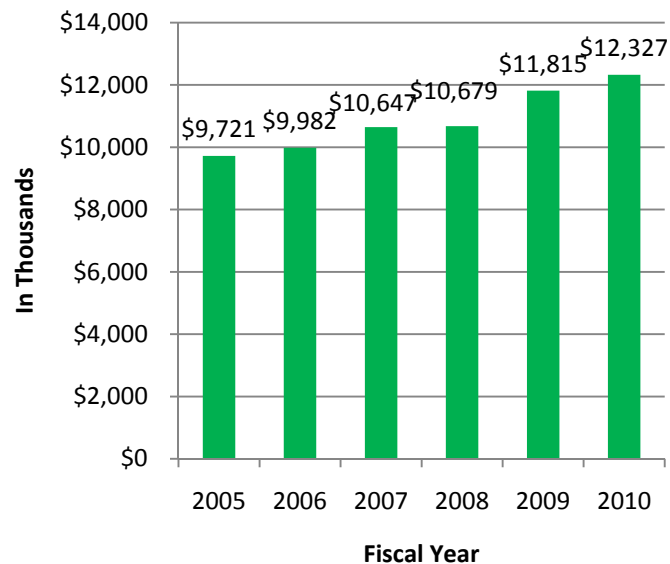
College of Education

Estimated Current Funds FY 2010 Budget (\$19 M)

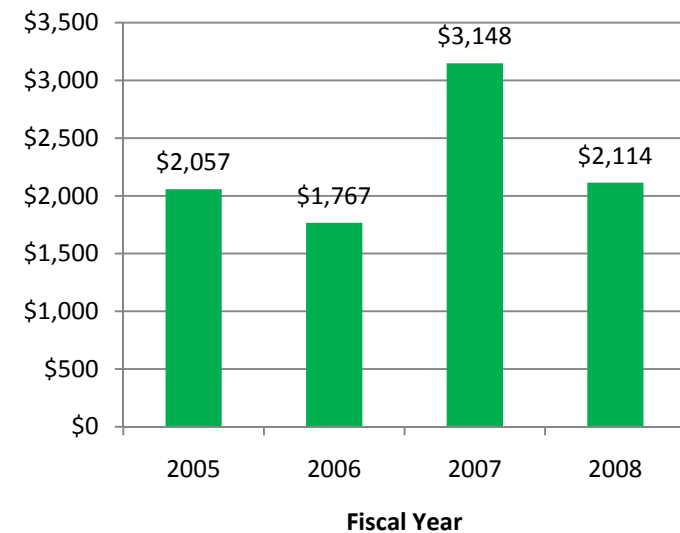


- Budget reductions included reductions of part-time faculty budgets (\$150 k)
- GF Budget = \$12.3 M
- Enrollment expected to remain steady
- Very reliant on PT faculty
- Generates additional revenues through summer school

General Fund Budget



Research Award Amount

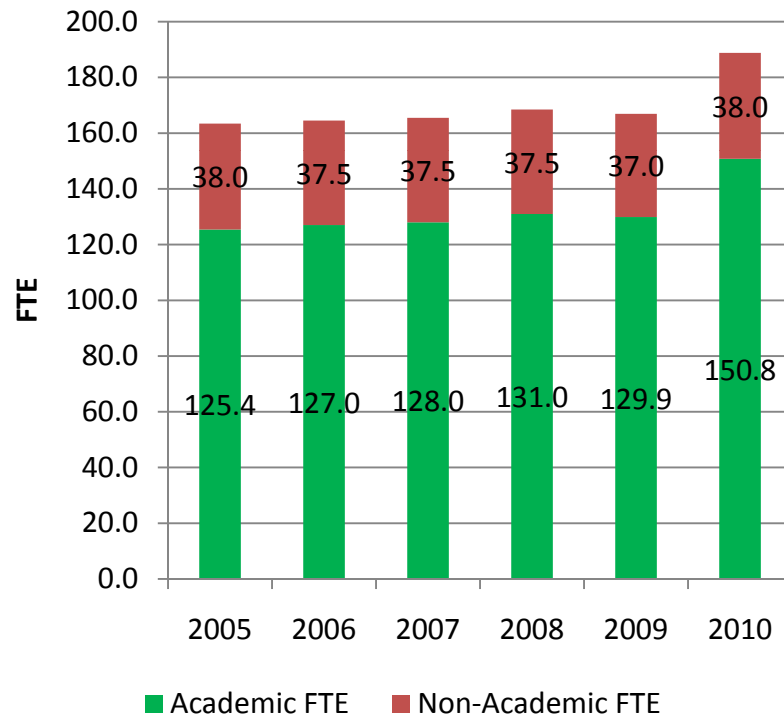


College of Education

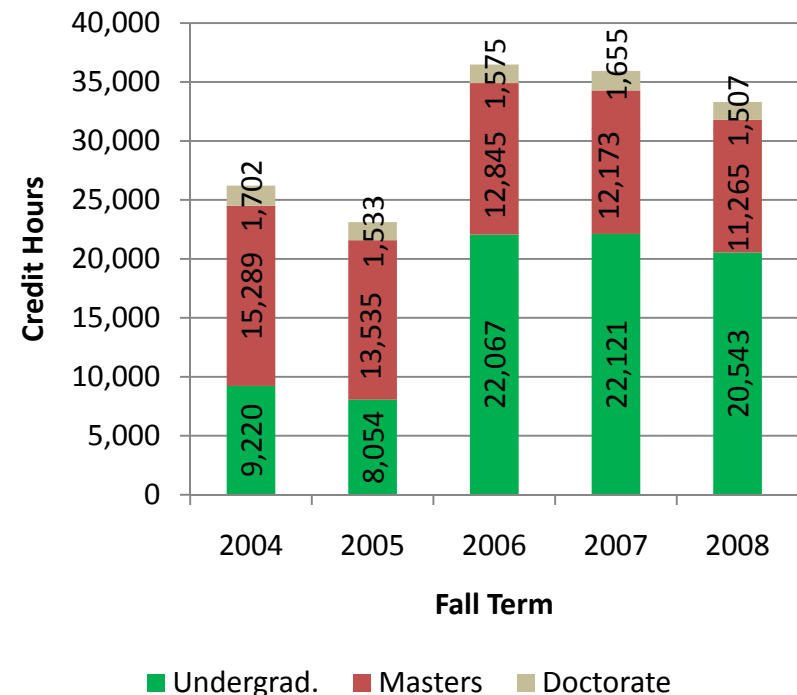
Academic staff has increased by 20% over the six-year period where non-academic staff remained the same.

The increase in fall 2006 was due to the College admitting pre-majors as of that term. Doctoral SCH have decreased from 2007 to 2008. Masters SCH has decreased steadily since 2004.

Personnel FTE



Student Credit Hours

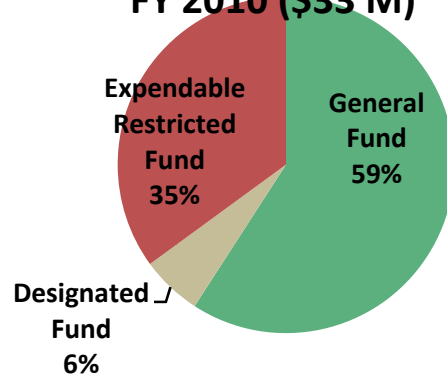


Credit Hours / FT Faculty FTE			Credit Hours / Total Academic FTE		
Fall 2004	Fall 2008	% Change	Fall 2004	Fall 2008	% Change
312	384	23%	209	256	22%

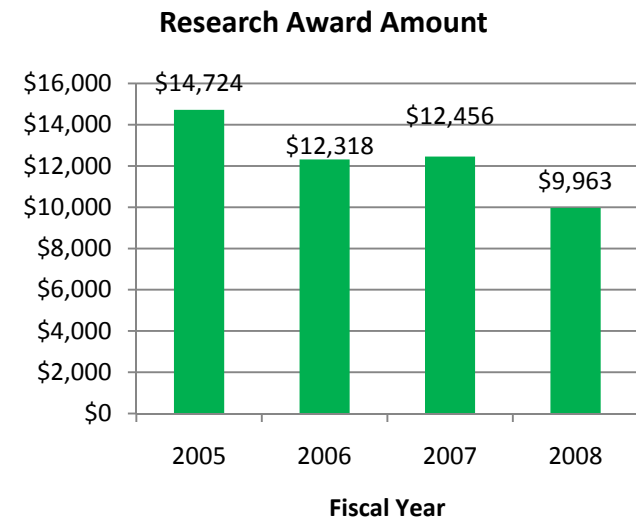
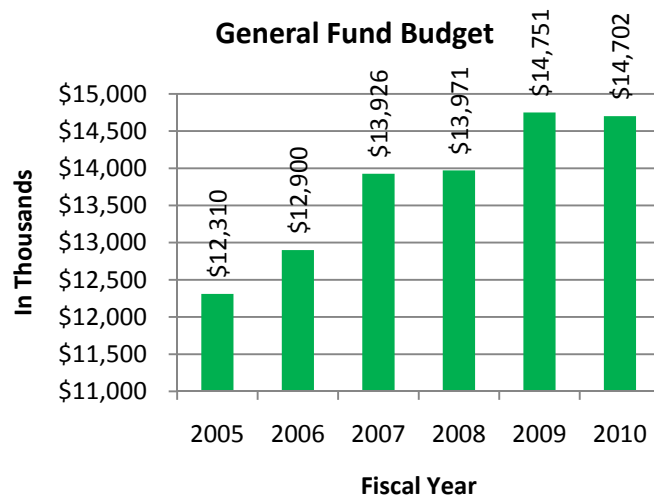
College of Engineering

Estimated Current Funds Budget

FY 2010 (\$33 M)



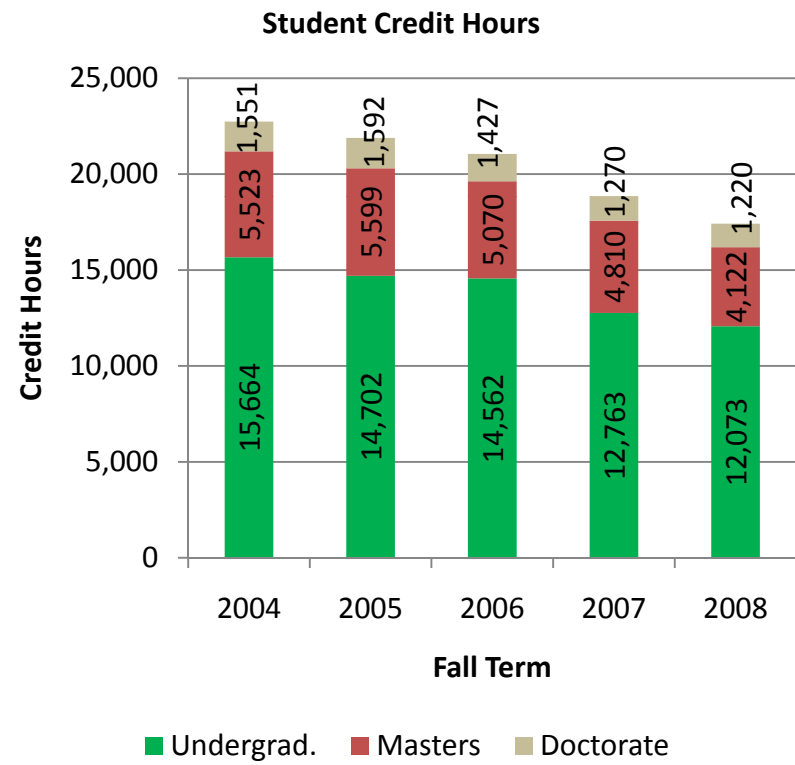
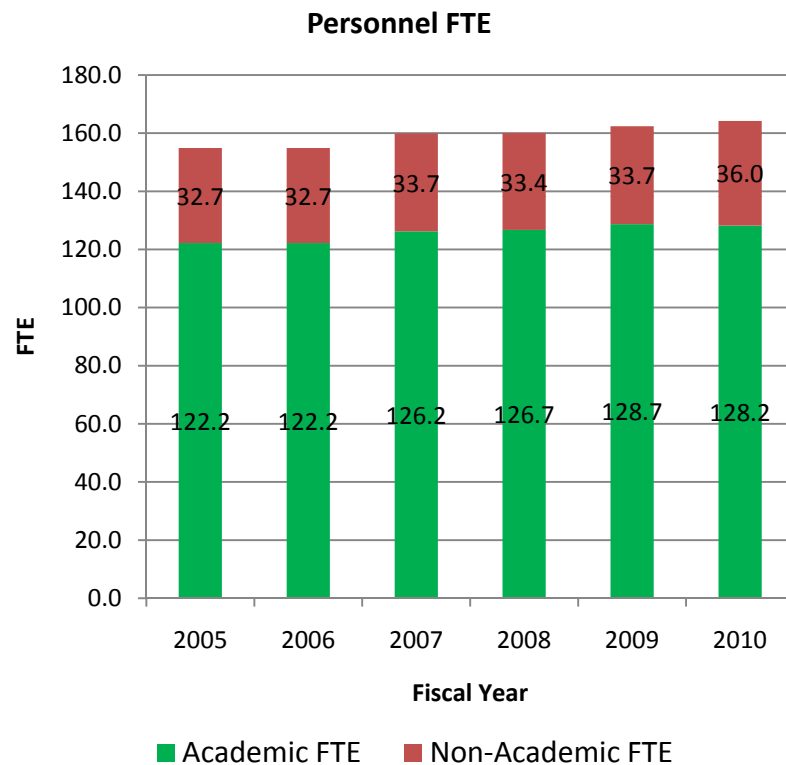
- Budget reductions included elimination of Bridge mentor program and PT faculty lines (\$150 k)
- GF Budget = \$14.7 M
- Enrollment expected to decrease
- Significant enrollment decrease very concerning
- Engineering participates in summer school program and has differential tuition. However, due to enrollment shortfall, will not receive any additional revenue



College of Engineering

Academic FTE has increased 5% from 2005 to 2010 and non-academic FTE has increased 10% for the same time period.

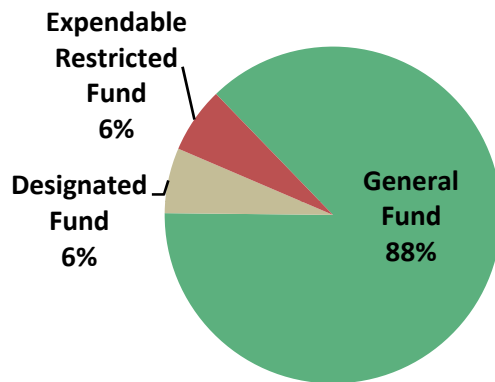
Undergraduate SCH had the biggest drop from 2006 to 2007 (12%). Masters SCH dropped 14% from 2007 to 2008.



Credit Hours / FT Faculty FTE			Credit Hours / Total Academic FTE		
Fall 2004	Fall 2008	% Change	Fall 2004	Fall 2008	% Change
254	199	-22%	186	135	-27%

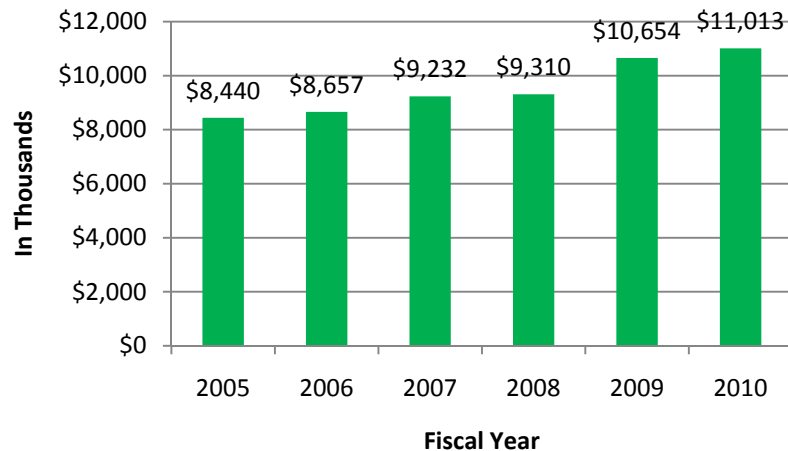
College of Fine, Performing, and Communication Arts

**Estimated Current Funds Budget
FY 2010 (\$17 M)**

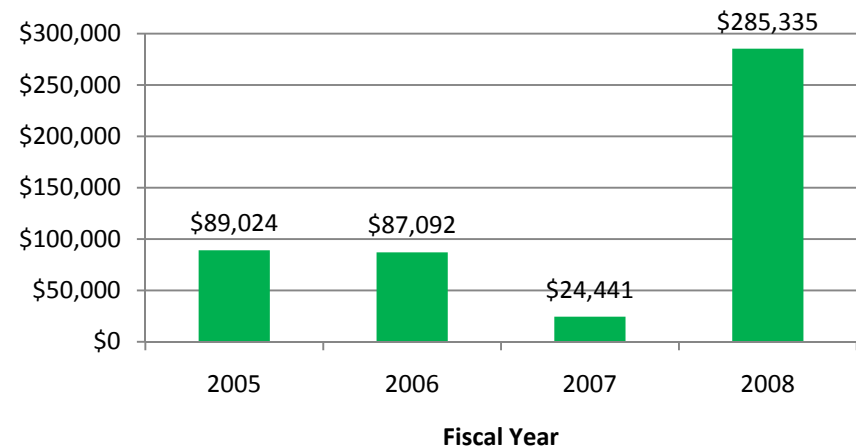


- Budget reductions included elimination PT faculty lines (\$105 k)
- GF Budget = \$11.0 M
- Enrollment expected to increase
- Participates in summer school program and has new differential tuition revenue.

