Contents

Budget Reduction Plan FY 2018-19 .................. 2

Looking to the Future ........................................ 9
Overview of the Problem
The College has experienced enrollment declines over the last few years. There are 11% fewer students on campus in fall 2017 compared to fall 2008. While declining enrollment is partially attributed to a higher rate of students graduating within 4 or 6 years, a portion of the declining enrollment is a result of smaller incoming classes of freshmen and transfer students.

Based upon historical trends of returning students, coupled with the outlook for new student recruitment, the Budget Committee adopted enrollment projections over the next two fiscal that assume an overall enrollment decline of 8.5% and 5.2% in FY 2018-19 and FY 2019-20, respectively. Without significant growth in the incoming student numbers, overall enrollment will continue to decline through FY 2022-23.

In recommending budget reductions, the Budget Committee considered the budget situation for both FY 2018-19 and FY 2019-20. The Committee based its recommendations on a two-year model, in order to minimize incremental reductions. The assumption is that the adopted reductions, based upon the current model, will be sufficient through the end of FY 2019-20.
Overview of the Process
The College Budget Committee is charged with advising and making recommendations to the President on matters related to the formulation of the College’s annual budget.

The Budget Committee membership consists of the following:
- Michele Peterson, Associate Vice President of Finance & Administration – Convener
- Barbara Morris, Provost and Vice President of Academic Affairs
- Steve Schwartz, Vice President for Finance & Administration
- Glenna Sexton, Vice President for Student Affairs
- Mark Jastorff, Vice President for Advancement
- Jesse Peters, Dean, School of Arts & Sciences
- Richard Fulton, Dean, School of Education
- Steve Elias, Dean, School of Business Administration
- Lisa Snyder, Associate Vice President of Academic Affairs
- Michael Valdez, Faculty Representative to the Board of Trustees
- David Blake, President Faculty Senate
- Dustin Fink, ASFLC President
- Jamie McCullough, Classified Staff Member
- Jeff Dupont, Exempt Staff Member
- Greg McClurg, Director, Human Resources (Ex Officio)
- Staci Ewing, Budget Analyst (Ex Officio)
- Mitch Davis, College Spokesperson (Ex Officio)

The Committee has worked to understand all aspects of the General Fund budget and recognize the consequences of the proposed reductions.

The General Fund budget is separated into six functional areas: Academic Affairs, Finance & Administration, Student Affairs, Advancement, Institutional items and the President’s area. The Budget Committee recommended an initial reduction goal of $4.5M. In order to provide each functional area with a target dollar amount, the $4.5M was divided proportionally among the functional areas, excluding institutional items. The table below provides the targets assigned to each of the functional areas.

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 2017-18 Original Budget</th>
<th>Reduction Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>% of General Fund (GF) Budget</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>$25,483,477</td>
<td>47.2%</td>
</tr>
<tr>
<td>Advancement</td>
<td>$2,495,437</td>
<td>4.6%</td>
</tr>
<tr>
<td>Finance &amp; Administration</td>
<td>$7,982,929</td>
<td>14.8%</td>
</tr>
<tr>
<td>President</td>
<td>$6,065,006</td>
<td>11.2%</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>$1,411,776</td>
<td>2.6%</td>
</tr>
<tr>
<td>Institutional Items</td>
<td>$10,580,826</td>
<td>19.6%</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$54,019,453</td>
<td></td>
</tr>
</tbody>
</table>
The proposals that follow were developed in various ways.

- The non-academic affairs areas (President, Finance & Administration, Advancement and Student Affairs) worked through their department directors to develop proposals for the Budget Committee.
- Institutional items were scrutinized by the Budget Office and responsible departments.
- Within Academic Affairs, the Provost, Associate Vice President, Assistant Vice President and the Deans first reviewed potential reductions to academic administrative and support functions. The Provost also received recommendations from each academic department chair. Additionally, a faculty advisory committee to the Provost - voted upon and staffed by the Faculty Senate – was engaged to review potential reductions.

Each functional area presented their proposed list with the expected consequences to the Budget Committee. After thorough consideration, some of the functional areas’ proposed reductions were rejected by the Budget Committee. As a result, the committee recommended budget reductions of approximately $4.1M to the president.

