



MEETING MINUTES

Wednesday, January 9, 2019 9:00 to 11:00 a.m. Paul Joyce Faculty & Staff Lounge

- I. Call to Order.....Howard
- II. Staff Member of the Month.....Creg Empey.....
Creg did an outstanding job at diffusing a very tense situation with regard to important functionality that we were not made aware would be missing with the Banner 9 go-live. He worked tirelessly and quickly to resolve the issues we were experiencing in a very professional manner. An extra shout-out to Michael Beery for his help in the process as well. Submitted by Heather Nelson, Associate Director, OSP..... Espenschade
- III. Roll Call – Determination of Quorum.....established.....McGarry
- IV. Approval of Minutes.....approved.....Howard
- V. Guest Presentations –
 - a. President Staben via Zoom, Zoom was not functioning, so he could not join the meeting.
 - b. Brian Foisy, VP of Finance and Administration
 - i. See presentation attached
- VI. Executive Committee Reports
 - a. Off-Campus...Is working on campus inclusion project. Committee meets this Friday.....Fox
 - b. Communications.....40% open rate on newsletter.....Hoffmann
 - c. Treasurer.....absent.....Freitag
 - d. Secretary.....none.....McGarry
 - e. Elections.....none.....Crossland
 - f. Technology...none.....Kearney
 - g. Vice Chair.....none.....Baker
 - h. Chair.....none.....Howard
- VII. Advisory/Other Reports
 - a. Faculty Senators.....Faculty senate has not met.....Tibbals
 - b. Post Docs.....meeting later today.....VanLeuven
 - c. Human Resources.....no report...Cindy has a question regarding the new evaluation forms. She is not allowed by her dean to use them. Wes says that so far it is just another option. They will see which forms get used and then move from there to limit the number of forms. They are not going to come across heavy-handed and require a particular form that some do not like.....Matthews
 - d. Finance & Administration.....Foisy
 - e. Professional Development & Learning.....Keim
- VIII. Old Business
 - a. Need a new Chair and Vice Chair – feel free to send nominations to me and I will reach out to those candidates selected.
- IX. New Business



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Staff Council

- a. Drafting a proposal for our Staff Development Learning and Development budget
 - i. We have money for Development – we need to use it or we might lose it
- X. Good of the Order
- XI. Adjournment – 11:10



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FALL 2018 ENROLLMENT AND BUDGET UPDATE

ENROLLMENT AND REVENUE TIMELINE



- I** AUG 20 First day of classes (payment deadline)
- I** AUG 31 10th day of classes (last day to receive 100% refund)
- I** SEP 18 Tuition waivers start posting to the Banner system
- I** OCT 15 Enrollment census date (official date for enrollment reporting)
- I** OCT 23 Leadership breakfast (annual update on connection between enrollment, tuition revenue, and operating budgets)

