

Faculty Senate  
McCormick Room, Collins Library  
Minutes of the January 25, 2016 meeting

**Present:**

Pierre Ly, Ariela Tubert, Jonathan Stockdale, Andrea Kueter, Kris Bartanen, Bill Haltom, William Beardsley, Emelie Peine, Brendan Lanctot, Kena Fox-Dobbs, Amanda Miffin, Robin Jacobson, Andrew Gardner, Mike Segawa

**Guests:**

Liz Collins, Brad Dillman and Sherry Mondou (Budgetary Taskforce)

**1. Chair Tubert called the meeting to order at 4:01 pm**

**2. Announcements**

Introductions of new senators to the group.

**3. Honorary Degree Discussion**

A group of 2 students, 2 faculty, 2 alumni members, 2 members of the trustees, Dean Bartanen and Liz Collins considered a new group of individuals for bestowing an honorary degree. The nominations presented by this committee were considered by the Senate. The Senate unanimously approved of the nominations and forwarded them to the President for presenting to the Board.

**4. Revisions to minutes approved**

Brief discussion clarifying revisions to the minutes.

**5. Presentation by Budget Task Force**

Brad Dillman and Sherry Mondou represented the Budget Task Force and presented [their report](#). The committee consisted of faculty, staff and students and had inputs from the Staff Senate Compensation Committee and the Faculty Salary Committee. They discussed the challenging landscape for higher education, our tuition dependency and the affordability of our institution. Based on all their findings they recommended a 2.5 % increase to the Staff Salary pool and a 3% increase to the Faculty Salary Pool. These numbers were based on accounting for inflation, our competitiveness in hiring and retention of faculty and staff. The BTF is also recommending a 5.25% increase in the benefits budget.

Stockdale asked for a clarification on CPI – Consumer Price Index. Beardsley wondered why we have a sudden increase in turnover rates in our University. Mondou suggested it maybe because

of improved local economy as well as increased training provided to our staff. Further, in some areas, there is a lack of career growth opportunities on campus itself, so they seek them outside.

We discussed the discrepancy in the recommendation of the Faculty Compensation Taskforce recommending a 3.5 – 5.4% increase in salary but the actual Budgetary Taskforce came up with a 3% figure.

Dean Bartanen clarified - Faculty Salary committee made the recommendation of 3.5-5.4% increase, based on work still in progress on the Faculty Compensation Task Force report, which was conveyed to the President in January. This outlined different levels of compensation that can be accomplished. But keeping in mind other factors at play, the budgetary taskforce came up with the 3% increase. Bartanen will consult with the salary committee to see how to distribute the 3%, if approved by the Board. Assuming a 3% increase it is possible that 0.75% goes towards covering steps and promotions. The rest is applied to increase the scale overall. But compensation task force wants to make greater adjustment at the Assistant Professor level. So this increase in scale may not be uniform. Comment period is open and we can write to the President through February 8th. Feedback is part of the process.

Jacobson: Other institutions anticipated a 1-1.5% increase in faculty salary, but given these numbers and accounting for 1% inflation, we move only 0.75% towards the median – which means we fall behind our peers again.

Mondou: We cannot anticipate what the increase in pay in other institutions will be

Bartanen: Also difficult to compare as faculty in other institutions may not have a scale like ours. So their averages may not be representative of what each faculty earns.

## **6. Divestment**

Emilie Peine (on sabbatical) reported on the draft for Divestment from income from carbon sources.

Peine: Students came to ask to endorse letter about divestment. While we endorsed the student statement, we (the Senate) decided to draft our own statement. Peine drafted this on behalf of the senate (see Appendix). We will present the revised draft of this statement to the whole faculty and they can discuss the statement. Irrespective of faculty decision, the senate will send the divestment statement to the Board. Senate is not urging the faculty to sign on. Peine will present the document at the Faculty Meeting.

The revised draft of the divestment statement was approved with 3 abstentions.

## **7. Update on Standing Committees**

Segawa: Megan Gessel is the new chair of Student Life as Brad Reich is on Sabbatical.