**The Human Cost of the Budget Reduction Plan**

The most grievous aspect of the budget reductions outlined below will be the impact on the lives of our colleagues and friends. Unlike other colleges and universities, Fort Lewis College has avoided layoffs in recent years. However, given that salary and benefits costs comprise approximately 70% of the budget, it was apparent that there would be staffing implications with a reduction of this magnitude. As a first step to avoid impacting existing personnel, all vacant positions (classified, exempt and authorized faculty searches) have been scrutinized by the President and Vice Presidents since January 2017 prior to any approval to hire.

Additionally, the Budget Committee suggested and endorsed Voluntary Separation Incentive Plans for Faculty, Exempt and Classified staff, following approval by the Board of Trustees. Voluntary Separation Incentive Plans were instituted in both April 2017 and January 2018.

Unfortunately, the combination of these strategies was not enough to address the projected budget deficit. Of the staffing reductions detailed below, approximately 19 Full Time Equivalent (FTE) positions represent reductions through attrition or reallocation, while approximately 14 FTE result from filled positions being reduced or eliminated. Impacted staff members were informed, by their supervisors, prior to this campus release of the following plan. By definition, 1.0 FTE is equal to one full time position and 0.50 FTE is a half time position, etc.

The Human Resources Office will work with classified employees facing layoffs in explaining the State Classified System’s rules and their implications for specific individuals. Human Resources will also help other impacted employees understand how they can transition to other employment.
**Budget Reduction Plan**

The following chart summarizes the size and reductions of General Fund budget by functional area.

<table>
<thead>
<tr>
<th>Total General Fund (GF) Budget</th>
<th>% of General Fund (GF) Budget</th>
<th>Proposed Reductions</th>
<th>Percent of Area Reduced</th>
<th>FTE Impacted *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs – Staff</td>
<td>$7,035,168</td>
<td>13.0%</td>
<td>$792,211</td>
<td>11.3%</td>
</tr>
<tr>
<td>Academic Affairs - Faculty</td>
<td>18,448,309</td>
<td>34.2%</td>
<td>1,441,160</td>
<td>7.8%</td>
</tr>
<tr>
<td>Advancement</td>
<td>2,495,437</td>
<td>4.6%</td>
<td>212,327</td>
<td>8.5%</td>
</tr>
<tr>
<td>Finance &amp; Administration</td>
<td>7,982,929</td>
<td>14.8%</td>
<td>675,238</td>
<td>8.5%</td>
</tr>
<tr>
<td>President</td>
<td>6,065,006</td>
<td>11.2%</td>
<td>410,191</td>
<td>6.8%</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>1,411,778</td>
<td>2.6%</td>
<td>154,873</td>
<td>11.0%</td>
</tr>
<tr>
<td>Institutional Items</td>
<td>10,580,826</td>
<td>19.6%</td>
<td>471,646</td>
<td>4.5%</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$54,019,453</td>
<td>100.0%</td>
<td>$4,157,646</td>
<td>7.7%</td>
</tr>
</tbody>
</table>

*Includes vacant positions, reductions in contracts, reclassifications, reallocations, voluntary reductions and layoffs.

**President’s Area**

The departments overseen by the President include: President’s Office, Board of Trustees, Athletics, the Center of Southwest Studies, and Enrollment Management. The following table summarizes the total budget and the proposed reductions to the President’s Area.

- **Total Budget**: $6,065,006
- **Percent of GF**: 11.2%
- **Total Reductions**: $410,191
- **Percent of Area Reduced**: 6.8%

**Staffing**

- Elimination of 1.0 FTE amongst the open Vice President positions
- Elimination of 1.0 FTE in International Programs
- Elimination of 1.0 FTE in Center of Southwest Studies
- Elimination of 0.50 FTE in the Board of Trustees
Finance and Administration
The departments within Finance and Administration include: the Office of the Vice President, Budget Office, Controller’s Office, Human Resources, Purchasing, Receiving, Mail Service, Information Technology, Physical Plant, Environmental Health and Safety, Internal Audit, and Community Concert Hall.