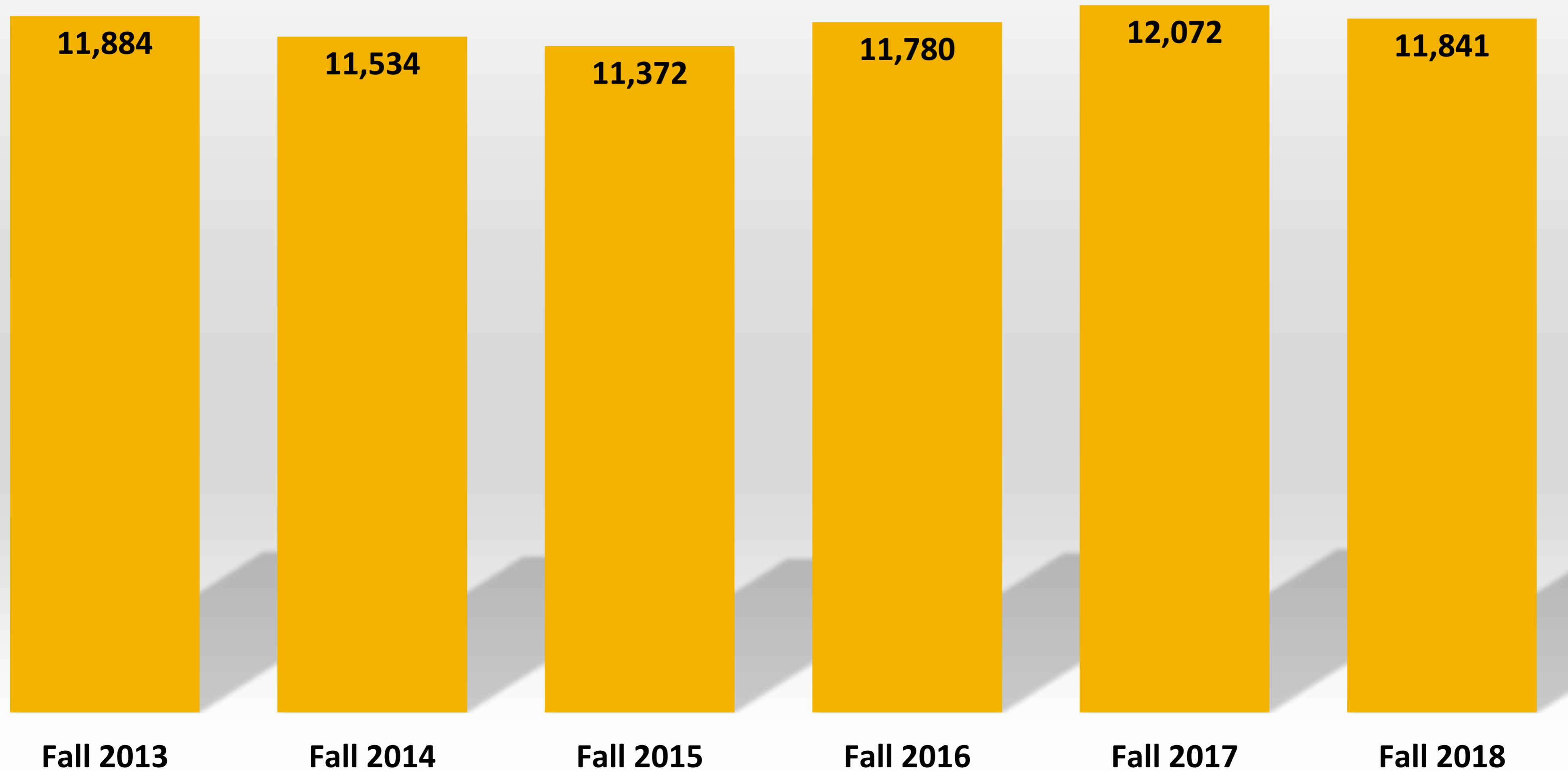


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FALL 2018 ENROLLMENT

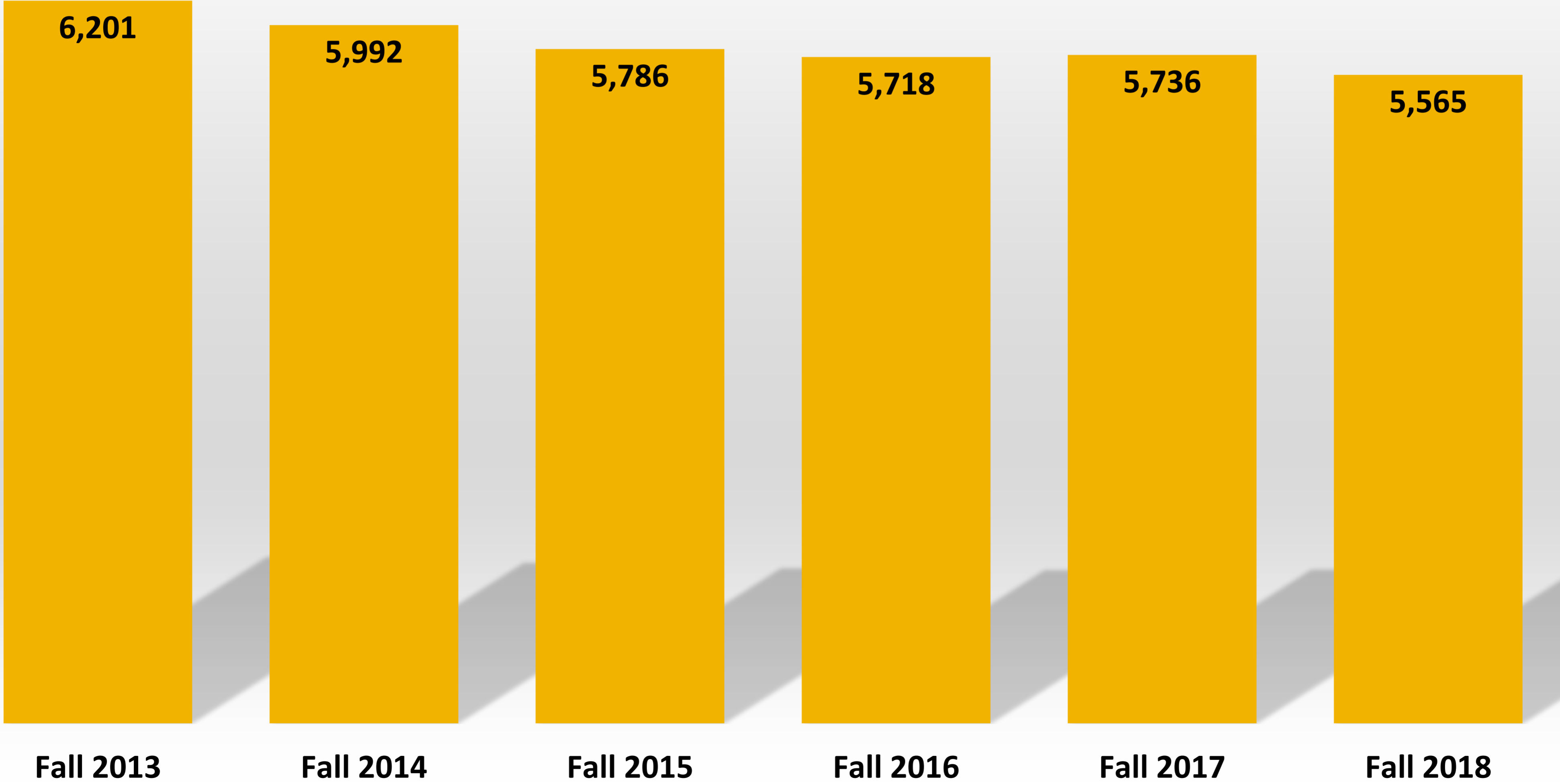
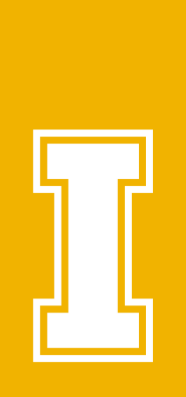
ENROLLMENT TRENDS, FALL 2013 TO FALL 2018

Total Enrollment University of Idaho



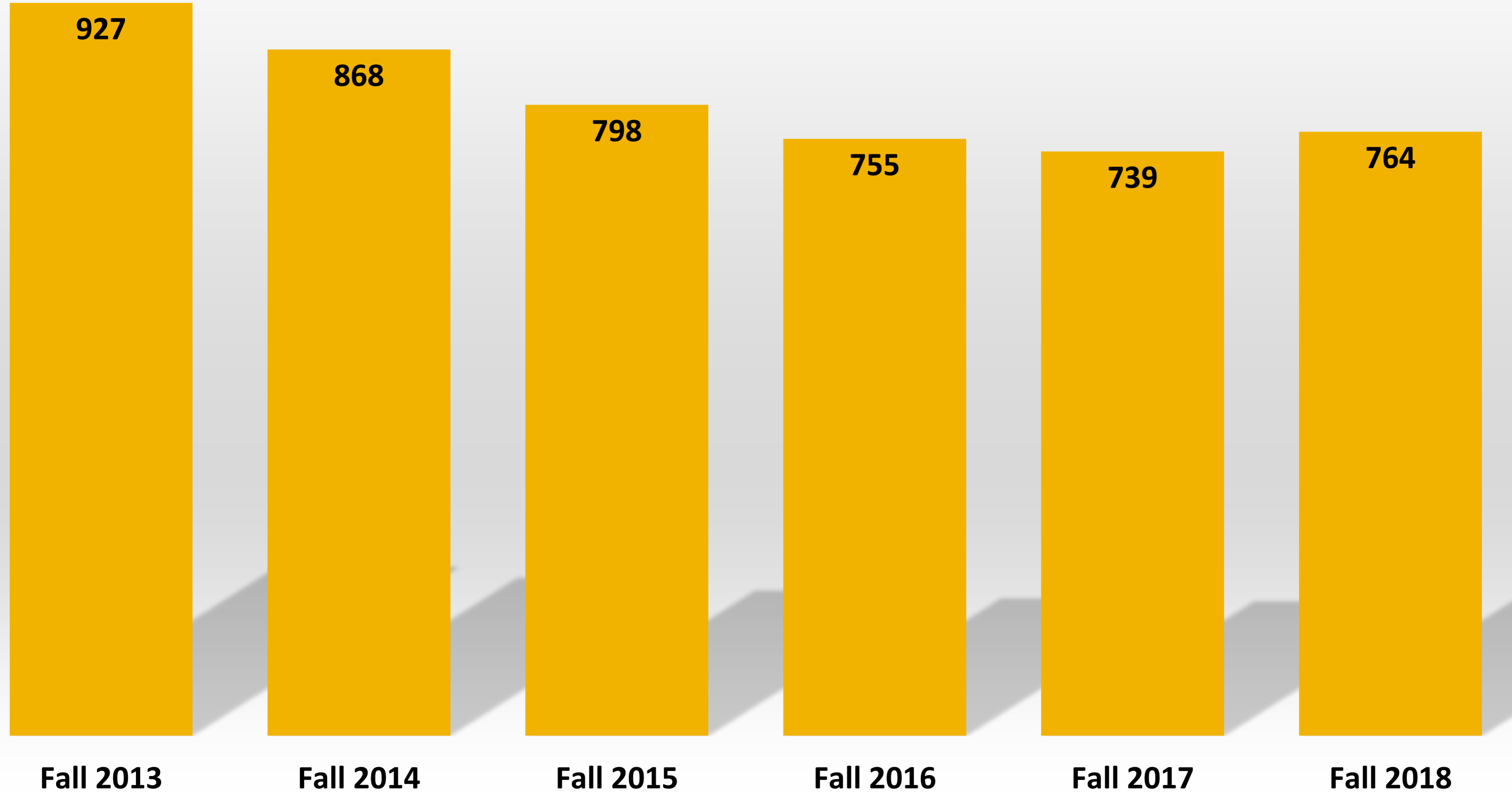
ENROLLMENT TRENDS, FALL 2013 TO FALL 2018