Stockdale explained to new Senate members how to interact with the standing committees. Decisions of committee become enforced in 30 business days. Senate has the ability to intervene in that time. 30 days from minutes posted. If we don't do anything, we are implicitly endorsing the committee work.

ASUPS students could not attend the meeting as they were in the Presidential Interviews. Will update next week.

Kueter (Staff Senate): reported that there were lots of turnover in the Staff Senate. The Staff Senate Chair was leaving, so Vice Chair was taking over. Aside from this, there will be 2 other staff senate positions open soon. Stockdale is now the faculty senate representative for the Staff Senate.

## **8. Meeting adjourned at 5:00pm.**

Minutes prepared by Siddharth Ramakrishnan.

Respectfully submitted,

Pierre Ly, Secretary of the Faculty Senate

Attachments:

Appendix: Peine's draft on divestment initiative

## Statement of support for the student divestment campaign

We, the Faculty Senate of the University of Puget Sound, have voted to endorse the student movement to divest the university of its hydrocarbon holdings. We acknowledge the concerns of the Board of Trustees regarding the potential economic impact of this process. However, given the scientific consensus on the effects of climate change, we feel strongly that our students' future and the future of this institution absolutely depend on dramatically reducing our consumption of fossil fuels and leaving unexploited hydrocarbons where they are—in the ground. Climate change threatens food and ecological security, exacerbates global inequity, and disproportionately impacts the world's most vulnerable populations. Using our endowment to finance (and thereby profit from) oil, coal, and gas companies contradicts the mission of our institution.

As a fossil fuel-based economy becomes untenable, it is possible that moving our investments out of that sector will prove to be prescient. We believe that the University of Puget Sound should be a leader of this movement, rather than playing catch-up years from now. Our university should also be an *ethical leader*, and should provide a model for institutions like ours that are interested in building a more sustainable and equitable future.

We recognize that it is not the fiduciary duty of the Faculty Senate to protect and grow the university's endowment. We are not finance experts, and it is not our job to approve specific investments. However, we share in the duty to protect and support the university's mission, and in that spirit we express our support for the student-led divestment campaign.

# REPORT OF THE BUDGET TASK FORCE

## DEVELOPING A BALANCED BUDGET FOR 2016-17



Consistent with its charge from President Thomas, the Budget Task Force (BTF) has developed a balanced budget proposal for the operation of the university in fiscal year 2016-17, including primary variables such as tuition, financial aid, and faculty and staff compensation, as well as all other operating revenues and expenses. The BTF, chaired by Academic Vice President Kris Bartanen and comprised of students, faculty, staff and administrators, engaged key campus leaders and groups to:

- Discuss major cost drivers for their areas of responsibility and present primary benchmarks and metrics to demonstrate cost-effectiveness, market competitiveness, and program quality
- Analyze the impact potential budget reductions in their areas of responsibility would have on delivery of mission, strategic objectives, programs and services, and student success
- Identify key strategies implemented or in process to strengthen revenue streams
- Provide strong rationale for any requested increases in expense budgets
- Describe trends, challenges and opportunities to inform longer term planning, and
- Highlight ways they are integrating sustainability into their areas of responsibility.

In developing its recommendation, the BTF grappled with the tension between the high cost/high value person-to-person educational model embraced by Puget Sound and the realities of a competitive market, stagnant median family incomes, and demographic shifts. While there remains strong demand for the kind of educational experience offered by Puget Sound, there also remains strong competition for students, family sensitivity to price, and high expectations for return on their investment. The BTF focused on Puget Sound's mission, strategic plan and initiatives, core values, high quality educational experience, student success, fair compensation, operational effectiveness and near- and long-term institutional financial viability.

It is incumbent upon us all to be nimble and innovative as we determine best strategies for student success and university health as the higher education landscape and our position in it evolves. While the task of balancing a budget is particularly difficult during uncertain and challenging times, it is made easier by the understanding and proactive work of campus members. The BTF appreciates that presenters came to the task force well-prepared and that they and colleagues across campus engage in an ongoing way to understand Puget Sound's overall business model, embrace innovation and seek cost savings in their respective areas, and participate in thinking about how best to approach the challenges and opportunities that impact financial sustainability.