General Fund Budget

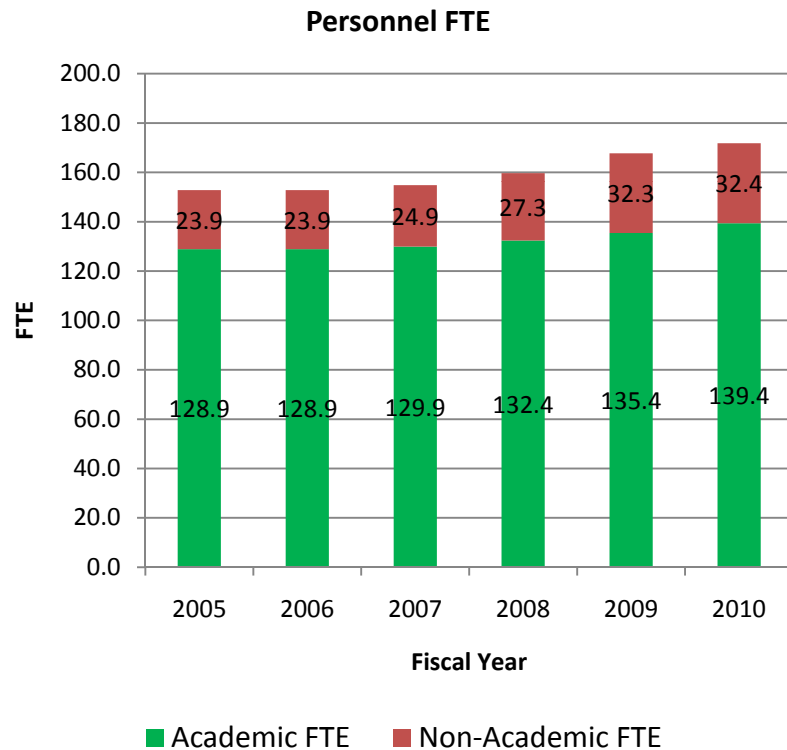


Research Award Amount

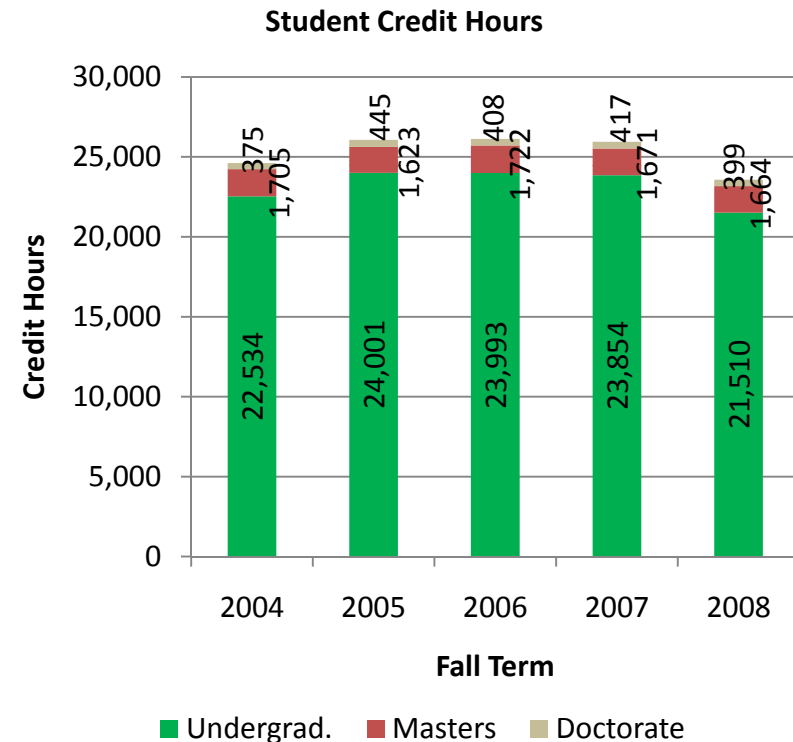


College of Fine, Performing, and Communication Arts

Academic staff has increased by 8% over the past six years, while non-academic staff has increased by 36%.



Doctoral SCH increased 19% from 2004 to 2005., decreased 8% in 2006 and has since held steady, as have masters SCH. Undergraduate SCH dropped 10% from 2007 to 2008. There has been a 4% decrease in SCH overall from 2004 to 2008.

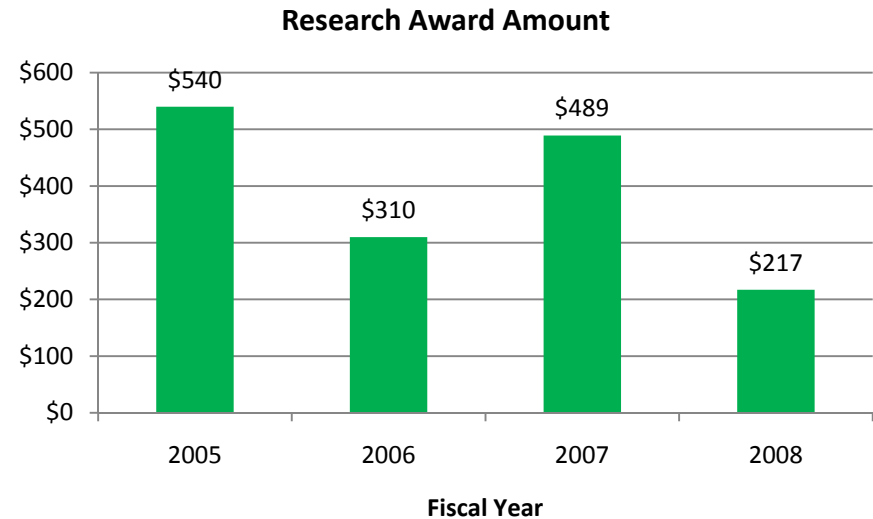


Credit Hours / FT Faculty FTE			Credit Hours / Total Academic FTE		
Fall 2004	Fall 2008	% Change	Fall 2004	Fall 2008	% Change
284	257	-9%	191	174	-9%

Graduate School



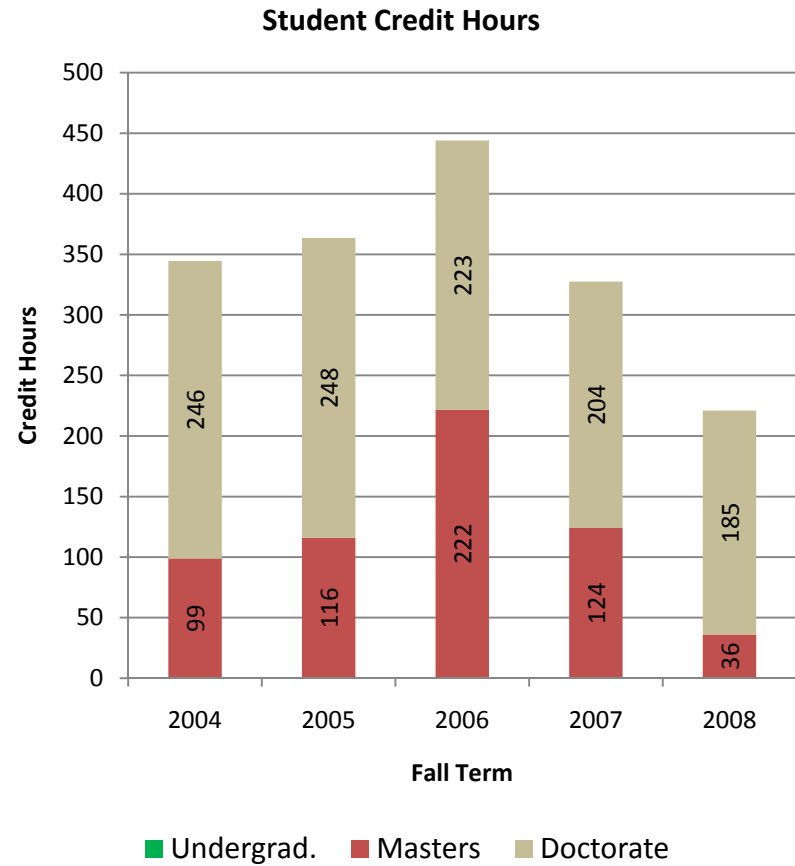
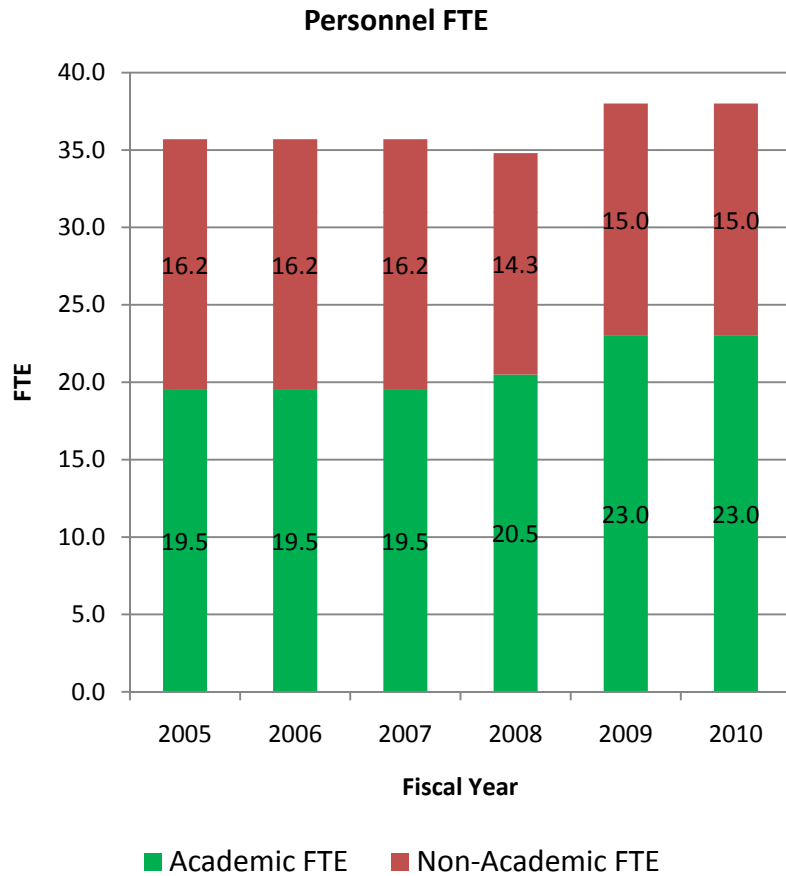
- Budget reduction were achieved through the elimination of a graduate assistant position (\$17k)
- FY 2010 Budget is \$1.8 M



Graduate School

Academic FTE has increased by 18% over the past six years, while non-academic staff has decreased by 7%.

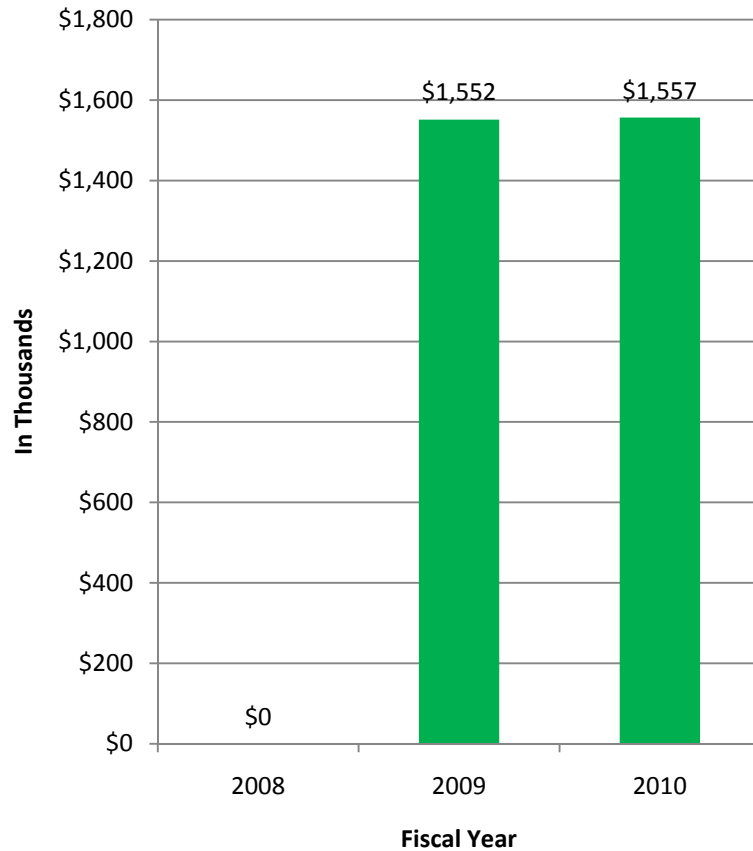
Doctoral SCH decreased 25% over the five-year period, while masters SCH decreased by 61%.



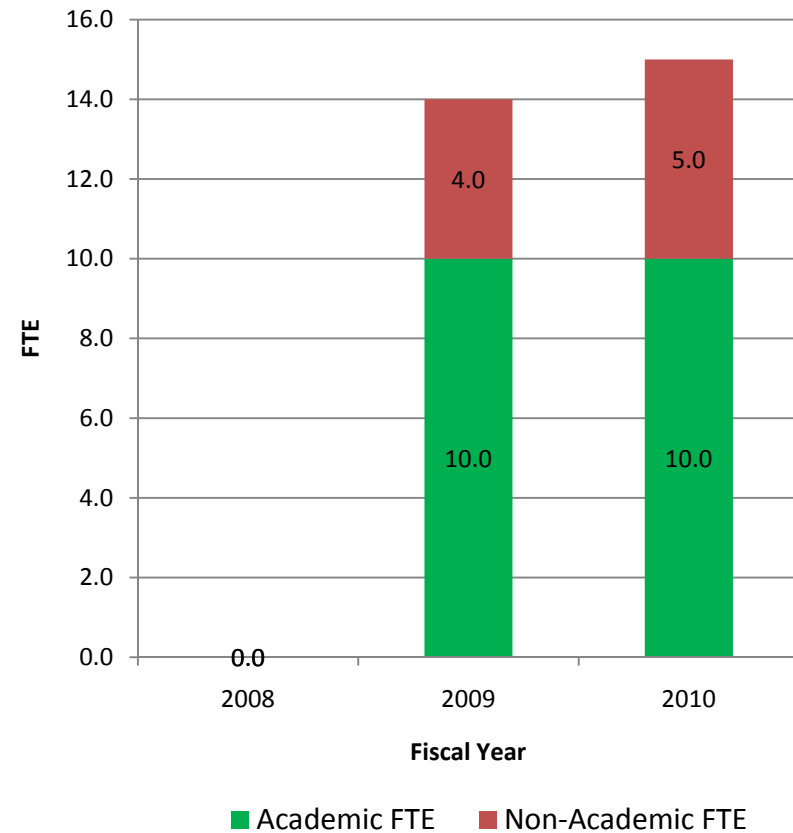
Honors College

- FY 2010 Budget Increased by \$1.56 M
- Budget cuts were achieved through operating expense reductions (\$15 k)

General Fund Budget

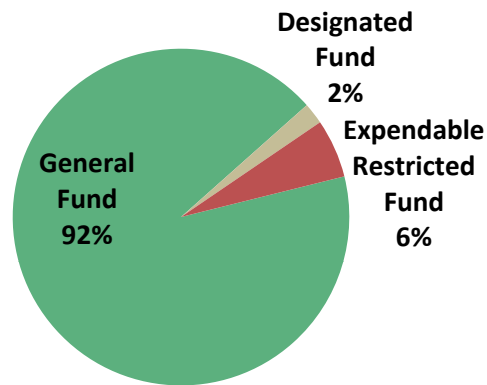


Personnel FTE



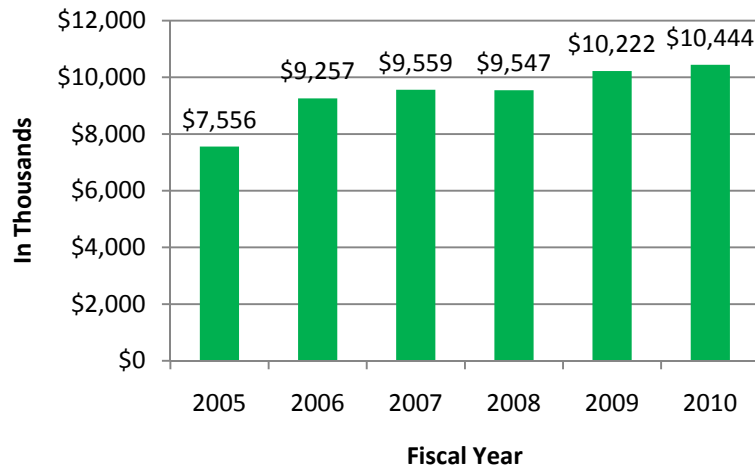
Law School

Estimated Current Funds Budget FY 2010 (\$13 M)

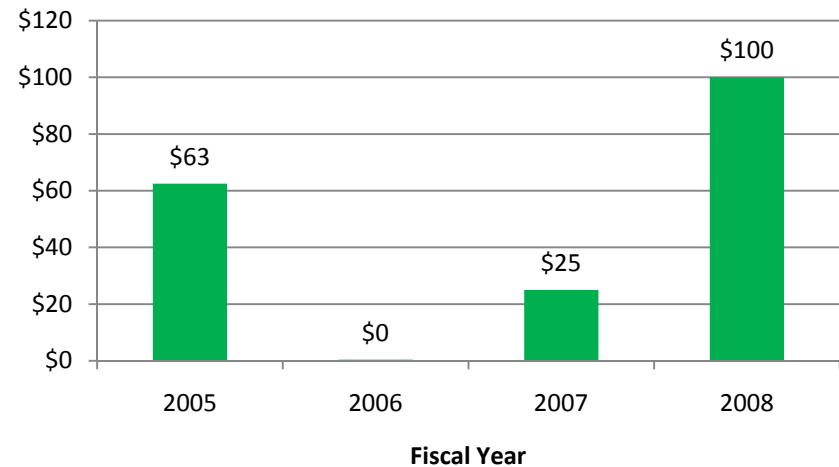


- Budget reductions were taken primarily in operating expenses. (\$105 k) After revenue offsets, but cut was reduced to \$11k.
- GF Budget = \$10.4 M
- Enrollment expected to remain stable
- Generates additional revenues through differential tuition..