Resident Undergraduate Students
University of Idaho



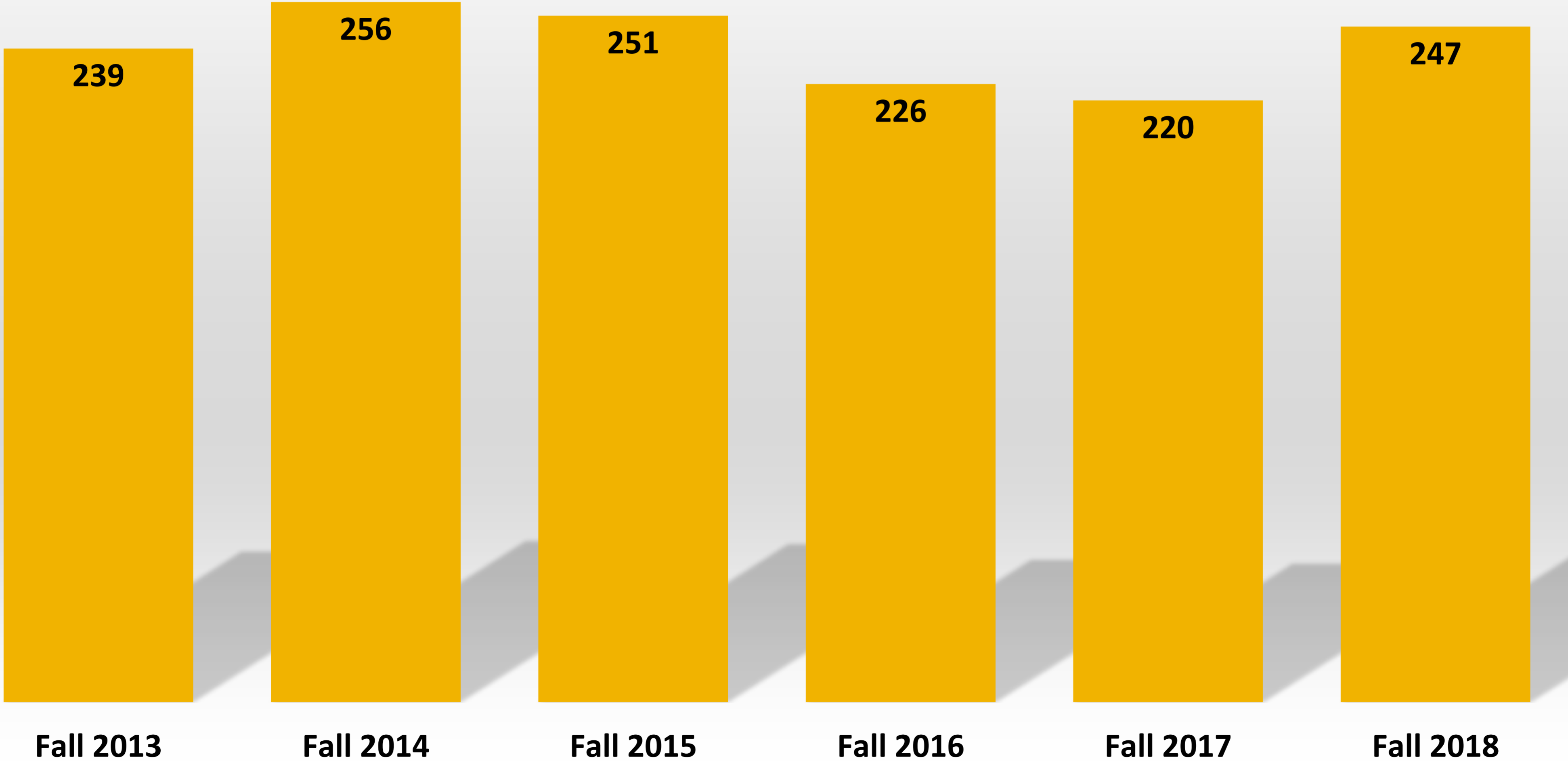
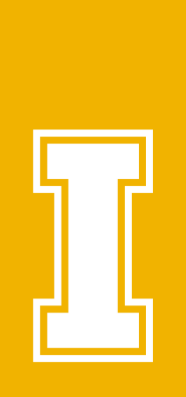
ENROLLMENT TRENDS, FALL 2013 TO FALL 2018

Resident Graduate Students University of Idaho



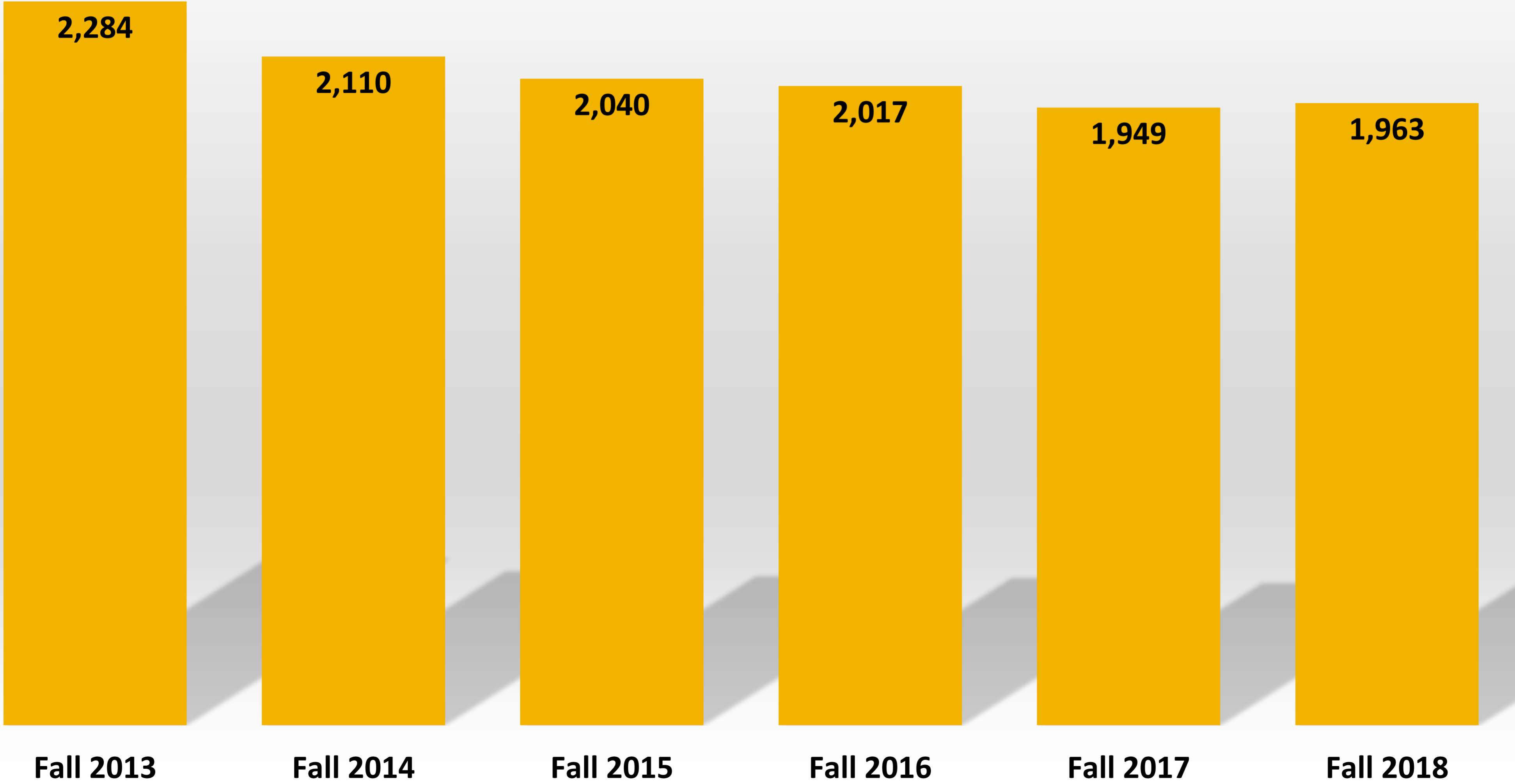
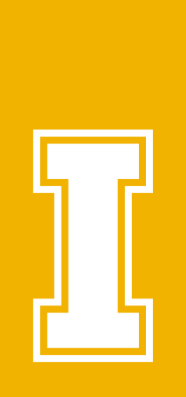
ENROLLMENT TRENDS, FALL 2013 TO FALL 2018

Resident Law Students
University of Idaho



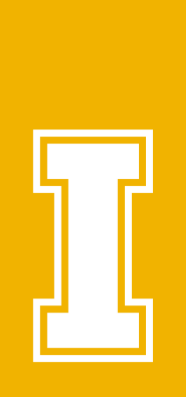
ENROLLMENT TRENDS, FALL 2013 TO FALL 2018