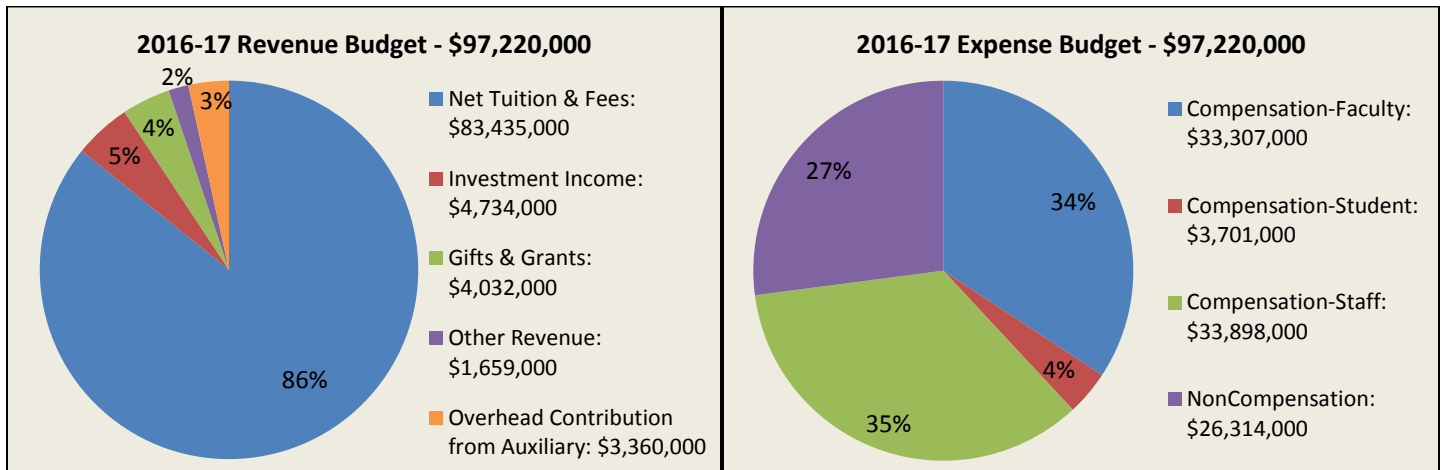


Some of you prefer a simple visual presentation of the recommended budgeted revenues and expenses, while others prefer commentary, discussion, key metrics and benchmarking. Some members focus primarily on where tuition is set, what the ASUPS fee will be, or on changes to the faculty and staff compensation pools. Most desire brevity in our report, something that can be challenging when dealing with a complex budget. We hope we have struck a reasonable balance, not only with the choices and recommendations we have made, but in the presentation of our proposal.

President Thomas invites and will consider your feedback prior to taking his 2016-17 budget recommendation to the Board of Trustees in February for action. We encourage campus members to read this report and share comments with President Thomas via email to [president@pugetsound.edu](mailto:president@pugetsound.edu) by Monday, February 8, 2016.

To learn more about the BTF and the budgeting process, click [here](#).

## OVERVIEW OF PROPOSED EDUCATIONAL AND GENERAL BUDGET



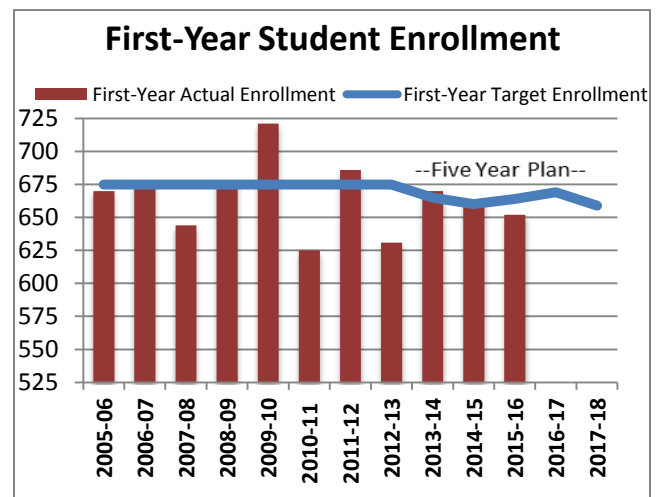
## KEY ASSUMPTIONS AND COMMENTARY

The overview of the budget shown above reflects the BTF's major recommendations regarding tuition and compensation increases for 2016-17. Specifically, we recommend an aggregate tuition and fee increase of 3.36%, 3% increases in the faculty and student-staff salary pools, and a 2.5% increase in the staff salary pool. Further details on these and other recommendations are discussed below.