General Fund Budget

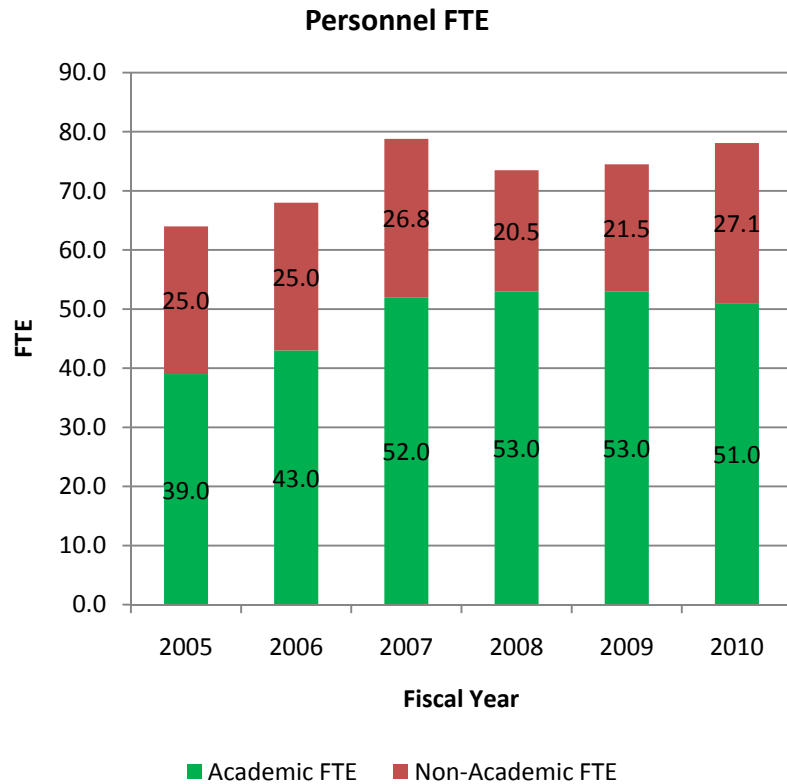


Research Award Amount

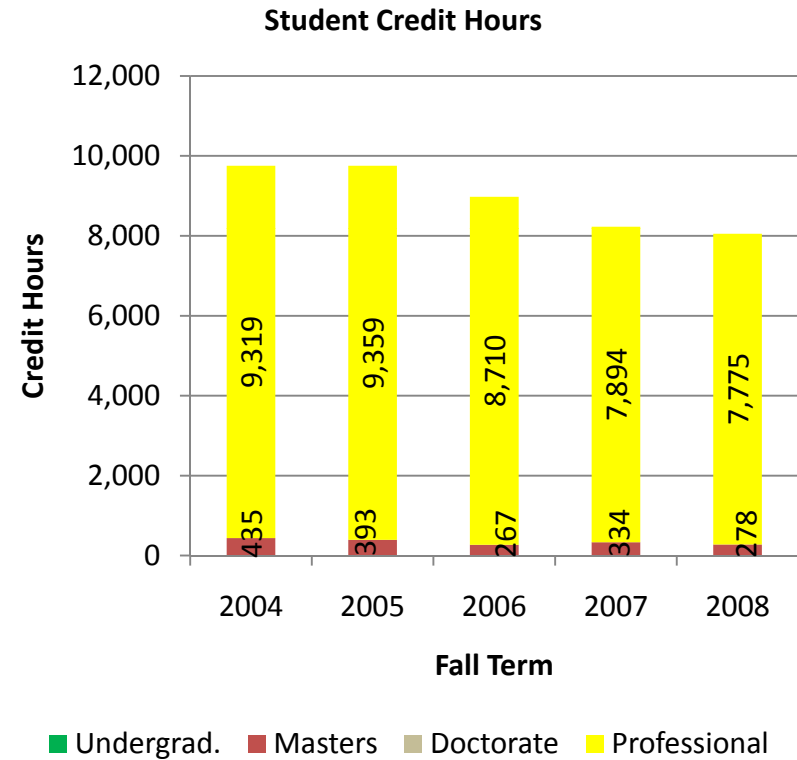


Law School

Academic FTE have grown 31% over the past six years, while non-academic FTE have increased by 8%.



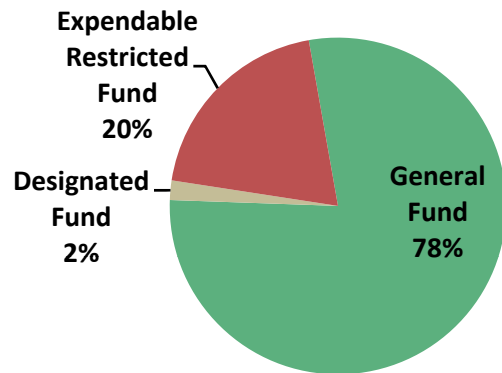
There has been a 17% decrease in SCH overall from 2004 to 2008.



FY 2005 Student / FTE Faculty: WSU = 20.1; ABA Avg. = 15.1
 FY 2008 Credit Hours/Academic WSU = 14.9; ABA Avg. = 14.6

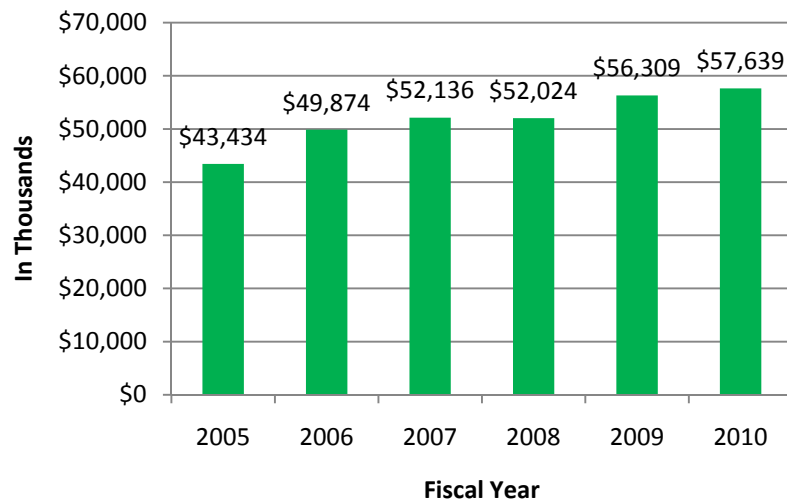
Liberal Arts & Sciences

Estimated Current Funds Budget FY 2010 (\$100.4 M)

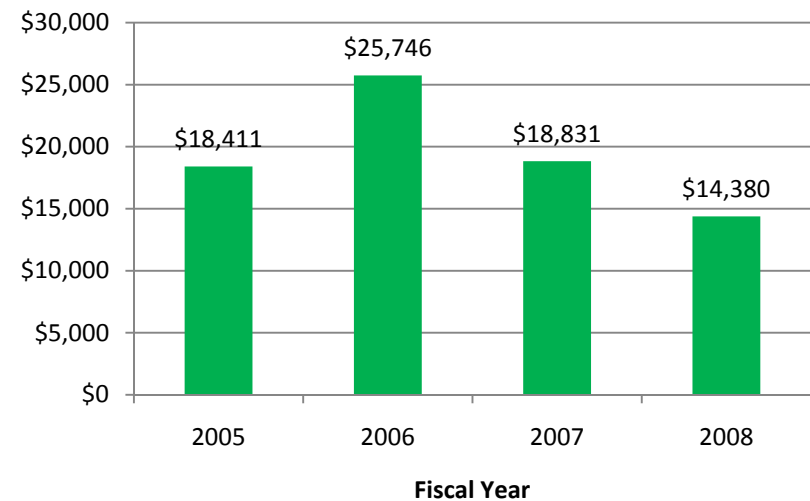


- Budget reductions were elimination of 3 faculty lines and 5 administrative lines (\$550 k)
- GF Budget = \$57.6 M
- Enrollment expected to increase
- Participates in summer school program
- Over \$1.0 in ICR revenues allocated back to college

General Fund Budget



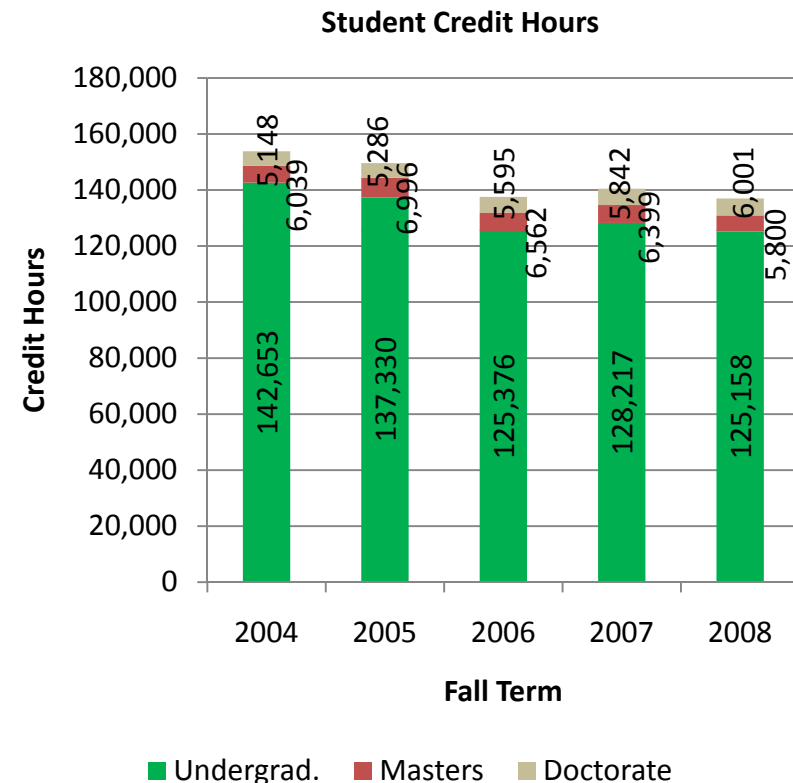
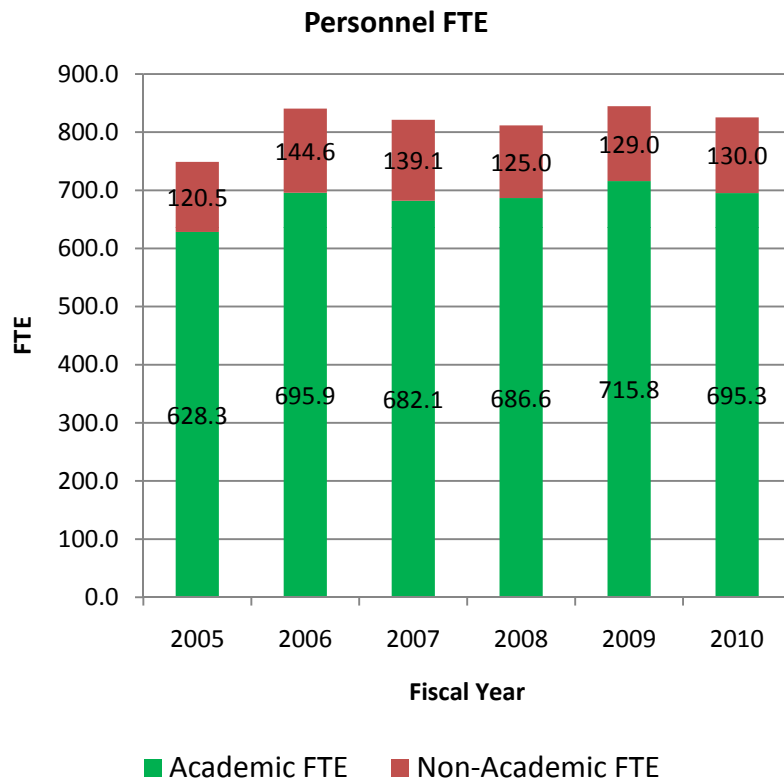
Research Award Amount



Liberal Arts & Sciences

Academic FTE has increased by 11% over the six year period, while non-academic FTE has increased a total of 8%.

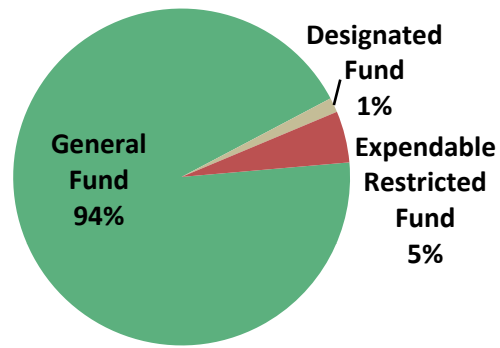
Doctoral SCH have been climbing (17% over the five year period). There has been a 11% decrease in SCH overall from 2004 to 2008.



Credit Hours / FT Faculty FTE			3		
Fall 2004	Fall 2008	% Change	Fall 2004	Fall 2008	% Change
386	219	-43%	245	191	-22%

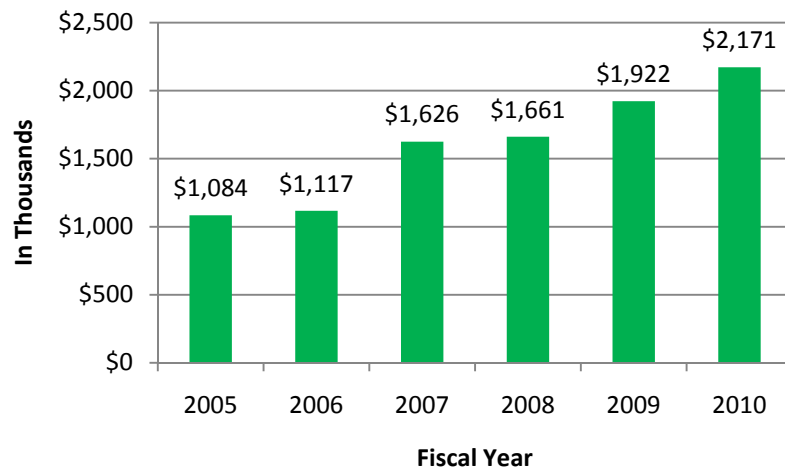
Library and Information Science

Estimated Current Funds Budget FY 2010 (\$2.7 M)

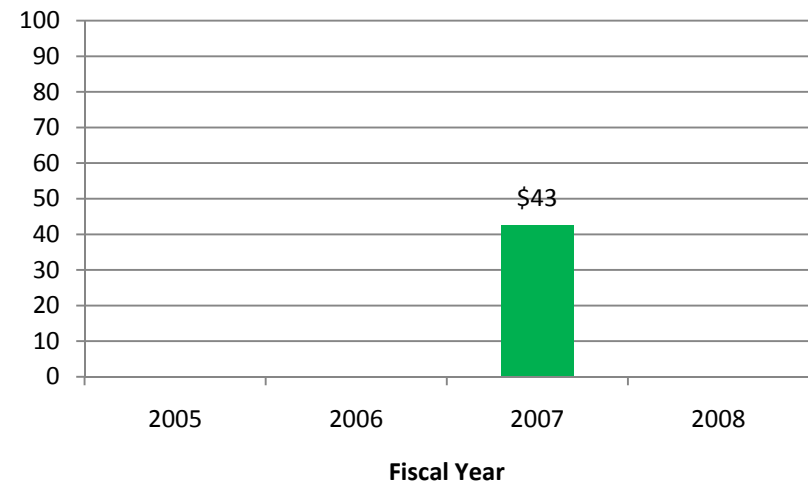


- Budget reductions were elimination of part-time faculty lines (\$56k)
- GF Budget = \$2.2 M
- Enrollment expected to increase, especially in on-line programs
- Participates in summer school program and generates revenues through differential tuition