Non-Resident Undergraduate Students University of Idaho



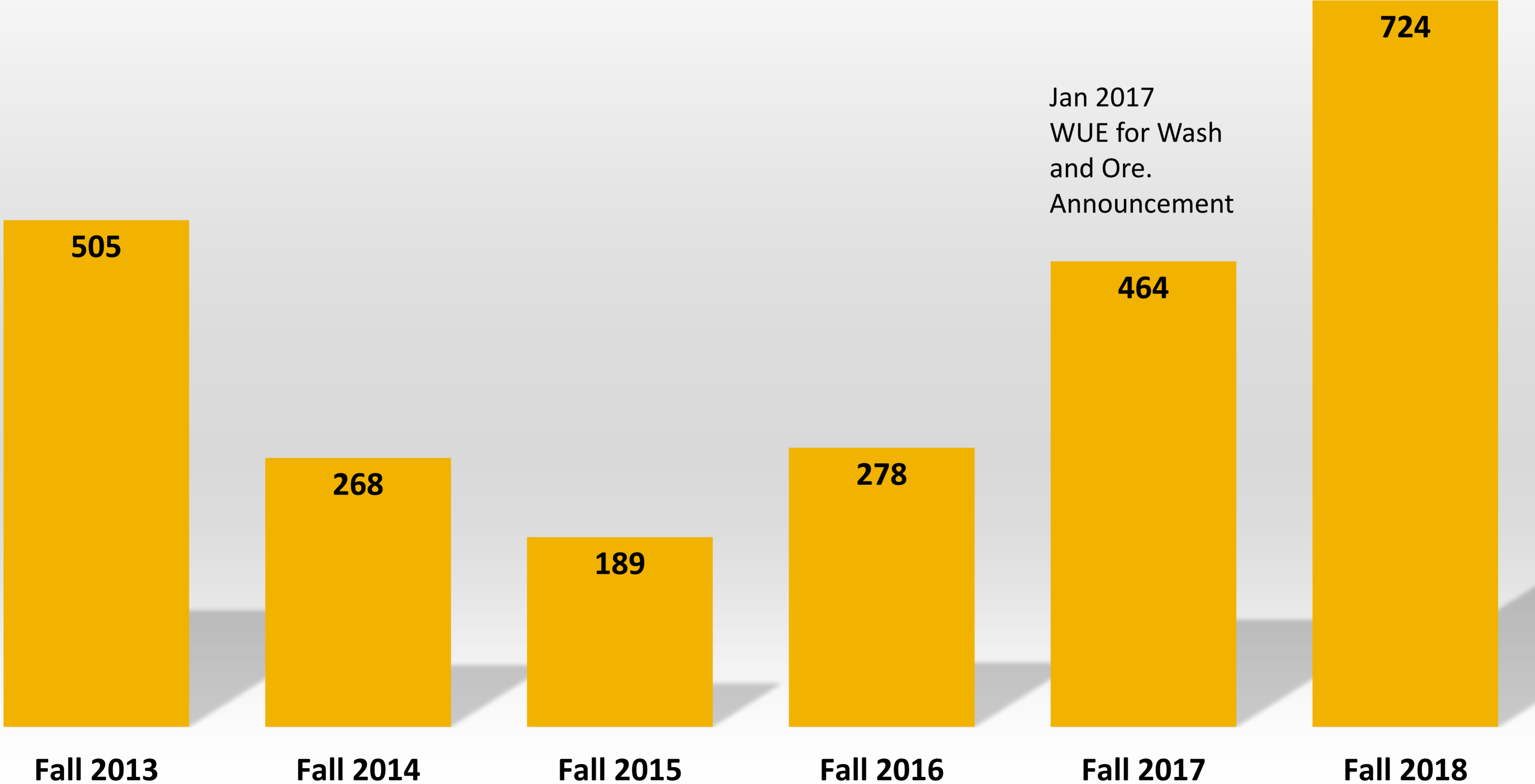
ENROLLMENT TRENDS, FALL 2013 TO FALL 2018

WUE Undergraduate Students University of Idaho



Jan 2018
WICHE
Announcement

Jan 2017
WUE for Wash
and Ore.
Announcement



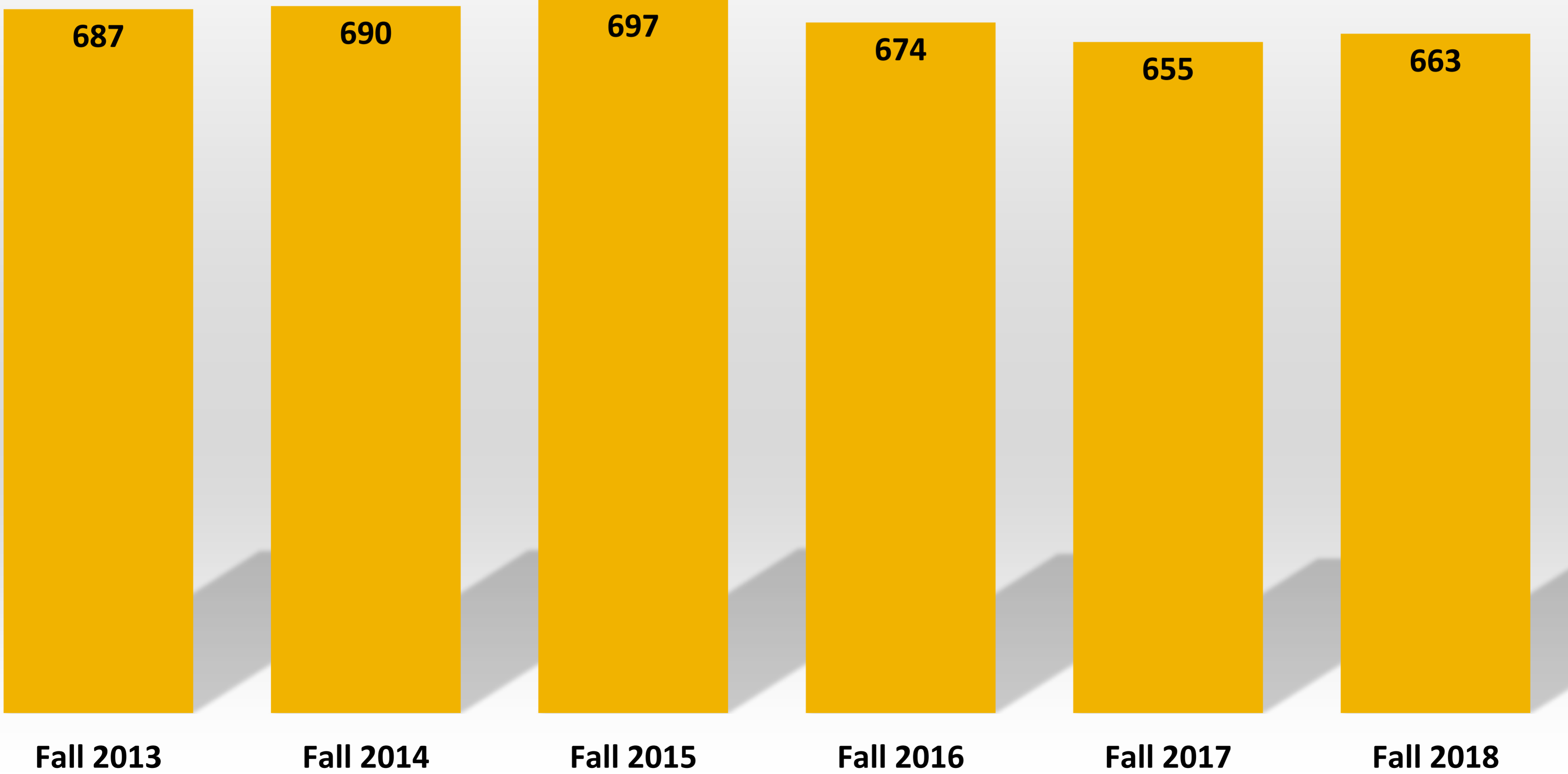
WUE EVOLUTION



- I Original analysis was designed to maximize revenue per student, and responded to stated concerns about capacity
- I EWA funding formula only provided state support for the first 280 WUE students, so WUE target was set at 300 (anything beyond that was eroding revenue per student)
- I We never really discontinued WUE – targeted at 300
- I BSU has used the WUE to great effect to recruit from California, despite EWA limitations
- I Recent program expansion involved states with high tuition (Washington and Oregon)
- I WICHE ultimately requested that UI honor the WUE rate for students from all participating states