**REVENUES:** In the aggregate, revenues in support of educational and general operations are budgeted to increase 2.1% to \$97,220,000. Please see commentary below for each major source of revenue for the educational and general operating budget and see Appendix for additional information regarding revenue drivers, benchmarks, metrics and trends based on 2015-16, which was useful to the BTF in completing its work.

### Tuition, Fees, and Financial aid

**Market context:** Puget Sound was 12 students short of its first-year enrollment target in 2015-16 and an estimated .5% over in first-year discount rate, for a total net tuition revenue shortfall for the first-year class approaching \$700,000, demonstrating that even small variances lead to substantial swings in net tuition revenues. Across all classes and including graduate programs, Puget Sound met total net tuition revenue targets in each of the last three years, and met first-year enrollment targets in two of the last three years – the first three years of its five-year strategic initiatives – after missing its first-year enrollment and first-year net tuition revenue targets in two of the three preceding years (see chart at right, “First-Year Student Enrollment”). While encouraged by the overall success of these strategic efforts and while Puget Sound performed better than many of its peers in this market, it is clear that Puget Sound remains vulnerable to the economic realities for students and their families and to competitive factors within its sector. Consistently meeting net tuition revenue goals is essential as these revenues account for 86% of the funding for educational and general operations.



**Enrollment:** The budget proposal assumes total enrollment of 2,666 students consistent with Puget Sound’s five-year plan to maintain overall enrollment levels, while modestly decreasing the size of the first-year class through 2017-18 as student retention to graduation rises. Fall 2016 targets for incoming students are:

- First-Year Students: 669, with 89% or greater retention to sophomore year

- Transfer students: 55
- Graduate Students: 121: MAT 32, MEd 15, OT 32, DrOT 6, DPT 36

The budget continues to incorporate a 1% student enrollment contingency to provide some protection against a potential enrollment or net tuition shortfall in any given year.

**Tuition and fees:** The budget proposal reflects the lowest tuition increase in 44 years and an aggregate tuition and fee increase of 3.36%. Puget Sound’s aggregate tuition and fees are currently 1.5% lower than the average of its national peers. We anticipate that the proposed increase will keep Puget Sound near the peer average.

Tuition and Fees:	2016-17	2015-16	% Increase
<b>Tuition</b> (full-time undergraduate)	\$46,310	\$44,740	3.51%
<b>Room</b> (double occupancy)	6,460	6,300	2.54%
<b>Board</b> (medium meal plan)	<u>5,340</u>	<u>5,180</u>	3.09%
<b>Room and Board Combined</b>	11,800	11,480	2.79%
<b>ASUPS Fee</b>	<u>242</u>	<u>236</u>	2.54%
<b>Total tuition and fees</b>	<b><u>\$58,352</u></b>	<b><u>\$56,456</u></b>	<b>3.36%</b>
National peer average		<u>\$57,294</u>	



**ASUPS Fee:** The BTF recommends ASUPS’ request to increase its fee by \$6 to better enable ASUPS to support the ideas, projects, and goals of students. \$4 of the increase will provide funding for ASUPS’ Finance Account request process and \$2 will establish an Expressions Fund to promote projects related to diversity, inclusion, and identity. Student government fees at national peer colleges range from \$170 to \$450, and the proposed ASUPS fee of \$242 is below the \$312 peer average.



**Student Financial Aid:** Consistent with Puget Sound’s five-year plan, the budget reflects a discount rate (institutionally-funded grants and scholarships as a percentage of tuition) of 38.67% that honors financial aid commitments to continuing students and allows for a 41% discount rate to recruit the next first-year class, as compared to the 49% national peer average.