General Fund Budget



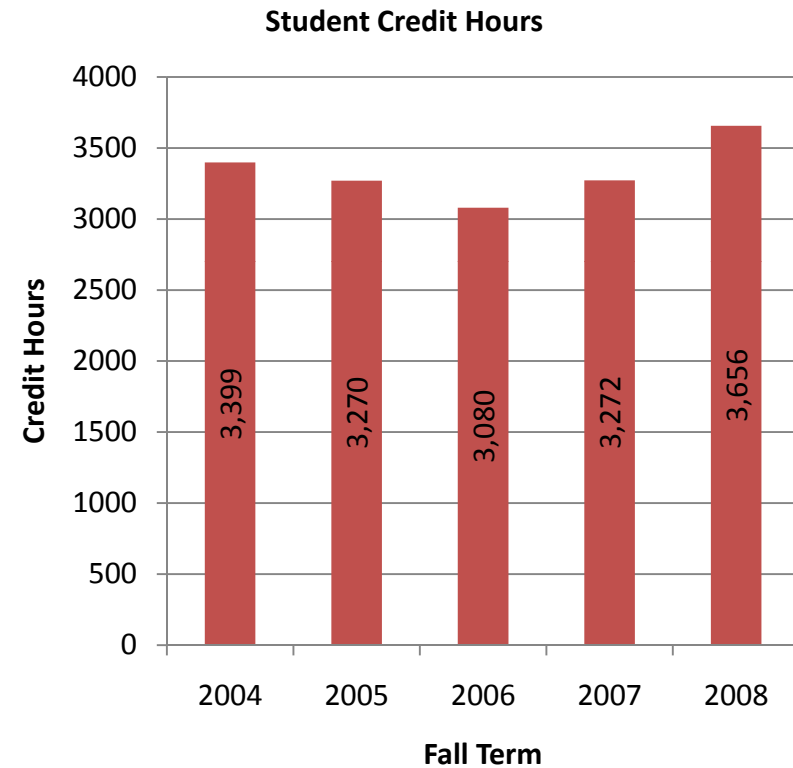
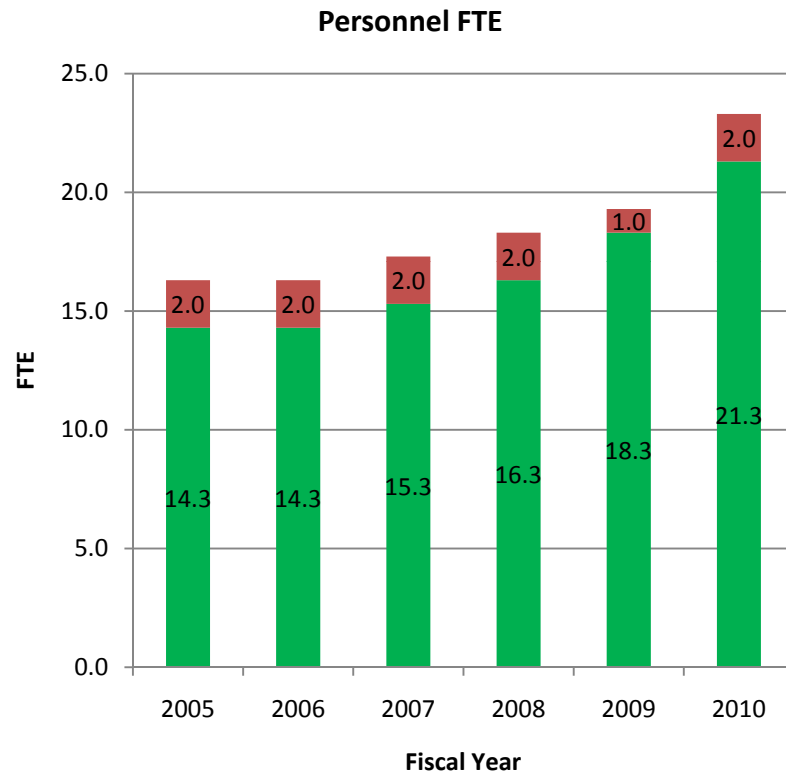
Research Award Amount



Library and Information Sciences

Academic FTE has increased 7 FTE or 49% over the past six years, while non-academic FTE went unchanged.

There has been an 8% increase in SCH from 2004 to 2008.



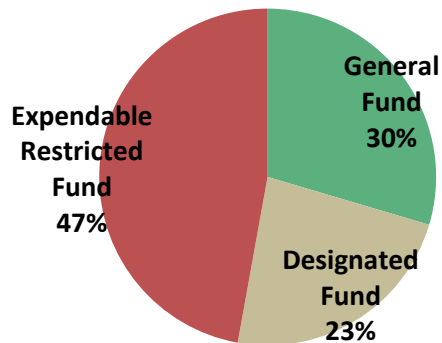
■ Academic FTE ■ Non-Academic FTE

■ Undergrad. ■ Masters ■ Doctorate

Credit Hours / FT Faculty FTE			Credit Hours / Total Academic FTE		
Fall 2004	Fall 2008	% Change	Fall 2004	Fall 2008	% Change
309	203	-34%	238	200	-16%

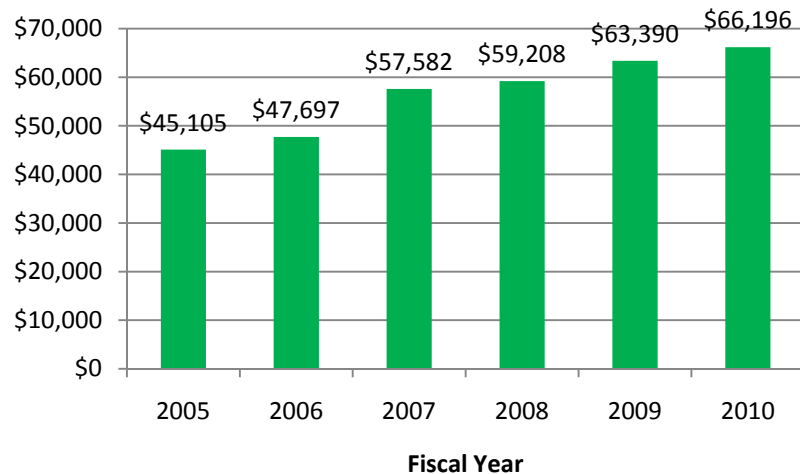
School of Medicine

**Estimated Current Funds Budget
FY 2010 (\$287 M)**

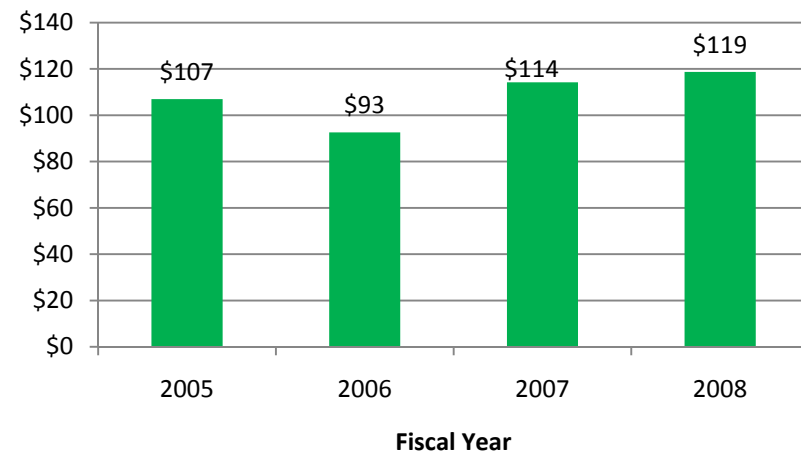


- Budget reductions were elimination of part-time faculty lines and several administrative positions (\$840 k)
- GF Budget = \$66.2 M
- Enrollment expected to increase slightly
- Over \$6.8 M of ICR revenues are allocated directly to SOM
- Budget also includes \$5.9 M of financial aid

General Fund Budget



Research Award Amount

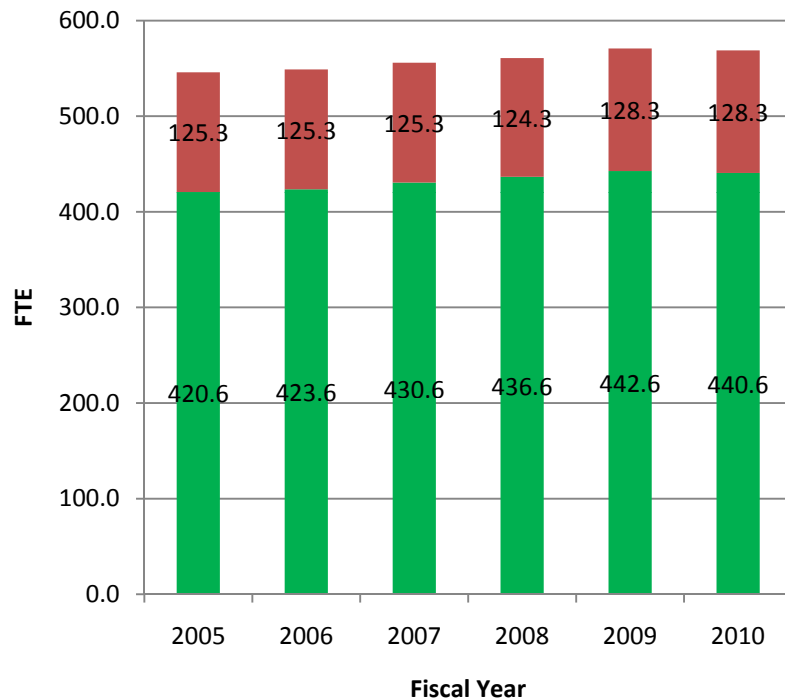


School of Medicine

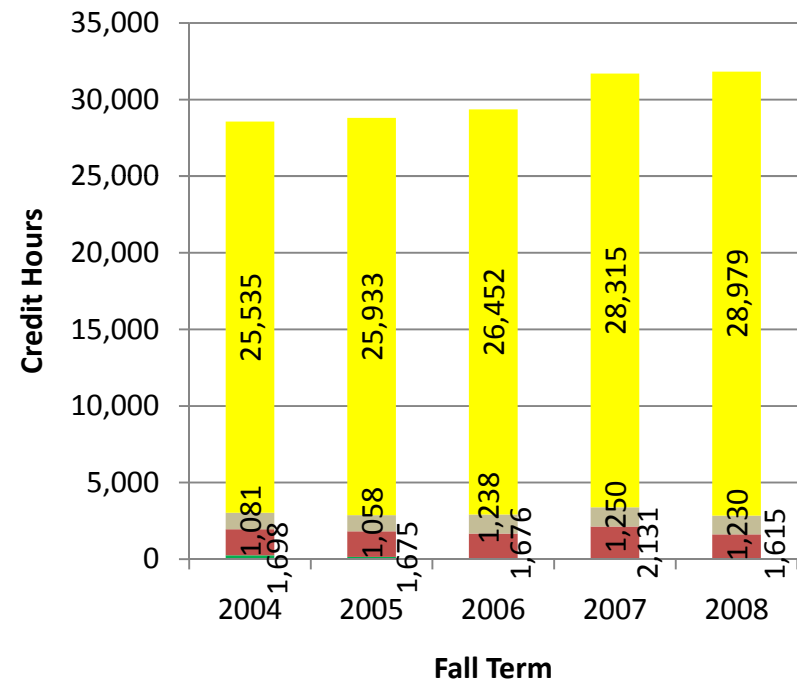
Academic FTE have increased by 5% over the six year period, while non-academic FTE has increased by 2%.

Total credit hours increased by 12% from fall 2004 to fall 2008

Personnel FTE



Student Credit Hours



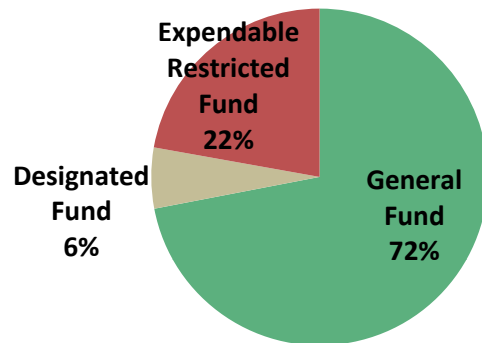
■ Academic FTE ■ Non-Academic FTE

■ Undergrad. ■ Masters ■ Doctorate ■ Professional

Credit Hours / FT Faculty FTE			Credit Hours / Total Academic FTE		
Fall 2004	Fall 2008	% Change	Fall 2004	Fall 2008	% Change
40	44	10%	67	71	6%

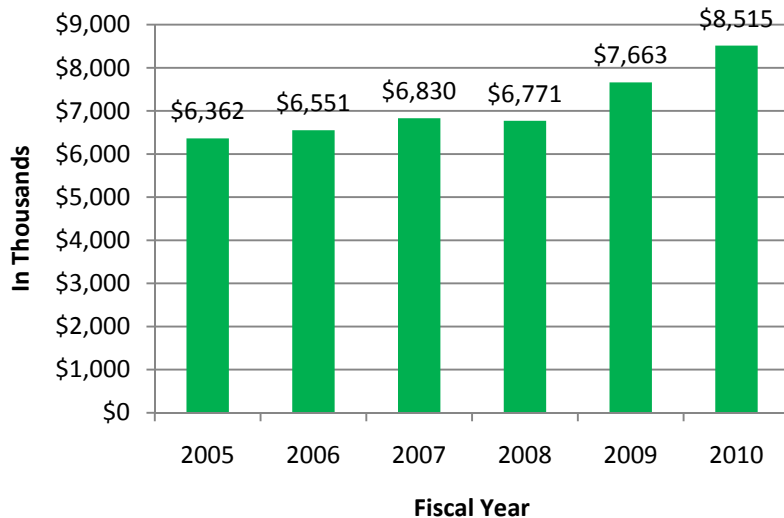
College of Nursing

Estimated Current Funds Budget FY 2010 (\$16 M)

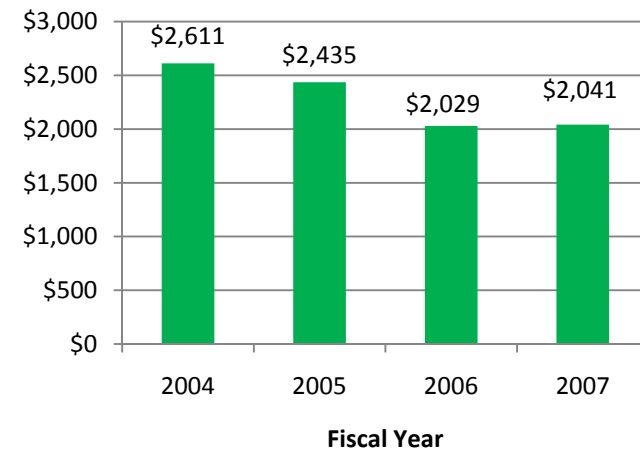


- Budget reductions were elimination of BSN program (\$72 k)
- GF Budget = \$8.5 M
- Enrollment expected to increase, especially masters level program

General Fund Budget



Research Award Amount

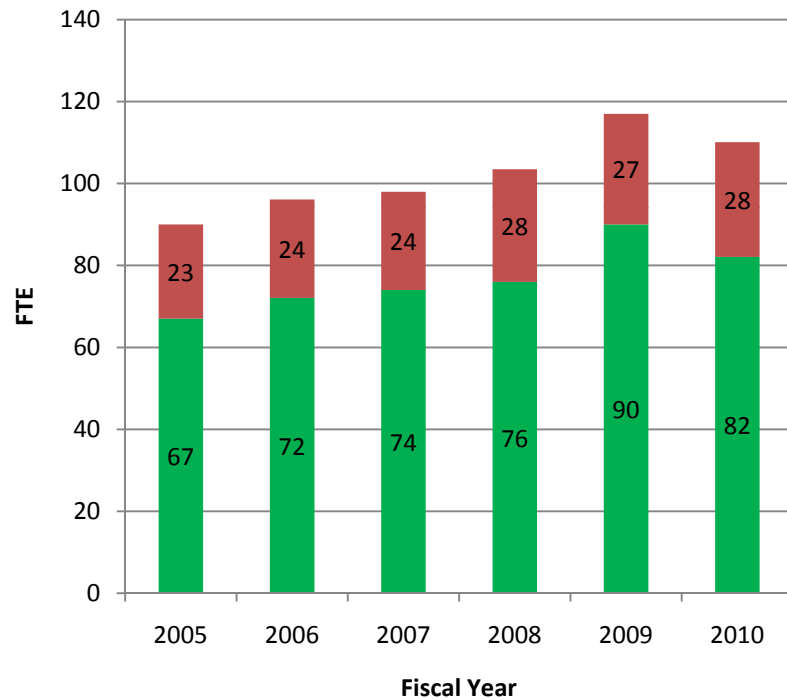


College of Nursing

Academic FTE increased by 22% over a six year period (18% from 2008 to 2010), while non-academic FTE increased 22%.

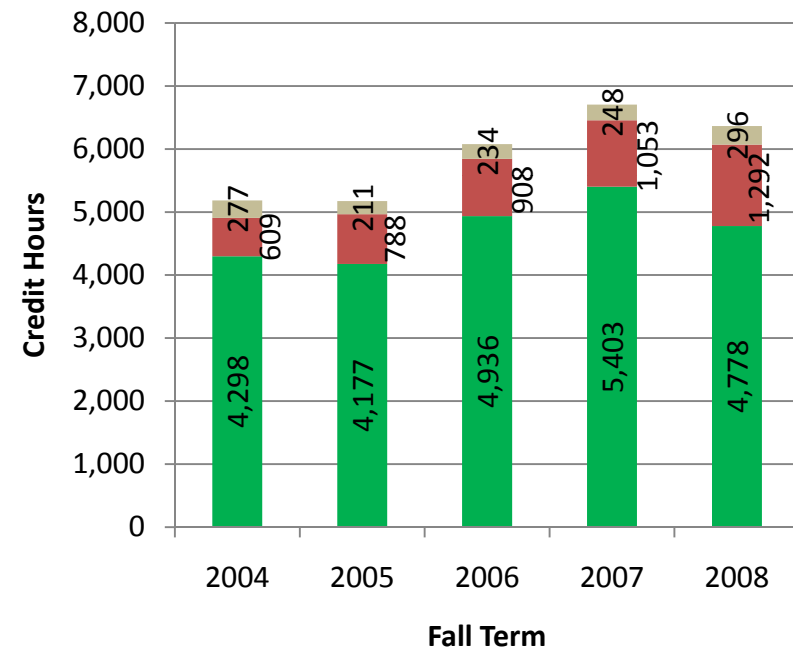
Undergraduate SCH dropped 12% from 2007 to 2008. Masters SCH has seen steady growth over time. There has been a 23% increase from 2004 to 2008.