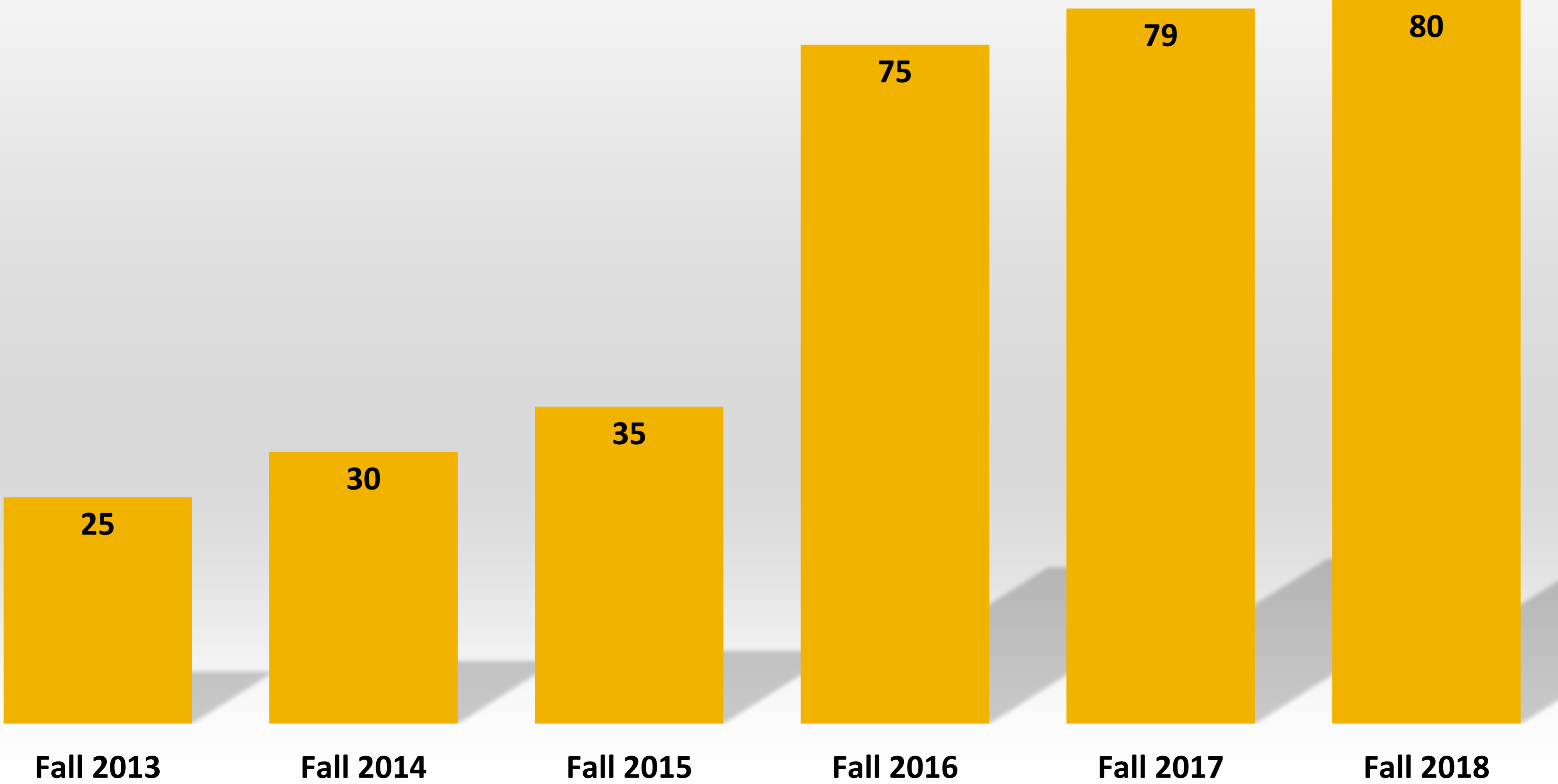
ENROLLMENT TRENDS, FALL 2013 TO FALL 2018

Non-Resident Graduate Students University of Idaho



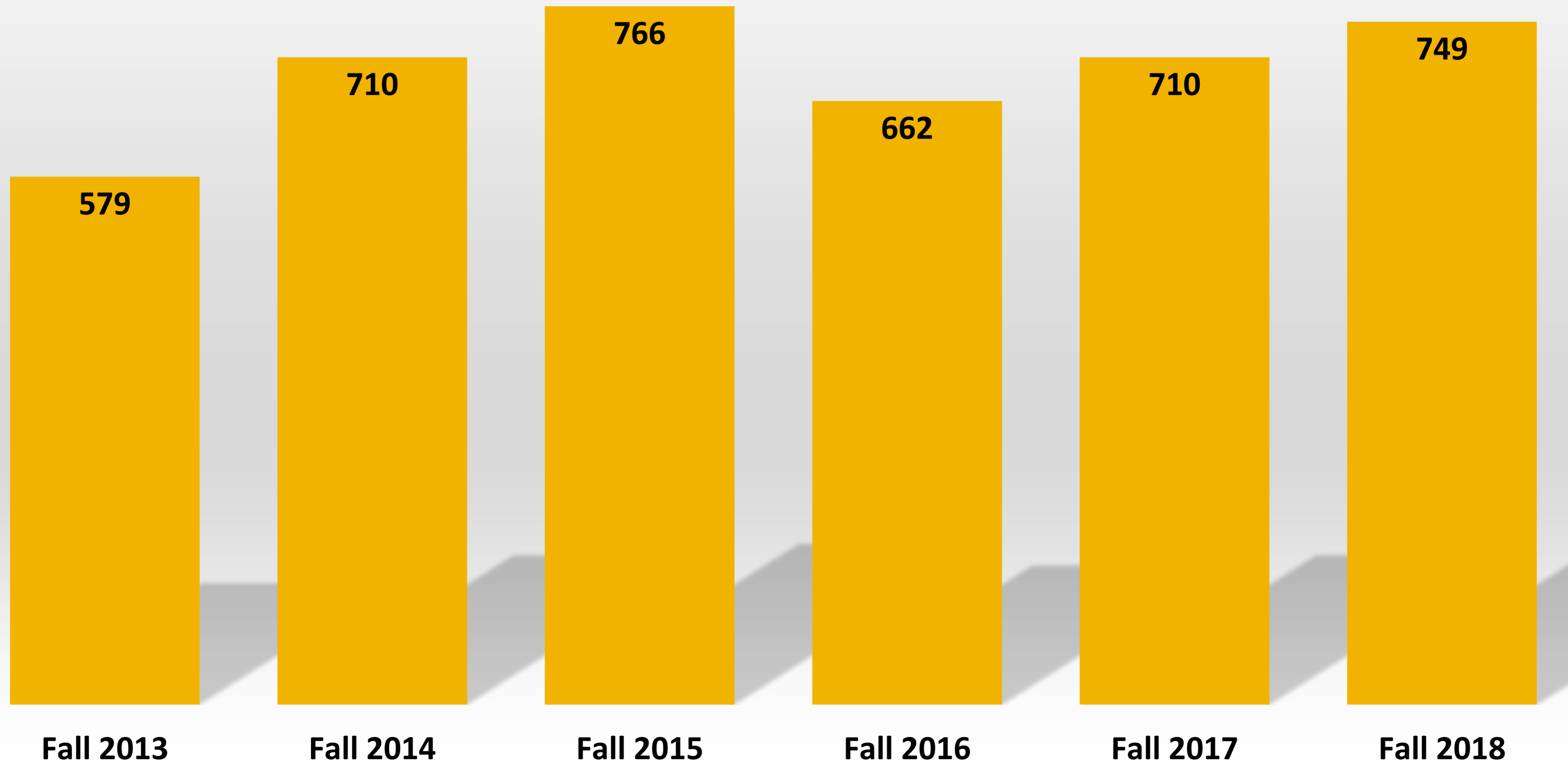
ENROLLMENT TRENDS, FALL 2013 TO FALL 2018