### Gifts, Endowment Support and Other Revenues



**Unrestricted donor gifts and government grants** supporting the operating budget amount to \$4,032,000, which is 4% of the overall educational and general budget and represents a 3.6% increase over the prior year budget. Within this total is the Puget Sound Fund budget of \$3,110,000, which is 5.5% above the current year budget.

**Endowment distributions,** in addition to providing financial aid for students, provide support for operations to the tune of \$4,495,000. Endowment distributions, together with other sources of investment income, represent 5% of the budget. Endowment distributions are influenced by investment valuations and returns, donor restrictions, and the distribution rate established by the Board of Trustees. Endowment distributions supporting the budget will rise nearly 10% in 2016-17. Interest earned on operating cash remains relatively flat and contributes \$148,000 to the budget. Additionally, the Board of Trustees approved \$91,000 in supplemental funding from quasi-endowment earnings to support post-campaign fundraising activities designed to maintain momentum achieved during the successful One [of a Kind] campaign that concluded June 30, 2015.

**The overhead contribution from auxiliary operations** (dining and conference services, housing, and bookstore) for shared costs totals \$3,360,000 or 3% of the overall educational and general budget.

**All other revenues** amount to about 2% of the educational and general operating budget.

**EXPENSES:** In the aggregate, total expenditures in support of educational and general operations are budgeted to increase 2.1% to \$97,220,000, consistent with the budgeted increase in revenues. The BTF was impressed with the measures departments have taken to manage costs and secure savings to offset increases in other areas and that these efforts are ongoing. While such efforts have not materially changed Puget Sound's cost structure, ongoing efforts to manage costs in a way that keeps Puget Sound affordable are critical to Puget Sound's success. Please see commentary below for major areas of expenditure and see the Appendix for additional information regarding key expense drivers, benchmarks, metrics and trends for the university as a whole, as well as for each major division of the university, to learn more about Puget Sound's allocation of resources and level of efficiency.



## Compensation Expense

### FACULTY & STAFF

Puget Sound's approach to educating students is labor intensive and requires an exceptional, committed, and competitively paid faculty and staff. The budget proposal allocates 73% or \$70,906,000 of its educational and general budget to compensation, the single largest expenditure for the university. While national inflation was .1% for calendar 2015 and regional inflation was 1.4%, there is competition for talent and it is essential that Puget Sound maintain and in some areas improve its competitive position. The proposed aggregate increase in total compensation is \$2,485,000 or 3.6%, which includes an estimated increase of 5.25% in the cost of benefits, largely for medical inflation, as noted below.

Faculty Salaries: The faculty salary pool is proposed to increase 3% to maintain competitive compensation relative to peers. This level of increase, in combination with a 4% pool increase this year and a 4.5% pool increase last year, will have a positive impact on the competitiveness of faculty compensation, a high priority for the college. In Fall 2014, President Thomas charged a Faculty Compensation Task Force to recommend a faculty compensation philosophy and a financially sustainable compensation goal relative to a peer group appropriate for anchoring the faculty salary structure. The outcome of this work is expected this academic year and will be useful to future BTFs. Meanwhile, a recommended salary pool increase of 3% in this low inflation environment is anticipated to help close the distance between current salary levels and the market goal that emerges from that work. Distribution of the faculty salary pool increase will be determined by the Academic Vice President in consultation with the Faculty Salary Committee.

Student Wages: The student employment budget is proposed to increase 3% in the aggregate to address compliance with the City of Tacoma's new minimum wage requirements which will increase from \$9.47 (current state minimum wage, the highest in the country) to: \$10.35 in February 2016; \$11.15 in January 2017; and \$12.00 in January 2018. Additional budget increases and/or reductions in work awards (hours) may be necessary in the future as the new \$12 minimum wage is phased in.