Personnel FTE



■ Academic FTE ■ Non-Academic FTE

Student Credit Hours

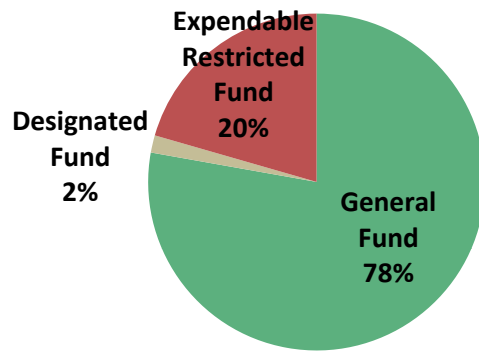


■ Undergrad. ■ Masters ■ Doctorate

Credit Hours / FT Faculty FTE			Credit Hours / Total Academic FTE		
Fall 2004	Fall 2008	% Change	Fall 2004	Fall 2008	% Change
102	104	1%	77	71	-9%

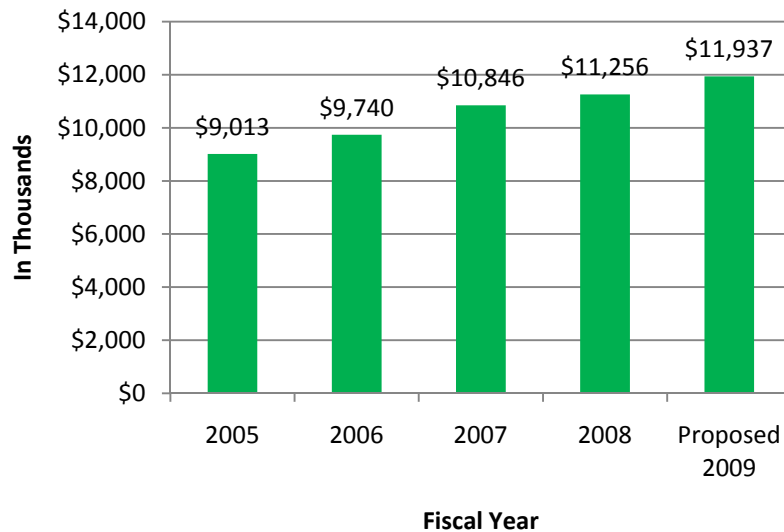
Pharmacy and Health Sciences

Estimated Current Funds Budget FY 2010 (\$18 M)

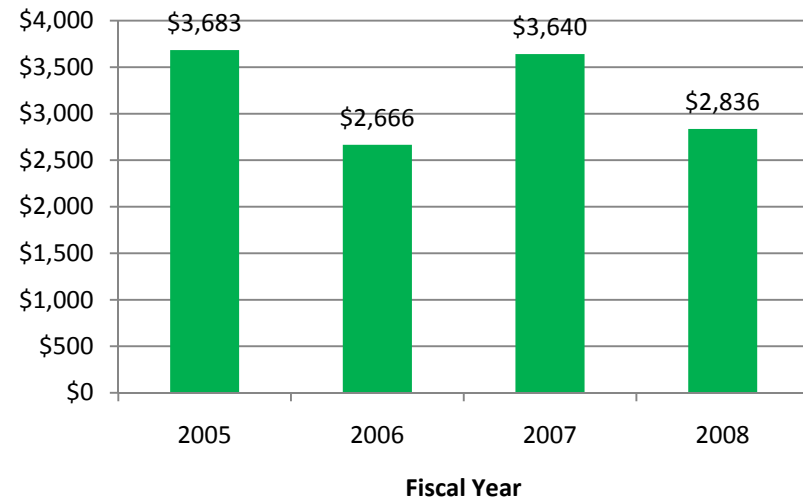


- Budget reductions were elimination of two full time faculty lines (\$195 k)
- GF Budget = \$12.4 M
- Enrollment expected to increase slightly
- Generates revenues through differential tuition

General Fund Budget

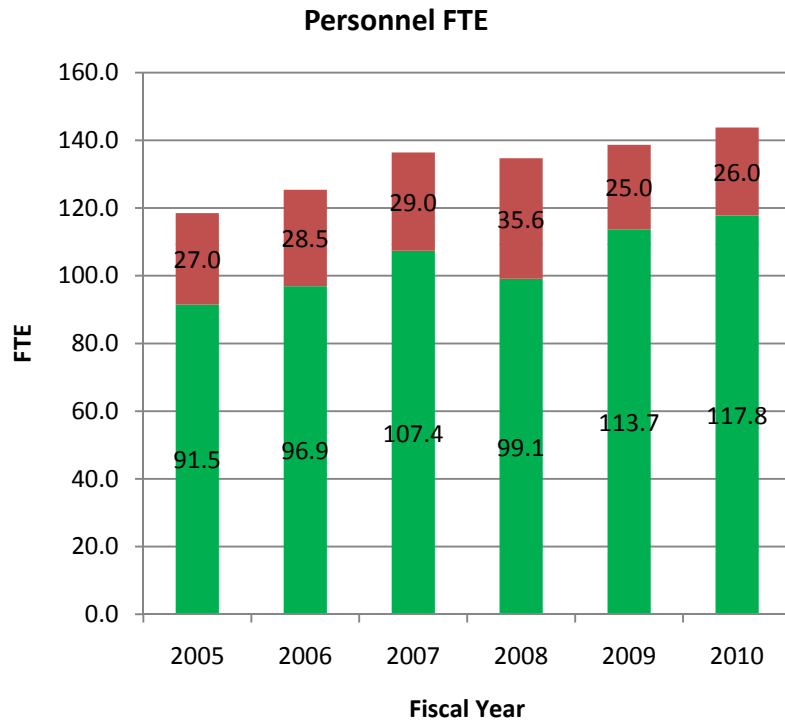


Research Award Amount



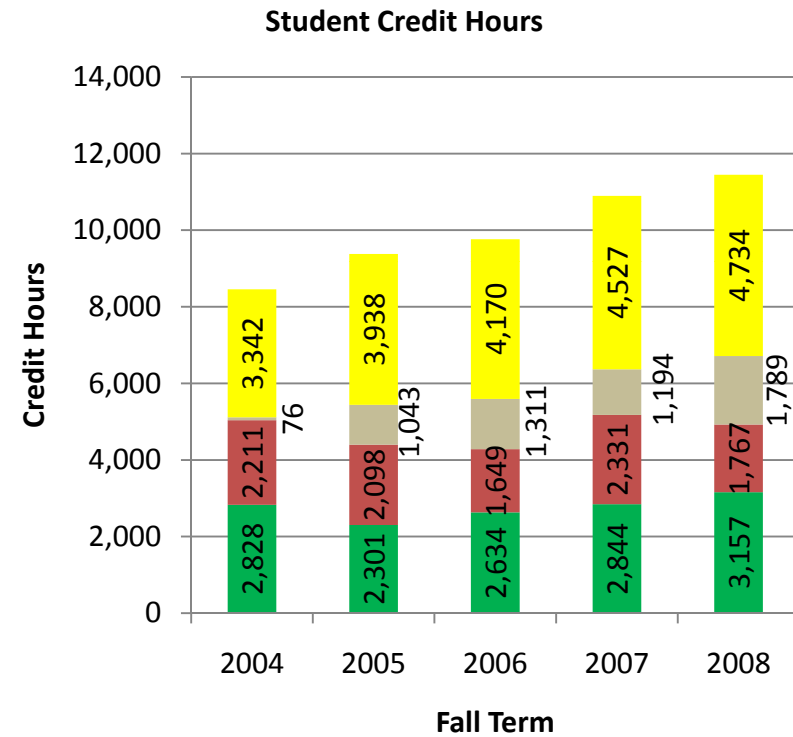
Pharmacy and Health Sciences

Academic FTE increased 29% over the six-year period, while non-academic FTE decreased by 4%.



■ Academic FTE ■ Non-Academic FTE

Masters SCH dropped 24% from 2007 to 2008. Doctorate SCH increased 50% from 2007 to 2008. There has been an overall increase of 35% from 2004 to 2008.

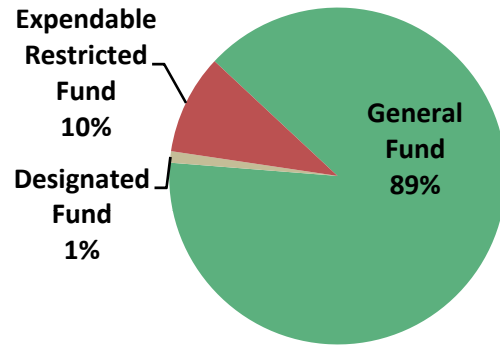


■ Undergrad. ■ Masters ■ Doctorate ■ Professional

Credit Hours / FT Faculty FTE			Credit Hours / Total Academic FTE		
Fall 2004	Fall 2008	% Change	Fall 2004	Fall 2008	% Change
133	176	32%	92	101	9%

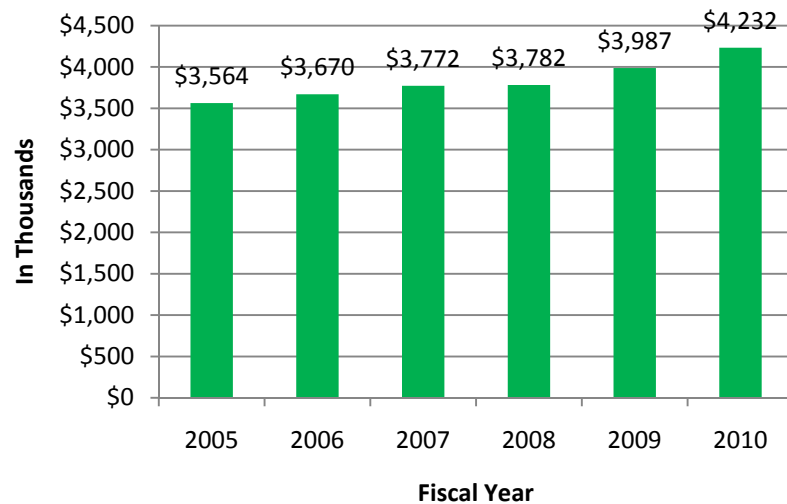
School of Social Work

**Estimated Current Funds Budget
FY 2010 (\$5.7 M)**

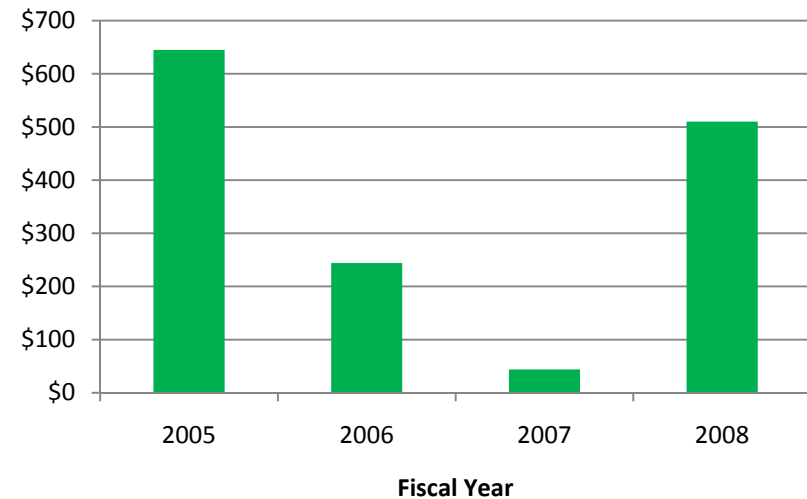


- Budget reductions were taken primarily through operating budget reductions (\$39k)
- GF Budget = \$4.2 M
- Enrollment expected to remain stable
- Participates in summer school program

General Fund Budget

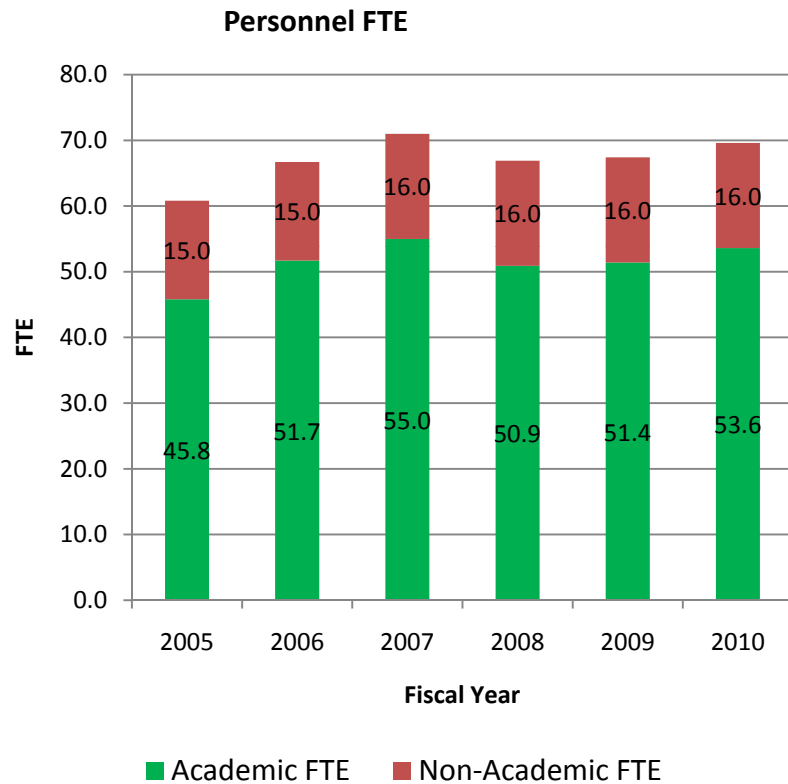


Research Award Amount

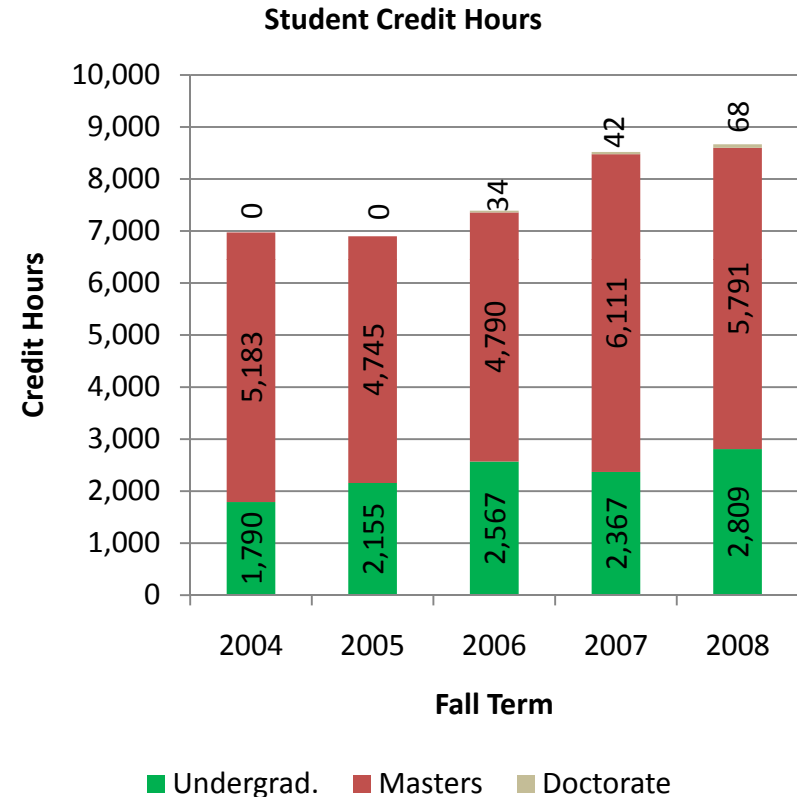


School of Social Work

Academic FTE increased by 17% over the six-year period while non-academic FTE increased by 7%.



Masters SCH dropped 5% from 2007 to 2008. Doctorate SCH increased 61% from 2007 to 2008. There has been an overall increase of 24% from 2004 to 2008.