WWAMI Students
University of Idaho



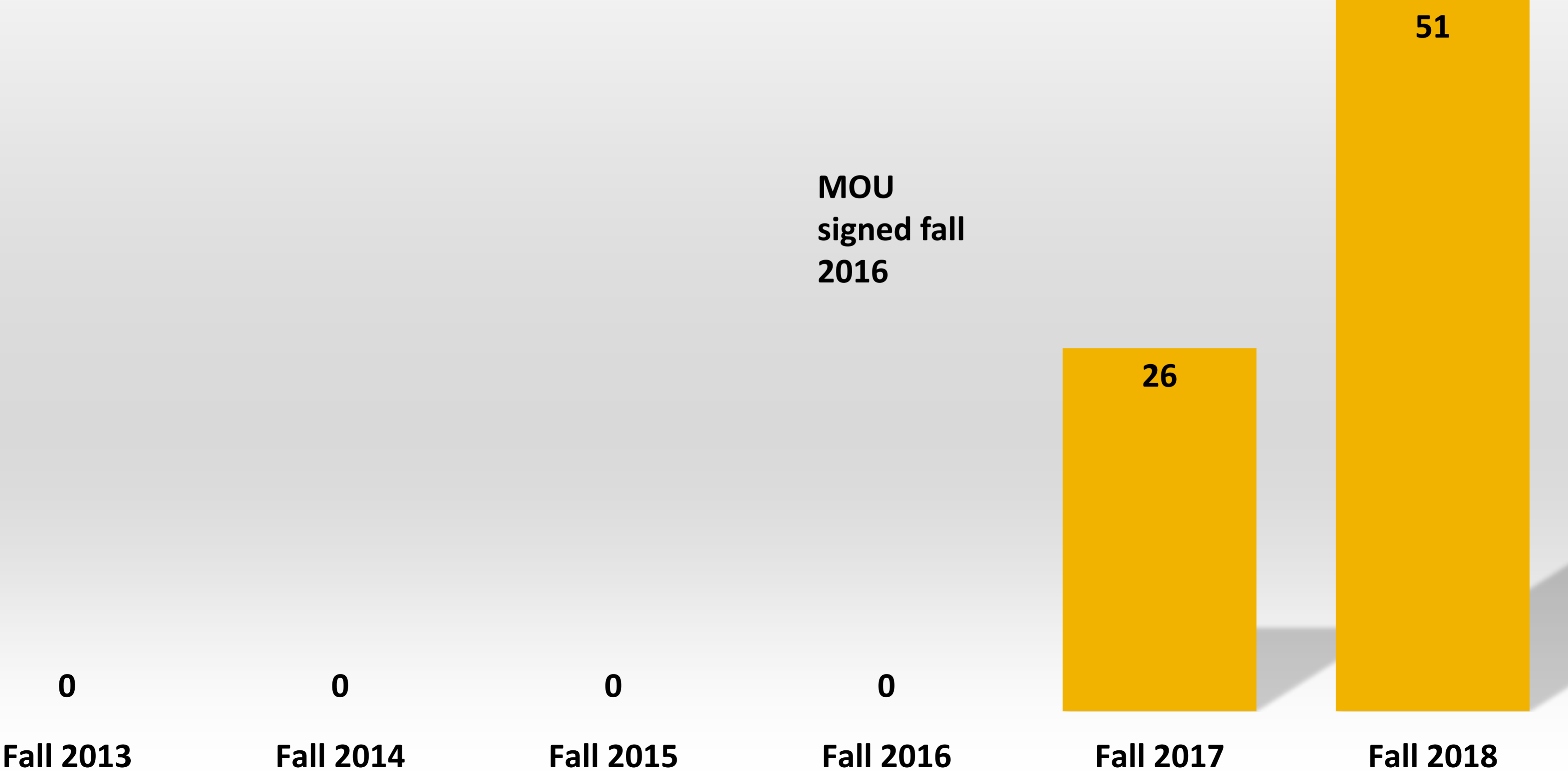
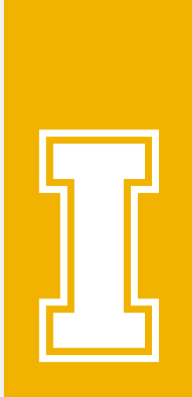
ENROLLMENT TRENDS, FALL 2013 TO FALL 2018

International Students University of Idaho



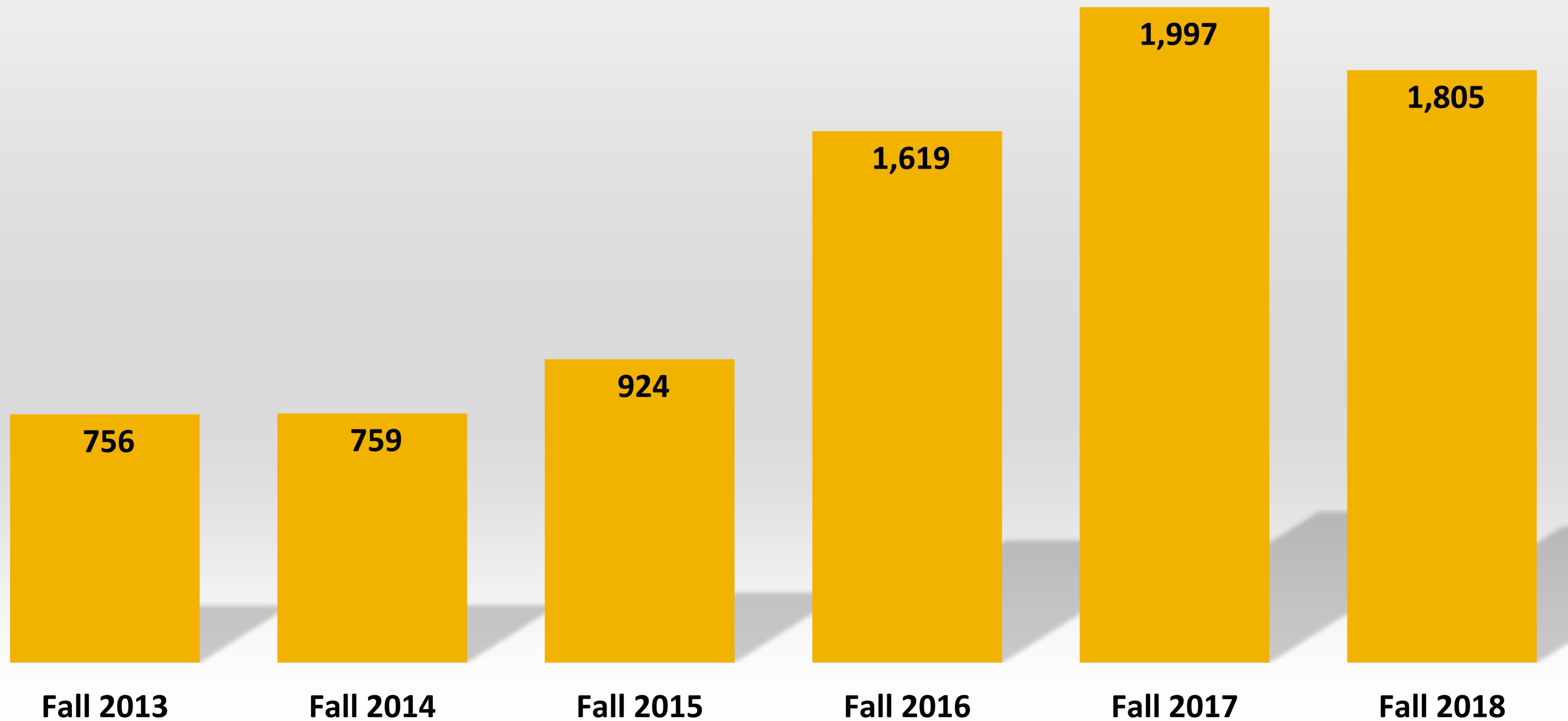
ENROLLMENT TRENDS, FALL 2013 TO FALL 2018

International Navitas Students
University of Idaho



ENROLLMENT TRENDS, FALL 2013 TO FALL 2018

Dual Credit Students University of Idaho





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TUITION REVENUE PROJECTIONS

FY19 TUITION RATES AND IMPACT OF MIX CHANGES



Student Type	Central Tuition Rate
Undergraduate Resident	\$ 5,778
Undergraduate Non-Resident	23,414
Undergraduate WUE	9,710
Graduate Resident	7,266
Graduate Non-Resident	24,902
Dual Credit, Self-Support (EMBA, Athletic Training, etc.), WWAMI, etc.	0