| Total Budget | $7,982,929 |
| Percent of GF | 14.8% |
| **Total Reductions** | **$675,238** |
| Percent of Area Reduced | 8.5% |

**Staffing**
- Reduction of 0.25 FTE in the Vice President’s office
- Elimination of 1.0 FTE (vacant) in Human Resources
- Reduction of 0.85 FTE in the Controller’s office, impacting three staff members
- Reallocation of 0.25 FTE in the Controller’s office to the Auxiliary Facilities Income Fund
- Reduction of 0.25 FTE in Internal Audit
- Reallocation of 3.0 FTE in Information Technology to auxiliary funds
- Elimination of 0.50 FTE in the Concert Hall
- Elimination of 4.0 FTE (3 vacant) in Physical Plant Services

**OCE**
- Elimination of the ergonomic equipment support budget.
- Reallocation of OCE for the Concert Hall to the Concert Hall auxiliary fund.

Advancement
The departments in Advancement include: the Office of the Vice President, Development, Alumni, and Marketing and Communications.

| Total Budget | $2,495,437 |
| Percent of GF | 4.6% |
| **Total Reductions** | **$212,327** |
| Percent of Area Reduced | 8.5% |

**Staffing**
- Elimination of 2.0 FTE and restructuring in Marketing and Communications
- Elimination of 1.0 FTE (vacant) in Alumni

**OCE**
- Reduction of operating and travel expenses in Vice President’s office, Institutional Advancement, Marketing and Communications, Alumni, and the Welcome Center.
**Student Affairs**

The General Fund departments within Student Affairs include: the Office of the Vice President, Title IX, Campus Police, Equal Opportunity, Native American Center, El Centro, and a portion of Student Wellness and the Counseling Center.

<table>
<thead>
<tr>
<th>Total Budget</th>
<th>$1,411,778</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of GF</td>
<td>2.6%</td>
</tr>
<tr>
<td><strong>Total Reductions</strong></td>
<td>$154,873</td>
</tr>
<tr>
<td>Percent of Area Reduced</td>
<td>11.0%</td>
</tr>
</tbody>
</table>

**Staffing**
- Reduction of 0.26 FTE in the Vice President’s office
- Elimination of 0.56 FTE (vacant) in the Vice President’s office
- Elimination of 0.60 FTE (vacant) in the Native American Center (grant funding will be utilized to continue and expand support services in the NAC).
- Salary savings related to new hires in the Police Department

**OCE**
- Reductions of operating funds in the Vice President’s office, Diversity Office, and Host Family Program.

**Institutional Items**

Institutional expenses generally represent costs that are allocated from outside the College or out of the control of individual departments. Institutional expenses can be further segmented as:
- Those costs over which the Institution has little control (ex. insurance, utilities, bank charges)
- Those dictated by College (ex. tuition waivers for employees and children of employees, grant initiatives, reserves)
- Past Budget Committee decisions that could be reversed (ex. scholarships, accreditation, small projects, grant matching).

<table>
<thead>
<tr>
<th>Total Budget</th>
<th>$10,580,826</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of GF</td>
<td>19.6%</td>
</tr>
<tr>
<td><strong>Total Reductions</strong></td>
<td>$471,646</td>
</tr>
<tr>
<td>Percent of Area Reduced</td>
<td>4.5%</td>
</tr>
</tbody>
</table>

- Reductions in general scholarships, Athletic scholarships, Perkins loans, institutional memberships, support for the Campbell Center and Community Concert Hall.
- Establishment of a credit card processing fee for all credit card payments for tuition, fees, room and board.
Academic Affairs
Academic Affairs includes the offices of the Vice President, Associate Vice President (AVP), Assistant Vice President, Deans, Library, Institutional Research, Grants Management & Sponsored Research, and all academic departments.

<table>
<thead>
<tr>
<th>Total Budget</th>
<th>$25,483,477</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of GF</td>
<td>47.2%</td>
</tr>
<tr>
<td><strong>Total Reductions</strong></td>
<td><strong>$2,233,371</strong></td>
</tr>
<tr>
<td>Percent of Area Reduced</td>
<td>8.8%</td>
</tr>
<tr>
<td>Excluding Faculty</td>
<td>11.3%</td>
</tr>
<tr>
<td>Faculty</td>
<td>7.8%</td>
</tr>
</tbody>
</table>

Within Academic Affairs, care was given to reduce non-faculty areas first. While most areas, offices and departments across campus can trace their functions to educating students, those areas with the most direct impact on teaching were protected to the greatest extent possible.