Credit Hours / FT Faculty FTE			Credit Hours / Total Academic FTE		
Fall 2004	Fall 2008	% Change	Fall 2004	Fall 2008	% Change
279	417	49%	152	165	11%

Divisions General Funds Budgets *(proposed draft)*

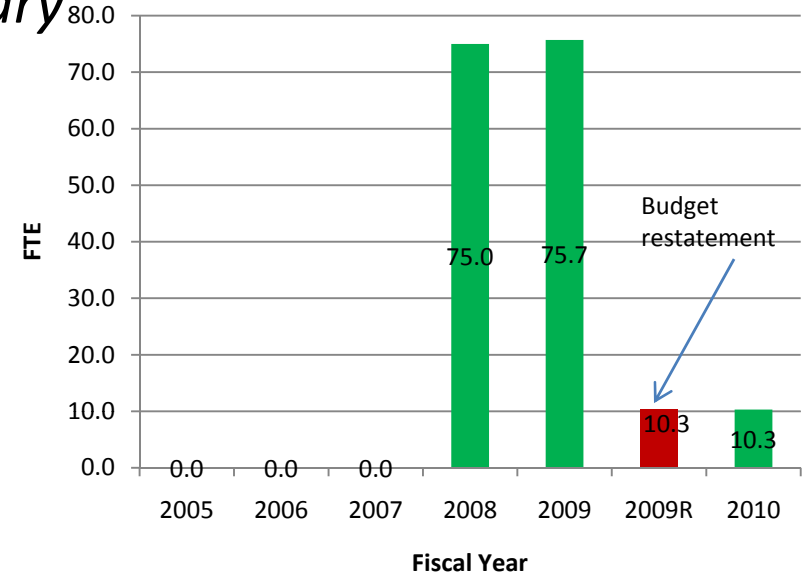
FY 2010 Divisions / Administrative Budget Overview *(Budget to Budget)*

SUMMARY REVENUES AND EXPENDITURES				
Fiscal Year 2010				
(In Thousands of Dollars)				
Category	FY 2009 Approved Budget	FY 2010 Proposed Budget	\$ Variance	% Variance
Divisions / Administration				
President	\$1,128.0	\$1,030.5	(\$97.5)	-8.6%
Athletics	\$4,437.3	\$4,534.4	\$97.1	2.2%
Executive Vice President	\$13,088.7	\$12,923.7	(\$165.0)	-1.3%
Provost (w/o financial aid)	\$70,967.0	\$72,816.3	\$1,849.3	2.6%
Research	\$25,701.9	\$24,750.8	(\$951.1)	-3.7%
Finance & Facilities	\$27,721.8	\$28,193.9	\$472.1	1.7%
Development	\$5,222.1	\$5,915.1	\$693.0	13.3%
General Counsel	\$1,394.1	\$1,482.1	\$88.0	6.3%
Government Relations	\$1,020.1	\$1,034.2	\$14.1	1.4%
Total Administration	\$150,681.0	\$152,681.0	\$2,000.0	1.3%

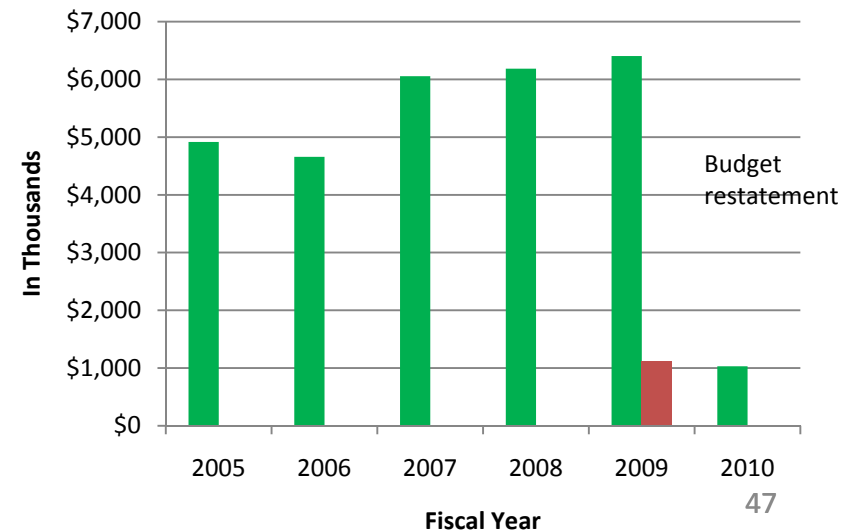
Office of President--*Summary*

- Pres: Budget reductions were achieved through the elimination of a position (\$35 k)
- FY 2010 Budget \$1.1 M
- The following areas were put as stand alone areas: General Counsel, Chief of Staff and Government Relations.
- In addition, the budgets for Marketing, Chief of Staff and Internal Audit were transferred to the Executive Vice President

Personnel FTE



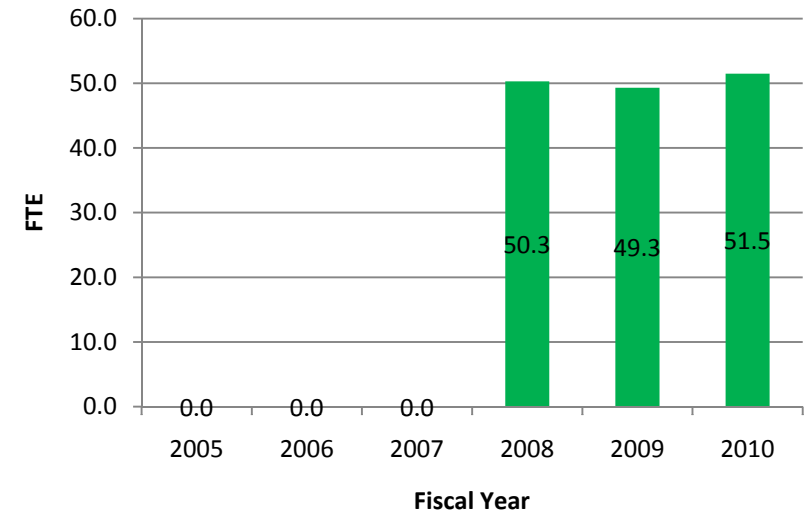
General Fund Budget



Athletics-Summary

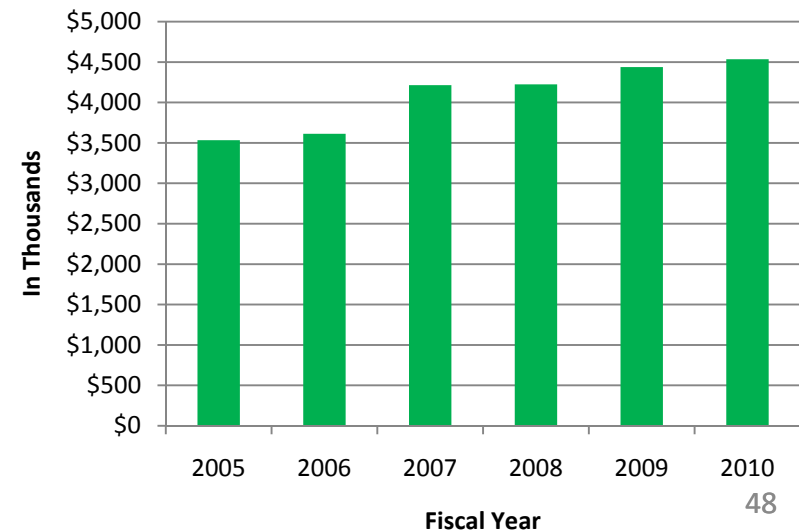
- Athletics: Budget reductions were achieved through reduction of operating expenses (\$44k)
- FY 2010 Budget \$4.5 M
- Supports 16 Varsity sports
 - Of which 3 compete at Div 1 level
 - Ice Hockey (W) and Fencing (M & W)
 - Men's Ice Hockey was eliminated in FY 2008 as part of budget reductions
- Twenty-one student athletes record a perfect 4.0 GPA in fall 2008
- Cumulative GPA of the 400 student athletes was 3.13 (and over 140 had over 3.5 GPA)

Personnel FTE



■ Academic FTE

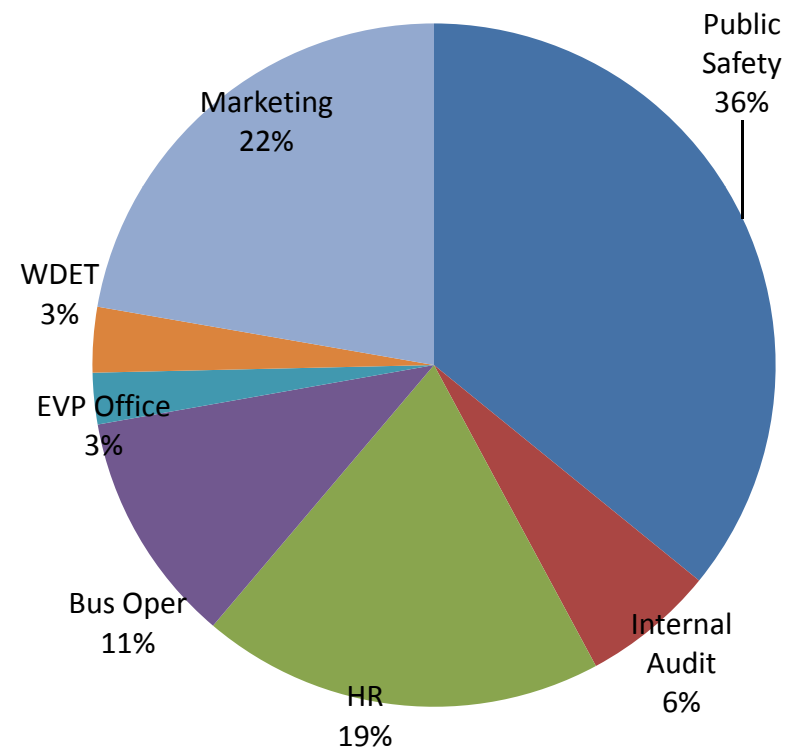
General Fund Budget



Office of the Executive Vice President

- Executive Vice President's Budget consists of seven areas:

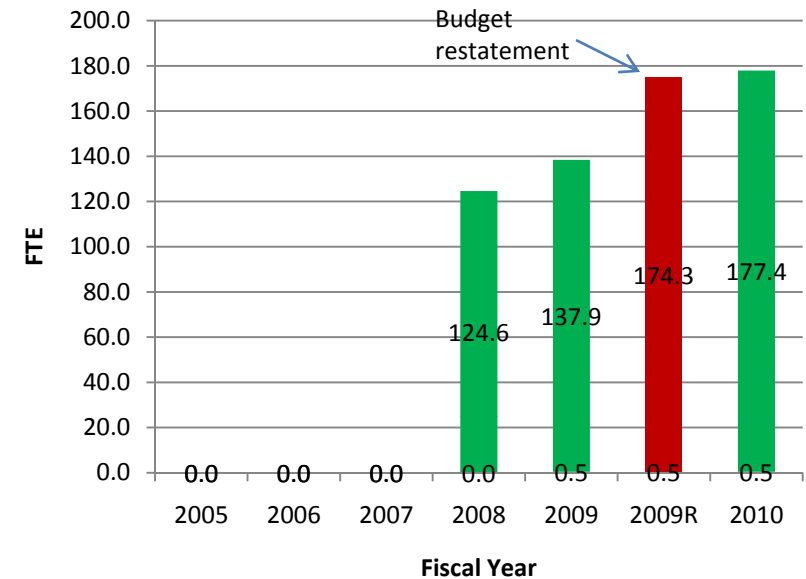
– Public Safety	\$4.6 M
– Human Resources	\$2.5 M
– Marketing	\$2.9 M
– Business Oper.	\$1.4 M
– Internal Audit	\$0.8 M
– WDET	\$0.4 M
– <u>EVP Office</u>	<u>\$0.3 M</u>
– Total	\$12.9 M



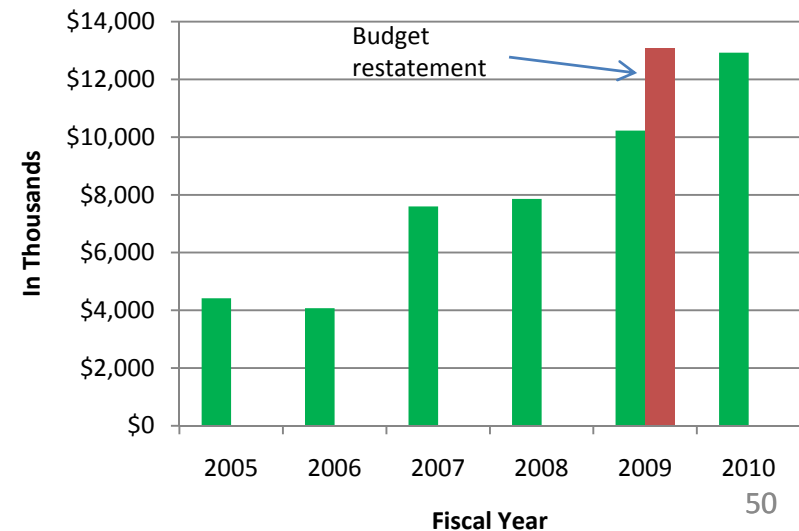
Office of Executive Vice President

- Budget reduction consisted of elimination of administration positions (\$166 k)
- FY 2010 Budget \$12.9 M
- FY 2010 budget adjustments included the addition of:
 - Marketing
 - Internal Audit
 - Chief of Staff

Personnel FTE



General Fund Budget

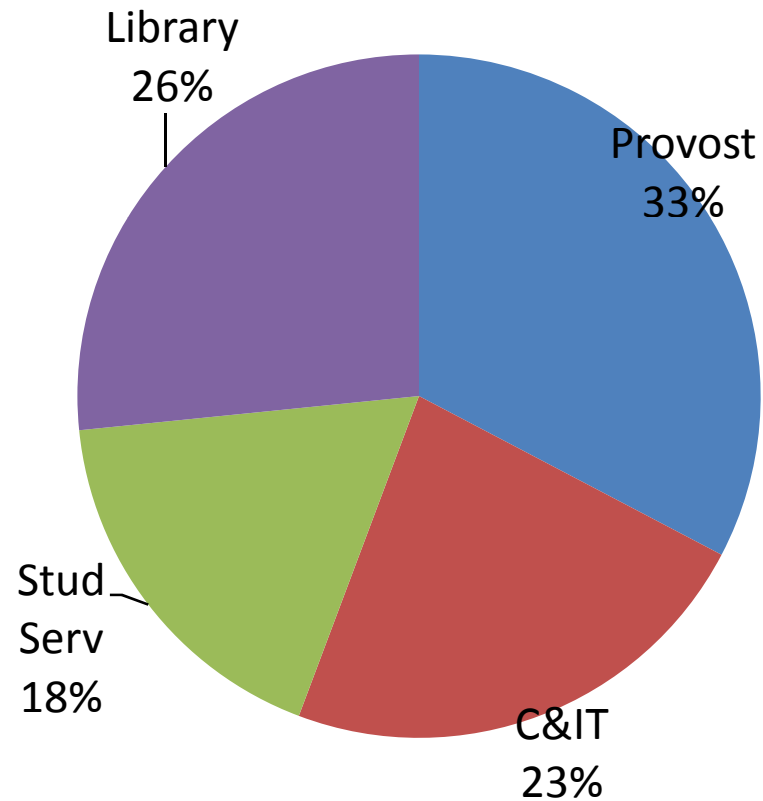


Provost's Office Budget

- Provost Budget consists of four major areas:

– Provost Office	\$22.0 M
• Office of Provost	
• Faculty Set-Ups	
• Dean of Students	
• Ctr for Urban Studies	
• Educational Outreach	
– C&IT	\$15.5 M
– Student Serv.	\$11.9 M
• Admission & Fin Aid Services	
• Registrar	
• Advising	
– <u>Univ. Library</u>	<u>\$17.9 M</u>
– Total	\$67.3 M

- Provost Budget also includes:
 - Summer School \$5.6 M
 - Financial Aid \$36.8 M



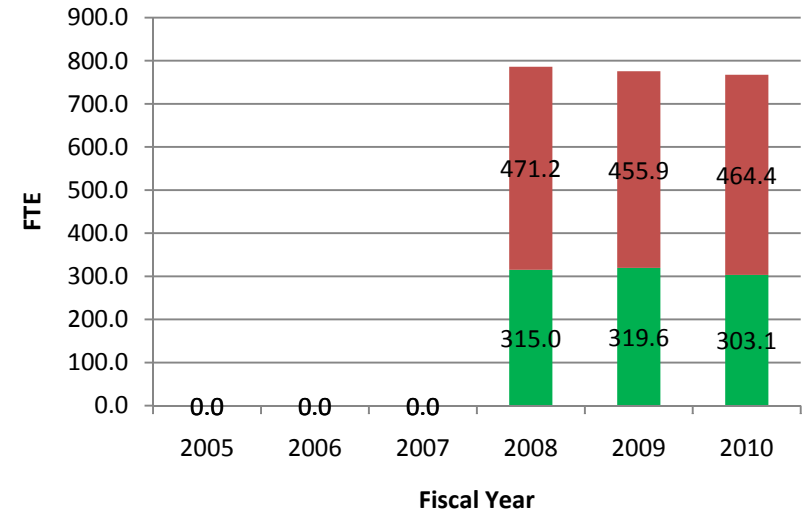
Provost Office

- Budget reductions include elimination of faculty position, reduction of administrative staff and operating expenses (\$580k)

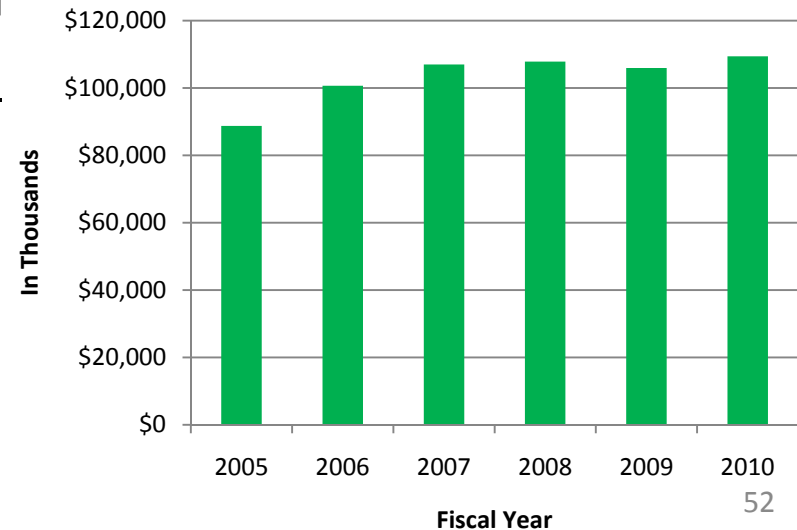
- FY 2010 Budget:

- Provost Operations \$67.3 M
- Financial Aid \$36.8 M
- Summer School \$5.6 M
- Total \$109.7 M

Personnel FTE

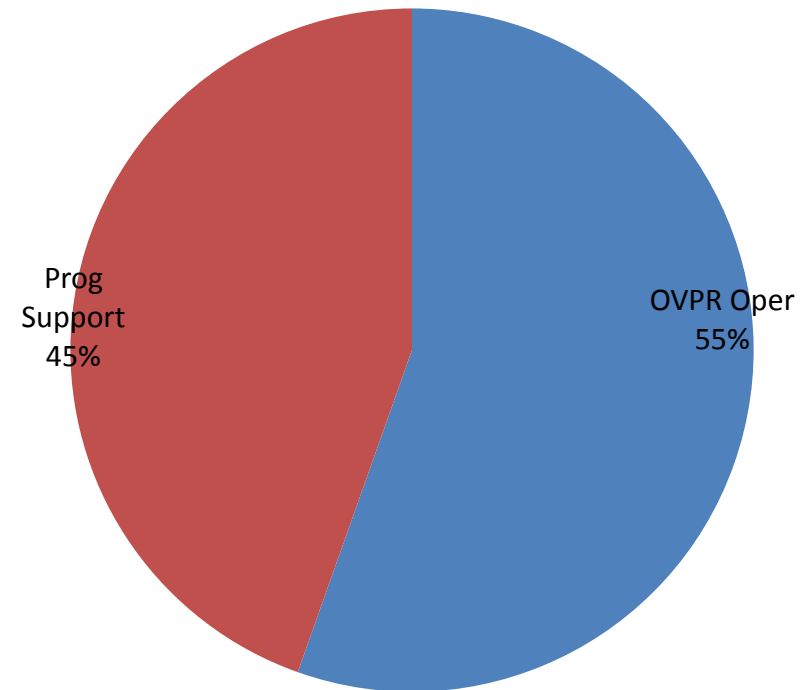


General Fund Budget



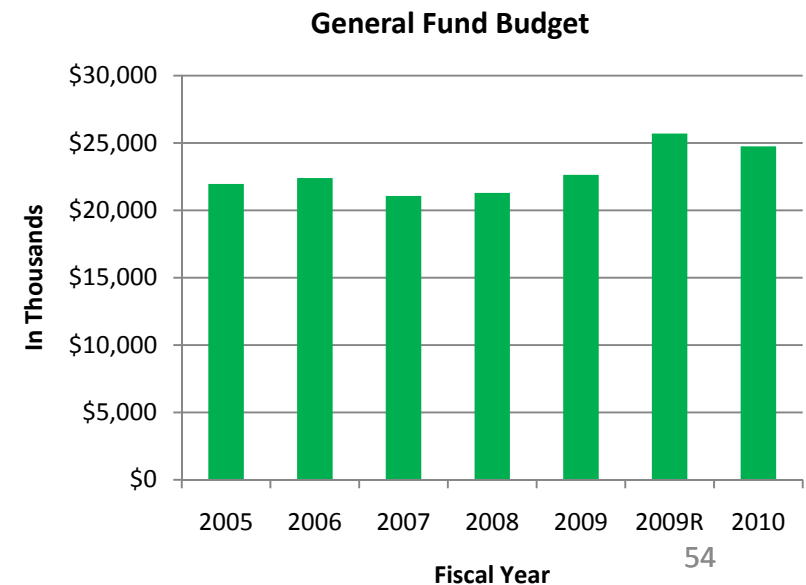
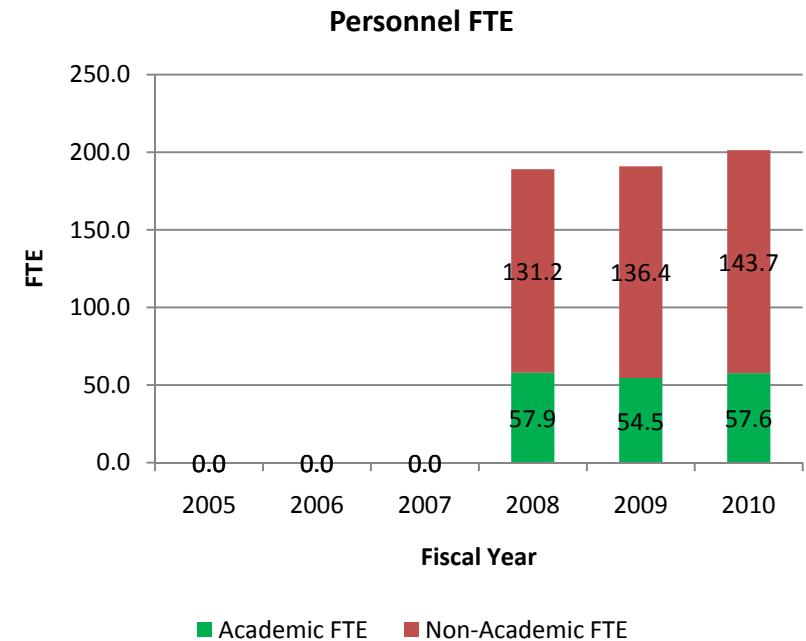
Vice President for Research Budget

- Vice President for Research Budget consists of two areas:
 - OVPR Operations \$13.7 M
 - OVPR Centers & Institutes
 - Sponsored Program Admin
 - Office of the Vice President
 - Research Compliance
 - Program Support \$11.0 M
 - Research Stimulation
 - Faculty Set-Ups
 - Presidents Research Enhancement
 - Total \$24.7 M

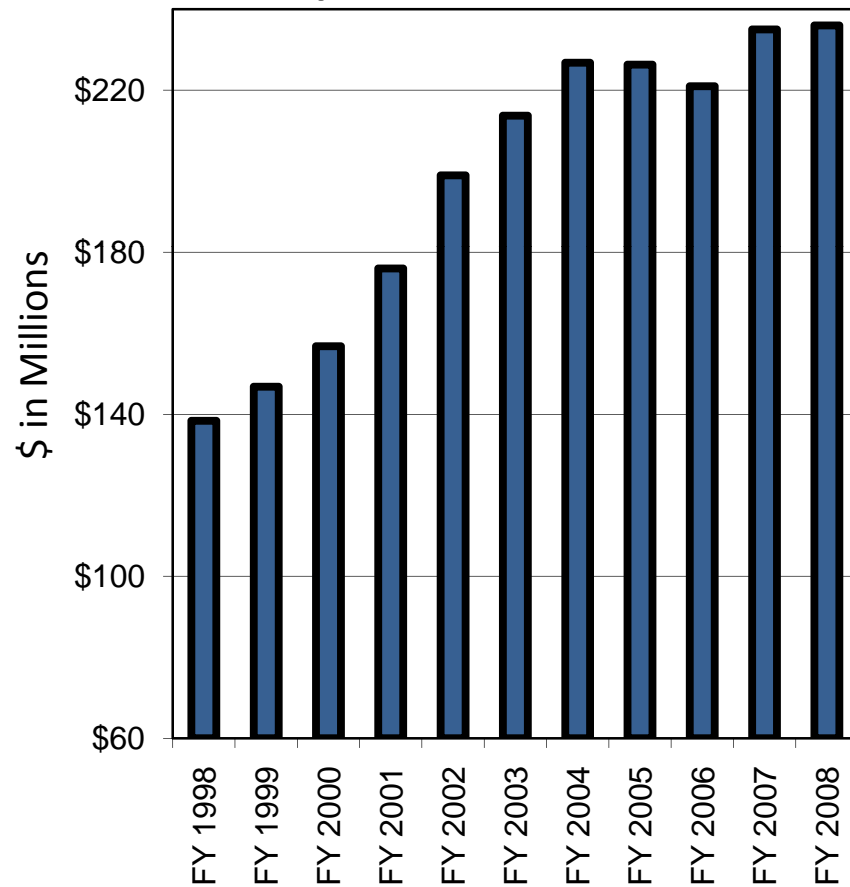


Vice President for Research

- Budget reductions were achieved through the elimination of administrative positions. (\$368 k)
- FY 2010 budget of \$24.8 M
- Research awards, University wide, are expected to increase for FY 2010

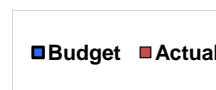
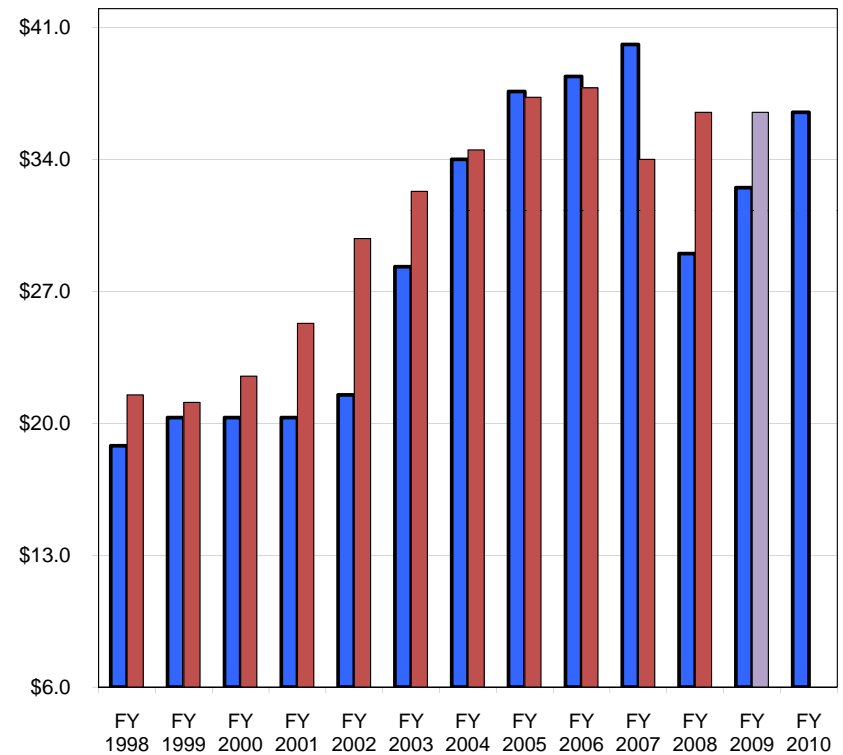


Total Research & Development Expenditures



Total R & D expenditures have increased by 78% since FY 1998

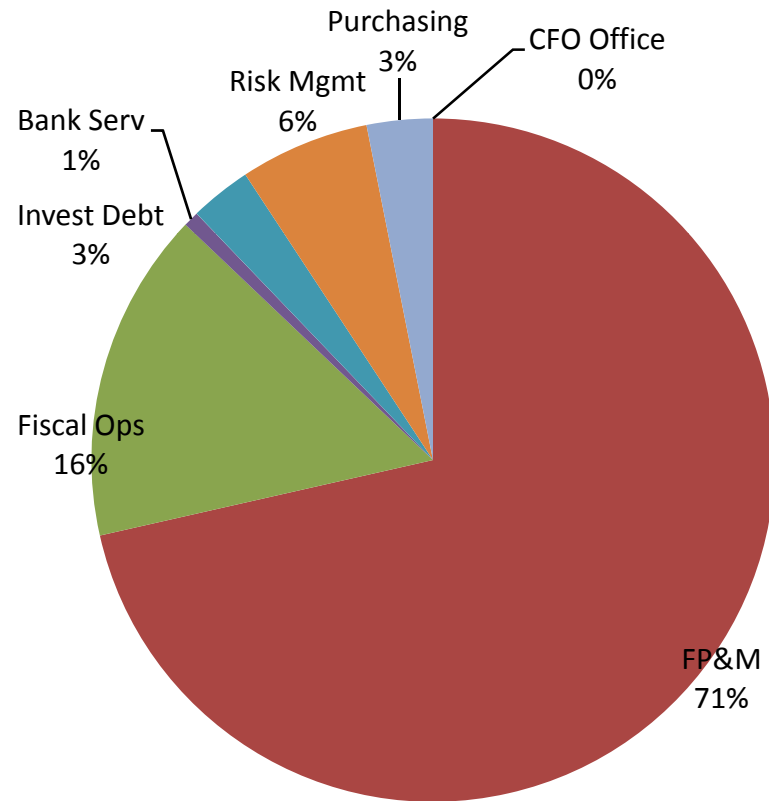
ICR Revenues Budget vs. Actuals



Proj.

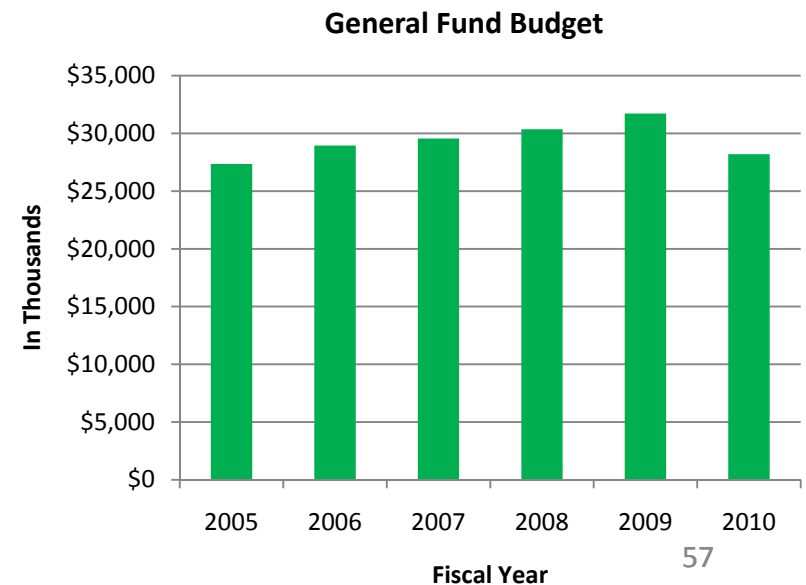
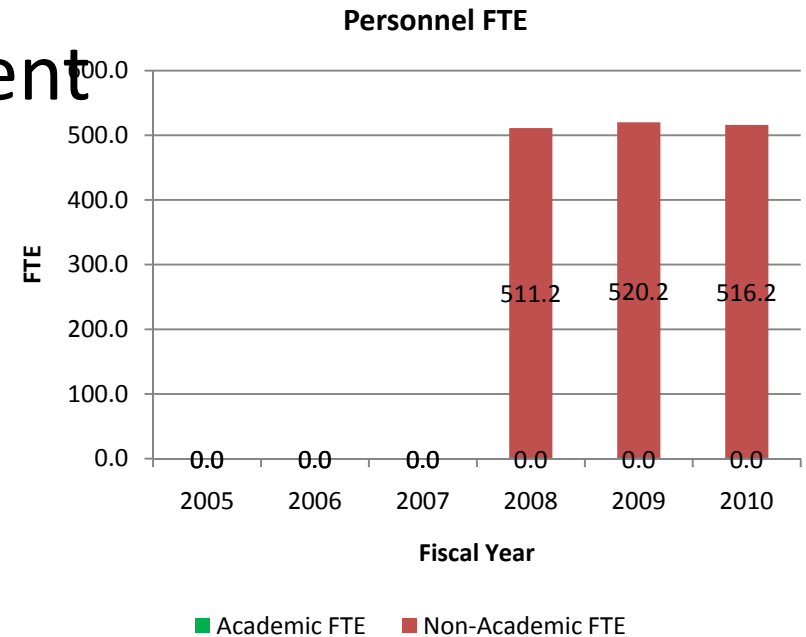
Finance & Facilities Management

- Finance & Facilities Budget consists of seven major areas:
 - CFO Office \$0.5 M
 - FP&M \$19.8 M
 - Fiscal Ops. \$4.3 M
 - Bank Serv. \$0.2 M
 - Invest & Debt \$0.8 M
 - Risk Mgmt \$1.7 M
 - Purchasing \$0.9 M
 - Total \$28.2 M



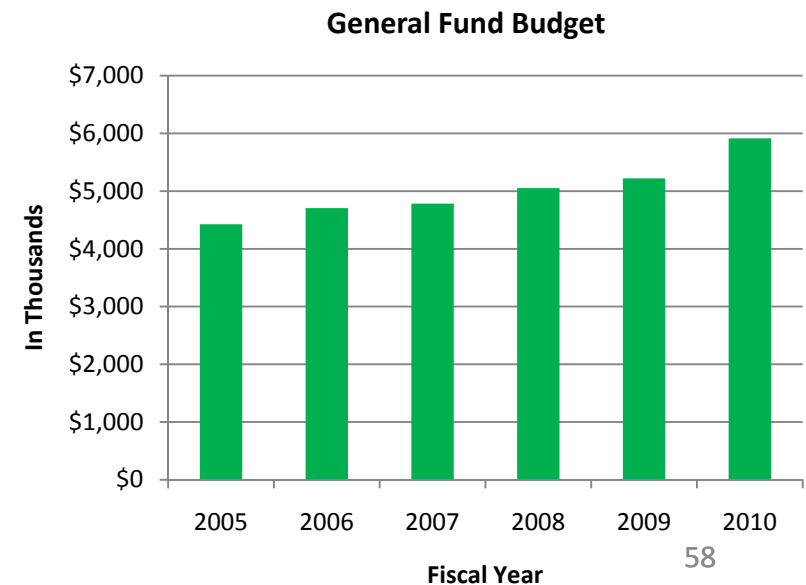
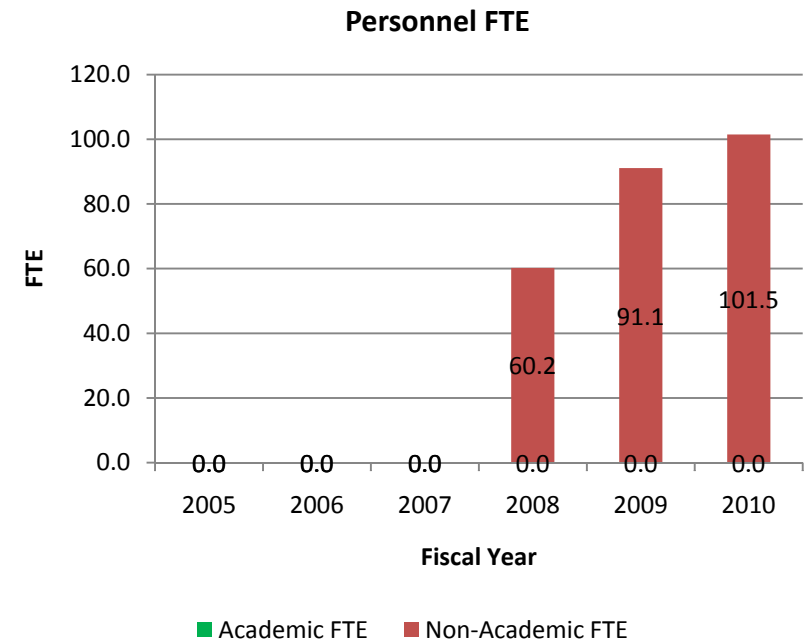
Finance & Facilities Management