- WUE rate reflects \$13,704 reduction from full NR rate of \$23,414
- Listed rates exclude mandatory fees of \$2,086

DEFINITIONS

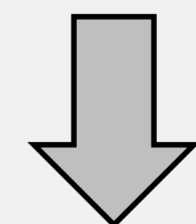


- I GROSS TUITION:** The “sticker price” or rate charged to each category of student (UG/Grad, Res/Non-Resident, etc.) times the number of students in each category.
- I TUITION WAIVERS:** Institutional authority to forgo some or all of the gross tuition charged to a student. Tuition waivers are “non-cash” transactions. The institution reduces the amount owed by a student, but no cash ever changes hands (that is, no one ever pays for the reduction). The institution simply agrees to accept less than the full sticker price. The most common waivers at UI are non-resident waivers (OST at 6%). Waivers are deducted from gross tuition.
- I SCHOLARSHIPS:** Like tuition waivers, scholarships reduce the amount owed by a student. However, scholarships are cash transactions. Someone (central fund, university department, outside entity, etc.) pays the bill on behalf of the student. Scholarships are not deducted from gross tuition.
- I NET TUITION:** Gross tuition minus tuition waivers. What we charge minus what we forgo equals what we collect. Net tuition is roughly equivalent to spendable cash.

FY19 CENTRAL GROSS TUITION



Student Type	Gross Revenue Budget	Gross Revenue Projection	Over / (Under) Budget
Undergraduate Resident	\$31,790,045	\$30,379,648	(\$1,410,397)
Undergraduate Non-Resident	28,712,499	26,938,139	(1,774,360)
Undergraduate WUE	14,727,683	15,155,546	427,863
Graduate Resident	5,472,988	5,516,412	43,424
Graduate Non-Resident	17,121,844	16,859,701	(262,143)
Other (Summer, Overload, etc.)	2,319,554	2,320,183	629
TOTAL	\$100,144,613	\$97,169,628	(\$2,974,985)

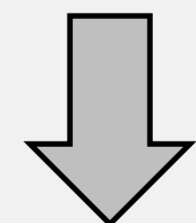


3.0% under budget

FY19 CENTRAL TUITION WAIVERS



Student Type	Waiver Budget	Waiver Projection	Over / (Under) Budget
Undergraduate Resident	\$ 513,547	\$ 443,389	(\$70,158)
Undergraduate Non-Resident	9,474,080	7,228,523	(2,245,557)
Undergraduate WUE	8,619,816	8,870,235	250,419
Graduate Resident	343,265	154,385	(188,880)
Graduate Non-Resident	8,043,733	8,433,908	390,175
Other (Summer, Overload, etc.)	87,681	35,080	(52,601)
TOTAL	\$27,082,122	\$25,136,369	(\$1,916,603)

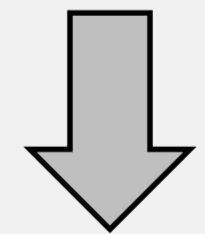


7.1% under budget

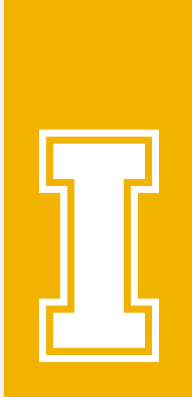
FY19 CENTRAL NET REVENUE



	Budget	Projection	Shortfall
Gross Tuition	\$100,144,613	\$97,169,628	(\$2,974,985)
Tuition Waivers	27,082,122	25,136,369	(1,916,603)
TOTAL – Net Tuition	\$73,062,491	\$72,004,108	(\$1,058,383)



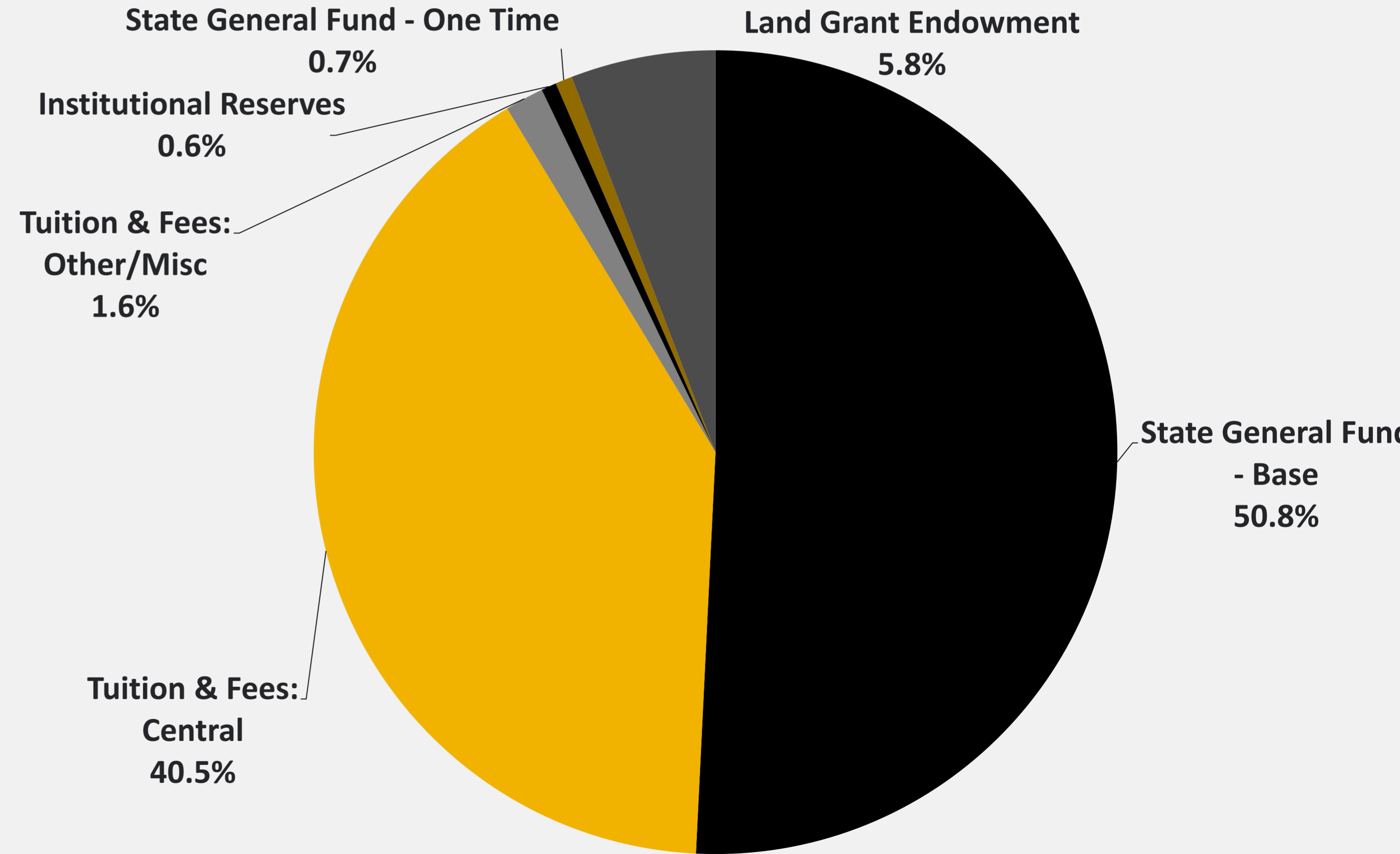
1.4% under budget



FY19 GENERAL EDUCATION REVENUE

BUDGET: \$180.2M

Source	Total
State General Fund – Base	\$91,500,700
State General Fund – One Time	1,226,200
One Time Reserves	1,100,000
Land Grant Endowment	10,498,800
Tuition & Fees: Central	73,062,491
Tuition & Fees: Other / Misc.	2,811,809
TOTAL	\$180,200,000





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BUDGET PLAN

FY19 & FY20

FY19 PLAN – JUST GIVE US ONE BILL!!!