**Staffing (excluding faculty)**
- Elimination of 2.0 FTE in the Dean, Arts & Sciences office
- Elimination of 2.0 FTE (1.0 vacant) in the Library
- Elimination of 0.75 FTE (vacant) in Institutional Research
- Elimination of 0.50 FTE (vacant) in Theatre
- Elimination of 0.50 FTE (vacant) in Art
- Elimination of 3.0 FTE (1 vacant) in the Student Success/Advising Office
- Reallocation of 0.50 FTE in the Student Success/Advising Office to grant funding

**Staffing - Faculty**
- Elimination of 4.0 FTE (lecturer) (2.0 vacant) in the Writing Program
- Elimination of 1.0 FTE (lecturer) (vacant) in the Freshman Math Program
- Elimination of 1.0 FTE (lecturer) in the Theatre Program
- Reduction of funding available for summer faculty. Effective Summer 2019, all faculty members will be paid the adjunct rate of $1,100 per credit hour
- Reduction in salary dollars of approximately $550,000 available for faculty lines. The college has operated under the assumption that all vacated faculty lines return to a central pool for reconsideration of the need for each line. As this pool of funds does not represent specific faculty lines, it is difficult to identify the exact number of faculty positions that will be eliminated as a result of this reduction.

**OCE**
- Elimination of OCE in the Dean, Arts & Sciences office
- Reduction of OCE in Vice President’s office, centralized budgets, teaching empowerment teams, Campus Tutoring Coordination, and the Honors Program out of state travel.
**Looking to the Future**

While the Fort Lewis College Budget Committee struggled with the difficult task of addressing the budget shortfall, the committee understood that there are no “good” cuts to people or programs. Regrettably, sometimes cuts are necessary for financial stability. However, the committee understood that it cannot cut our way to success, and so this budget process has also looked at the investments we can make in our institution.

During the Budget Committee’s deliberations, investments in enrollment management, marketing operations, the Student Success Collaborative platform, and video hosting software were considered and approved.

While not part of the budget deliberations, the Summit Project also produced a number of initiatives and programs to grow enrollment that we have either already invested in or are assessing for future investment. These initiatives are detailed below.

**Programs/Initiatives Already Approved**

**Enrollment Management**

The Budget Committee approved funding for enrollment management and admissions. A portion of this funding will be used to expand outreach to prospective students and, crucially, provide for campaigns aimed at high school sophomores and juniors. In the past, much of enrollment management’s focus was on high school seniors. The issue is that many seniors already have a good idea of where they want to go to school by the time they hear about Fort Lewis College. Admissions sees these seniors apply to FLC, but for many Fort Lewis College is not a serious consideration, resulting in “soft” applications. By engaging with younger students, the college can begin to cultivate a relationship that can grow over time.

Increasing outreach to prospective students will not prove effective without people to follow up and guide students through the admissions process. With that in mind, the newly allocated funding will be used to hire an additional admission counselor whose primary responsibility will be to expand our markets in Texas, Oklahoma, Arizona and/or California. The campus visit program is also being reexamined and revamped to better show off campus once students and their families visit.

This increased outreach to prospective students should result in increased applications. From 2014 to 2017, applications increased by more than 3,800, yet the staff who process those applications and the technology they use has remained the same. This new investment in enrollment management will add people to the team and upgrade the systems they use to move prospective students more quickly and more efficiently through the admissions process.
**Marketing and Communications**

To assist enrollment management, as well as increase the college’s visibility and reputation, the Budget Committee approved an investment in the marketing and communications operation. Included in the investment is funding for an additional media relations specialist to help bolster the coverage of FLC stories and events. The funding will also solidify a student media team that will help in social media, live streams, writing, and other projects. The student media team was successfully piloted this past year.

A large portion of the investment in marketing and communications will go toward a number of marketing campaigns aimed at assisting the new student enrollment effort.