- Budget reductions were achieved through elimination of administrative positions and operating expense reductions. (\$282 k)
- FY 2010 Budget of \$28.2 M
- For FY 2010, the Rental / Leases budget will be moved to central accounts



Office of Development and Alumni Affairs

- Budget reductions were achieved through the elimination of several administrative positions (\$195k)
- FY 2010 budget of \$5.9 M
- Budget increase was result of a university-wide re-organization of the development office to gain additional efficiencies



Snapshot of WSU Fundraising Roster

- Campaign positions that were part of the deficit spending budget model are in the permanent budget as of FY 09:
 - 29 (10 of these positions are front-line fundraisers)
- Total fundraisers at the end of *Wayne First* (December 08):
 - 27 (+ 2 vacancies)
- Current total fundraising positions:
 - 33 (+ 2 vacancies) (*Six School of Medicine employees transferred to central roster in FY'09 from a directive from the President*)
- What it Costs to Raise a Dollar at WSU
 - NACUBO states that the industry average costs to raise a dollar is \$.20.
 - At WSU, the cost to raise \$1 has been between 11 and 12.5 cents over the last two fiscal years

Wayne First Completed

- Total giving to campaign:
 - \$484,281,900 cash/grants/planned gifts/pledges
 - \$407,796,540 PACE

In addition, WSU fundraisers accomplished the following through *Wayne First*:

- Increased university's endowment by 61 percent.
- Expanded Wayne State's list of supporters by more than 44,400 new donors.
- Secured more than \$69 million in planned gifts that will benefit the university's future, an increase of 1000% when compared to time prior to *Wayne First*.

Wayne First Fundraising Results by Unit

Alumni Association	\$ 1,002,252	School of Medicine	\$ 158,041,313
Athletics	\$ 2,396,515	Merrill Palmer Skillman Institute	\$ 2,877,294
School of Business Administration	\$ 10,884,802	College of Nursing	\$ 6,934,929
College of Education	\$ 11,623,507	Eugene Applebaum College of Pharmacy and Health Sciences	\$ 12,437,734
College of Engineering	\$ 37,205,708	President's Initiatives	\$ 7,177,995
College of Fine, Performing, & Communication Arts	\$ 17,790,160	School of Social Work	\$ 2,389,961
Irvin D. Reid Honors College	\$ 4,821,984	College of Urban, Labor & Metropolitan Affairs	\$ 7,662,940
Institute of Gerontology	\$ 2,019,686	University Initiatives	\$ 44,195,263
Law School	\$ 19,195,571	University Libraries	\$ 2,028,350
College of Liberal Arts and Sciences	\$ 34,743,632	WDET/DRIS	\$ 11,679,923

Recent Fundraising Accomplishments

- Raised \$26,257,618 in cash/donations in FY'09 YTD
- Raised \$26,374,338 in cash, pledges and planned gifts since January 1, 2009 (*New Campaign Total to June 30, 2009*)
- Raised in excess of \$800,000 to date for *Aim Higher for Students* campaign

Fundraising is a Complex Process

- Gifts rarely just arrive.
- Fundraisers must get to know a prospective donor, connect them with the programs or projects that they care about and continue to steward the donor once the gift is secured.
- A fundraiser's primary function is to add to the WSU revenue stream.

There is a return on every fundraiser.

Recent Efficiencies/Reductions

- Reduced salary budget by \$25,000 in October 2008 – eliminating 1 FTE.
- From October 2008 presidential directive, realigned reporting lines of all school/college/unit development positions from decentralized structure to centralized structure.
- Reduced salary budget by 4% (\$221,300*) in April 2009 – eliminating 3 FTE, including an AVP – to create a more efficient and less costly workforce.

**not including \$55,300 savings to central fringe pool.*

How are WSU Fundraisers Evaluated?

Annual evaluation measures for WSU fundraisers (introduced during *Wayne First* campaign):

- Cash/In-kind/pledge goal
- Unique major gift solicitations
- Annual giving solicitations
- New gift prospects identified and qualified
- Meaningful contacts made each month
- Face-to-face donor/prospect meetings
- Volunteers actively engaged

Comparison of Development Operations for Members of the University Research Corridor



450 total division staff

- 175 frontline fundraisers

Completed \$2.5 billion *Michigan Difference* campaign (raised \$3.2 billion)

- At least 3 previous capital campaigns at U of M



175 total division staff

- 70 frontline fundraisers

Completed \$1.2 billion *Campaign for MSU* (raised \$1.44 billion)

- Second capital campaign at MSU



93 total division staff

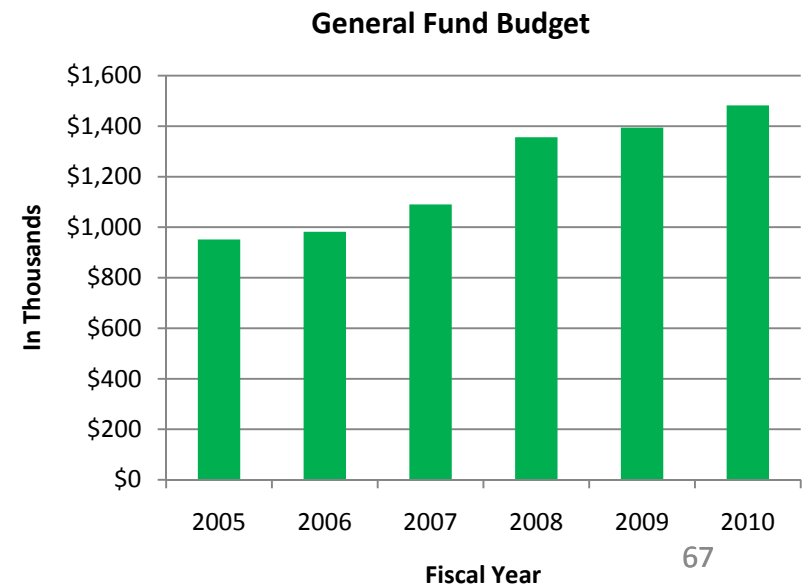
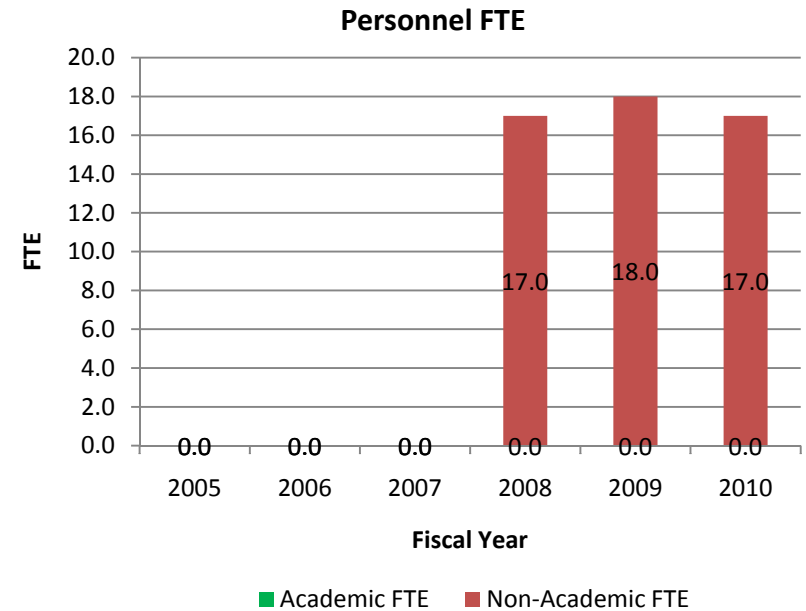
- 35 frontline fundraisers

Completed \$500 million *Wayne First* campaign (raised \$892 million w/ PACE)

- First capital campaign at WSU

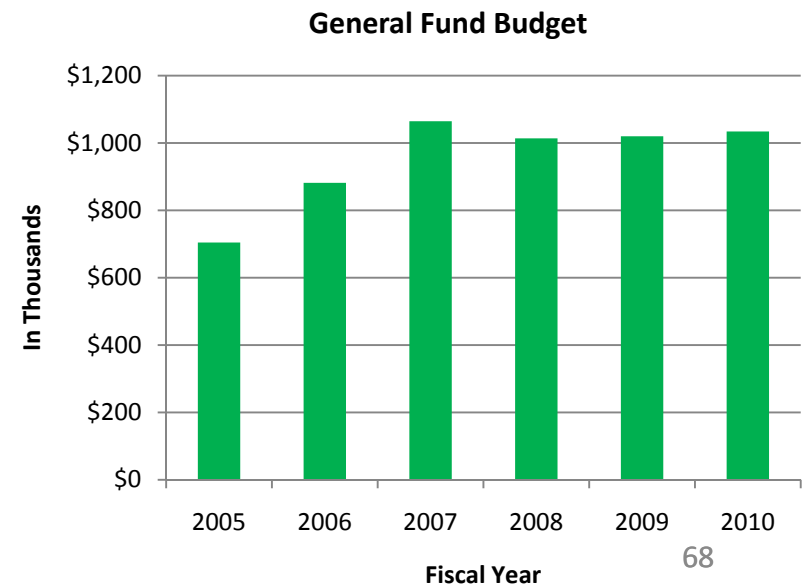
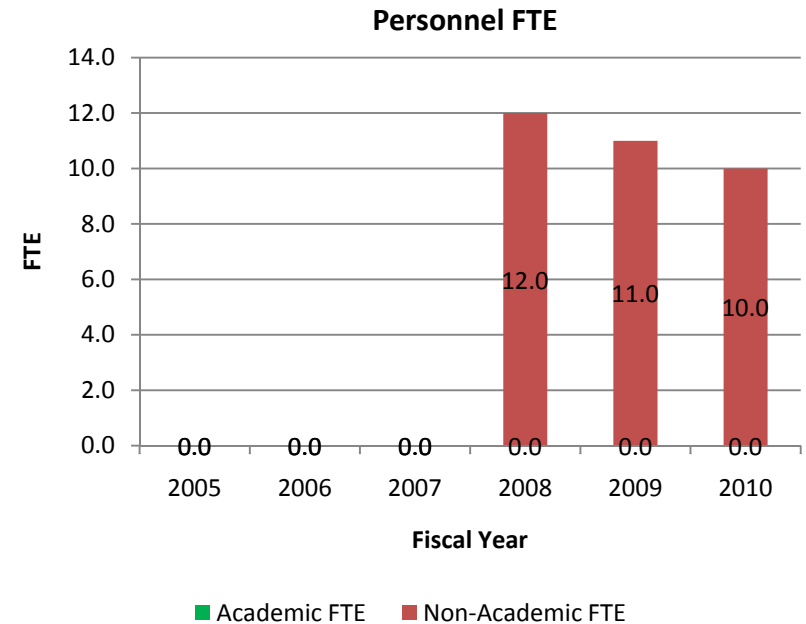
General Counsel

- Budget reductions were achieved through the reduction of administrative positions (\$14k)
- FY 2010 budget of \$1.5 M
- General Counsel office includes:
 - Equal Opportunity Office
 - Labor Relations
 - General Counsel Office
- General Counsel Staff is currently several FTE smaller than it was five years ago.



Government Relations

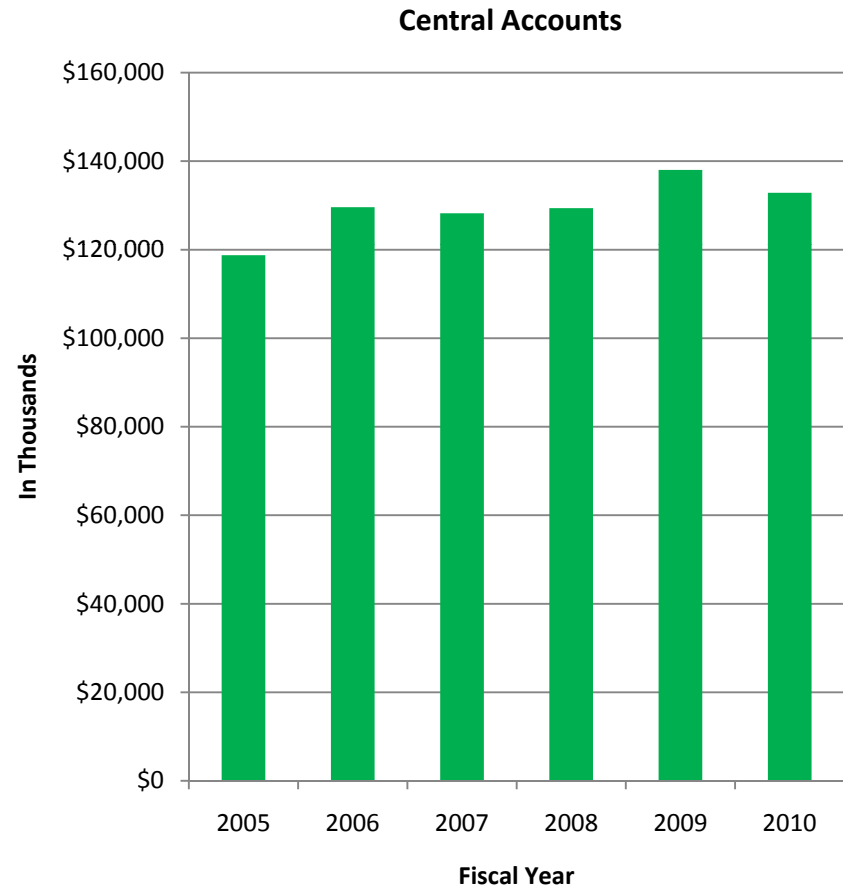
- Budget reductions were achieved through the reduction of Federal lobbying contract (\$15k)
- FY 2010 budget of \$1.0 M
- Gov't Relations includes
 - Federal Relations
 - State Relations
 - Community Relations



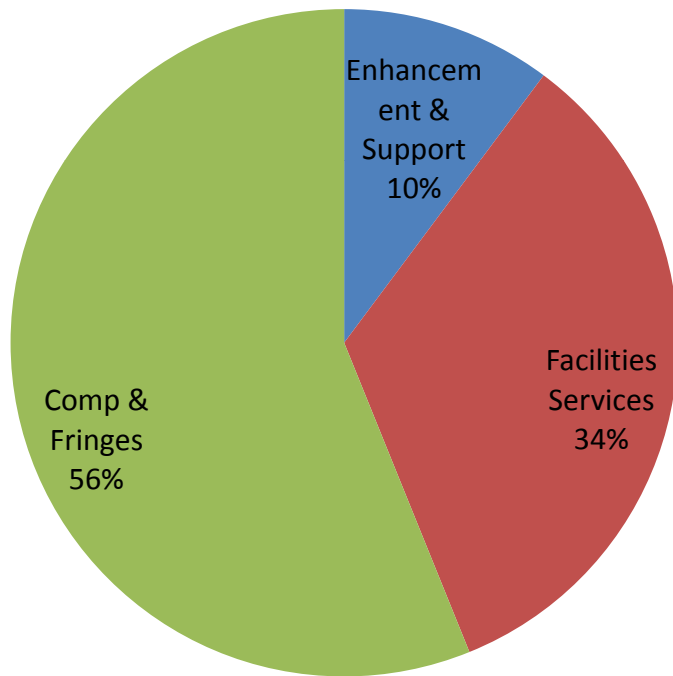
Central Accounts Budgets

Central Accounts

- Budget reductions achieved through benefit reductions
- FY 2010 Budget of \$135 M
- Additional cost savings from reduction in utilities and lower compensation increases than in prior year
- In FY 2010, Rental and Leases budget moved from Finance & Facilities to Central Accounts
- FY 2010 Budget also includes the activities associated with the student health clinic



What are the Central Accounts?



•Compensation & Fringes:

- Fringe Benefits
- Compensation Funding

Facilities Services

- Deferred Maintenance
- Rental & Leases
- Utilities
- Debt Service

Enhancement & Support

- Program Enhancements
- Student Health Clinic
- Strategic Plan Initiatives
- Contingency Reserve

What's Next?—August 21th meeting

- Current Funds Budget Overview
- Other Information?