	FY19 (1X)
FY18 Structural Deficit	\$ 1.1 m
FY19 Structural Deficit	
Gross Tuition Shortfall	\$ 2.9 m
Waivers - Savings	<u>(\$1.9 m)</u>
Net Tuition Shortfall	<u>\$ 1.0 m</u>
Sub-total Structural Deficit	\$ 2.1 m
UBFC One-time	<u>\$ 2.9 m</u>
Total One-time Reduction for FY19	\$ 5.0 m

FY19 REDUCTIONS



- I Based on ability to pay (allocated based on Gen Ed carryforward balances as of 06/30/18)
- I Strong philosophical connection to the underlying problem (by not netting tuition shortfalls against carryforward balances in the past, we've created carryforward that never really existed)
- I Reductions managed at the vice president level, so no mandated direct connection to individual unit carryforward balances
- I Reductions taken from 06/30/18 ending balances, with net amount posted at the vice president level

FY20 PLAN



	FY19 (1X)	FY20 (Base)
FY18 Structural Deficit	\$1.1 m	\$1.1 m
FY19 Structural Deficit		
Gross Tuition Shortfall	\$ 2.9 m	\$2.9 m
Waivers - Savings	<u>(\$1.9 m)</u>	<u>(1.0 m)</u>
Net Tuition Shortfall	<u>\$ 1.0 m</u>	<u>\$1.9 m</u>
Sub-total Structural Deficit	\$ 2.1 m	\$ 3.0 m
UBFC – One-time	\$ 2.9 m	
UBFC – Ongoing		\$ 2.0 m
Enrollment Contingency		\$ 2.0 m
Presidential Initiatives	<u> </u>	<u>\$ 2.0 m</u>
Total	\$ 5.0 m	\$ 9.0 m

FY20 REDUCTIONS



- I** Based on existing program prioritization methodology, which supports established campus processes
- I** Immaterial difference between PP methodology and percentage of base budget methodology (which is the only immediately available alternative that fits the timeline)
- I** Reductions managed at the vice president level, so no mandated connection to individual unit PP scores (scores drive VP cuts, not unit cuts)
- I** SBOE requires ongoing prioritization and reallocation (must report to the board in April on what we've done since last year)

FY20 REDUCTIONS



- I \$5M base budget reduction now, with plans due to president by Jan 31, 2019
- I \$4M recovered over approximately 2 years via faculty and staff strategic hiring plans
- I Room to consider multi-year implementation plans, based on available carryforward balances
- I This action will meet board expectations for prioritization and reallocation



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FACULTY HIRING PLAN – A WAY FORWARD

FACULTY STRATEGIC HIRING PLAN



- I Accelerate our progress towards the goals of the strategic plan
- I Scrutinize all available financial resources within academic affairs
- I Eliminate historic constraints on our funding decisions
- I Meet our mission as Idaho's land-grant institution

FACULTY STRATEGIC HIRING PLAN



Effective July 1, 2018 – for Gen Ed funded faculty lines, no immediate refilling and/or developing of new positions outside of a University-wide process (i.e. Colleges cannot proceed independently, decisions will be made annually as a cohort)

- I April 2019: requests to add/refill faculty positions due to Provost
- I Summer 2019: decisions given back to units
- I FY 20: funding for temporary hires given to units while they search for permanent positions
- I FY21: new faculty start in units and permanent funding is provided to units
- I Process repeats in like fashion as cohorts each year going forward

FACULTY STRATEGIC HIRING PLAN



FY19

FY20

FY21

Professor \$170K

Bridge Funding Instructor
\$75K

Assistant Professor
\$150K

One-time Savings \$95K
set aside for start-up
costs

Permanent
Savings \$20K,
accumulated
savings used to
fund additional
faculty lines

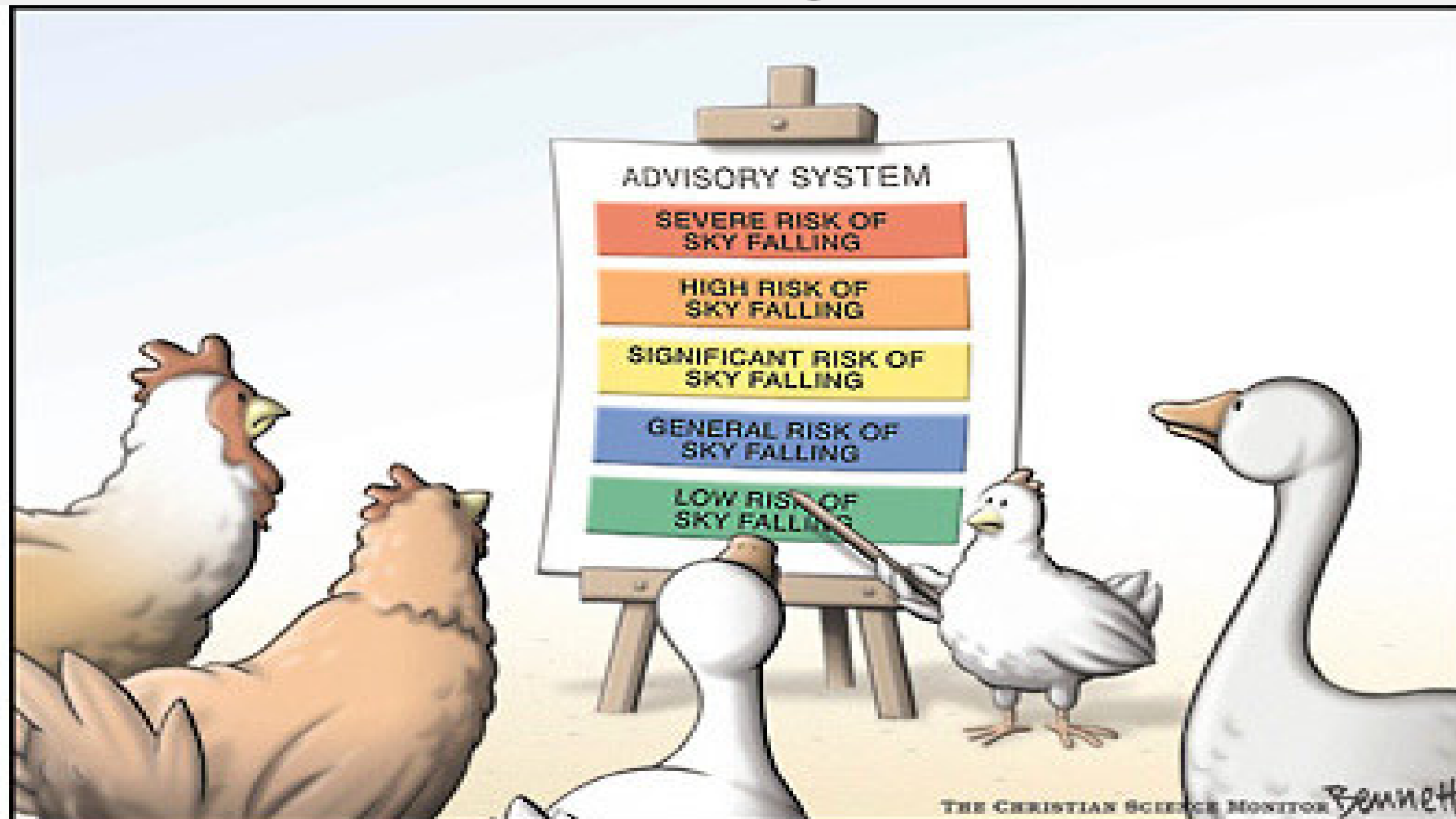
NEXT STEPS

- I Develop staff strategic hiring plan to match faculty initiative (details to be developed in the spring)
- I Strategic hiring plan is not a hiring freeze (all vacancies will be scrutinized)
- I Development of guiding principles for a new budget model (finance committee deliberations and campus open forums)
- I Elimination of gainsharing under new budget model
- I Value of enrollment contingency (prevents current year cuts if enrollment fails to meet targets)

PERSPECTIVE

I \$5M / \$180M = 2.8% budget reduction (now)

I \$9M / \$180M = 5.0% budget reduction (over 2-3 years)





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QUESTIONS?