**Peak Experiences**

Once students choose Fort Lewis College, welcoming them with effective and valuable programming is crucial. Beginning summer 2018, three new pre-orientation programs will be offered to incoming students.

- **Summit the San Juans (existing and expanding)**
  Formerly known as Peak Experience, this popular program brings together incoming students for an outdoor adventure that builds a community within, and connection to, Fort Lewis College.

- **Ignite U and the LeaderShape Institute**
  This program will utilize an intense six-day leadership development curriculum where students explore their future with facilitators that include FLC faculty, staff, and current students.

- **Native Skyway to Success: The Native First Year Experience**
  Led by the Native American Center, this program will be held later in the summer to help Native students prepare for their first year in college and beyond.

- **The Eco Roadshow**
  The Eco Roadshow will be an environmentally-focused program aimed at educating and connecting interested students with local farming and sustainable practices. The program will be led by the Environmental Center.

**Master of Arts in Education: Culturally and Linguistically Diverse Education**

This will be the third master’s program for FLC. The Culturally and Linguistically Diverse Education program is aimed at educators who wish to both earn a graduate degree and apply for the Culturally and Linguistically Diverse (CLD) Endorsement with the Colorado Department of Education or the Teaching English to Speakers of Other Languages (TESOL) Endorsement from the New Mexico Department of Public Education.

This new program is already accepting applications and will begin classes in fall 2018.

**Bachelor’s Degree in Environmental Science**

The new Environmental Science degree will attract and serve students with an interest in science and the environment. The degree will bring together aspects of biology, chemistry, engineering, geosciences, and public health, and can complement the existing degree in Environmental Studies. Environmental science has proven to be a popular area of study, with other regional programs enrolling anywhere from 40 to nearly 200 students.

The new Environmental Science degree will begin in fall 2018.
**Pre-Health Professions Certificate**

Healthcare is a rapidly growing industry nationwide, and Public Health, Exercise Science, and other health-related degrees at Fort Lewis College enjoy solid enrollments. The addition of a Pre-Health Professions Certificate will package selected courses in biology, chemistry, anthropology, psychology, and other areas to give students the opportunity to complete a certificate program in one year to assist them in pursuing a health-related career.

The Pre-Health Professions Certificate will launch in fall 2018.

**Elementary/Early Childhood Education Certificate**

There is a national need for more teachers, in particular more trained and credentialed teachers. Fort Lewis College has been training teachers for more than 100 years and continues to evolve to meet the needs of education today. This certificate will give students and working professionals the chance to further their own expertise en route to a Colorado Early Childhood 2.0 Credential.

The Elementary/Early Childhood Education Certificate will begin in summer 2018.

**Student Success Collaborative Platform**

The Student Success Collaborative platform is technology that helps the Advising Office analyze a student’s academic trajectory and provide insight for advisors to best help their students reach their goals.

**Video Hosting Software**

The Video Hosting Software will help expand online and hybrid education delivery at Fort Lewis College. Teachers can use this software to include video elements to their courses and integrate them into Canvas.

**Programs/Initiatives Undergoing Final Evaluation**

**Cycling Team Expansion**

The Skyhawk Cycling Team is FLC’s most successful athletic team with over 20 national championships to its credit. The expansion would provide additional facility space and resources to allow the team to grow.

**Bachelor’s Degree in Computer Information Systems**

The Computer Information Systems degree will offer a technology-intensive education in the design, development and management of information systems.

**Bachelor’s Degree in Entrepreneurship**

The Entrepreneurship program will specialize in helping students build their businesses from the ground up.
**Digital Marketing Certificate**
The Digital Marketing Certificate will be open to college students and the public and offer training in the latest marketing techniques and technologies.

**Ski Operations Certificate**
In partnership with Mountain Capital Partners (Purgatory), the Ski Operations Certificate will offer college students and those already in the field the opportunity to expand their training in ski resort operations and management.

**Programs/Initiatives Awaiting Further Evaluation**

**Master’s Degree in Public Administration**
A Master’s of Public Administration will give students the training and credentials they need for service in organizations ranging from government agencies and non-profits to the private sector, including tribal entities.