Staff Salaries and Wages: The staff salary pool is proposed to increase 2.5% to maintain competitive compensation relative to peer institutions and other organizations that compete for staff talent. Based on 2014-15 College and University Professional Association for Human Resources (CUPA-HR) data, Puget Sound staff salaries are on average 103.7% of the median for national peers and 101.5% of the median for other private colleges. Salaries for staff positions not specific to higher education average 93.3% of the median of all industries in our region, which in combination with Puget Sound's strong benefits (e.g. education, retirement, and medical) offer an overall competitive compensation package. Distribution of the staff salary pool increase will be determined by the President and Cabinet after consultation with Human Resources and the Staff Compensation Committee.



The budget recommendation also includes funding for: .4 FTE to provide student mental health services in Counseling, Health and Wellness Services (CHWS); 1 FTE to enable 24-hour, 7-day-a-week, professional dispatcher coverage in Security Services in the interest of campus safety; 1 FTE to maintain complex systems in the new Athletics and Aquatic Center (custodial support for the expanded square footage will be covered within current budget); and 1 FTE to support technology-related security and professional development of technology expertise within and between functional areas.

**Faculty and Staff Fringe Benefits:** The budget reflects a 5.25% increase in the total cost of Puget Sound's benefits program, an important component of competitive compensation. For budget purposes, 2017 medical premiums have been estimated to rise 12% due to general medical inflation; the actual increase will not be known until fall 2016. As shown in the Appendix, Puget Sound's six-year average increase in medical plan premiums is 11.5% through 2015, which is in line with general medical inflation.

## All Other Expenses



The remaining 27% of the budget covers non-compensation expenses, including academic and co-curricular programs, study abroad, maintenance and operation of campus facilities, student recruitment, alumni and donor relations, fundraising, and all other costs of operating the university.

Following our analysis, we included targeted increases in the proposed budget for the following non-compensation expenses:

- Social justice programs in Student Affairs, including support for underrepresented students and educational work to promote diversity and inclusion
- American Psychological Association accreditation to maintain quality of three doctoral intern candidates who work in CHWS and provide full-time counseling services to students
- New costs in athletics and facilities associated with bringing the new Athletics and Aquatics Center (and net, additional square footage) online
- Maintain a second functional space in Memorial Fieldhouse for Commencement Weekend should weather conditions require moving to an indoor venue
- Technology-related: OT/PT electronic medical records; CHWS electronic medical records; Schneebeck Concert Hall video livestreaming; partial funding for ongoing replacement of classroom technology, servers, and network components; Security Services key-control, parking management, and mandatory reporting
- Ongoing maintenance of campus facilities (and for the 7th year, no increase in the utilities budget)
- Intercollegiate sports insurance premiums and institutional membership dues

There were several other compelling budget requests that the BTF did not recommend given the constraints of a balanced budget, and there were a number of compelling requests for one-time funding that will be prioritized and considered by the president should a funding source be identified.

### **Budget Task Force Members**

Kris Bartanen, Academic Vice President, Chair  
Sherry Mondou, Vice President for Finance and Administration  
Brad Dillman, International Political Economy  
Kate Stirling, Economics  
Dominic Skinner '16  
Andy Crosby '17  
Bryan Gould, Student Financial Services  
Sarah Porter, Alumni & Parent Relations

Support provided by Janet Hallman and Lori Johnson

# Appendix

## REPORT OF THE BUDGET TASK FORCE

The contents in this appendix were among the extensive documentation reviewed and considered by the Budget Task Force during Fall 2015 as it developed its recommendations for the 2016-17 unrestricted operating budget. This information was very helpful to the task force in understanding Puget Sound's sources of revenue and allocation of resources, as well as insights into the university's level of efficiency and effectiveness.

Included in the following pages are budget overviews for the university as a whole and for each major division of the university listed below. The overviews include allocation of revenues and expenses, number of employees, key benchmarks and metrics, key revenue and expense drivers, and highlighted budget changes over the past six years from FY 2010-11 to FY 2015-16.

### **Educational and General (E&G) Budget, the primary focus of the BTF's work, funded largely by net tuition and unrestricted and budget-relieving gifts and endowment distributions**

- Total aggregate E&G budget
- Academic division
- Student Affairs
- Finance and Administration
- Enrollment
- University Relations
- Communications

### **Auxiliary Self-Supporting Budget, funded largely by the room and board rates addressed in BTF's report**

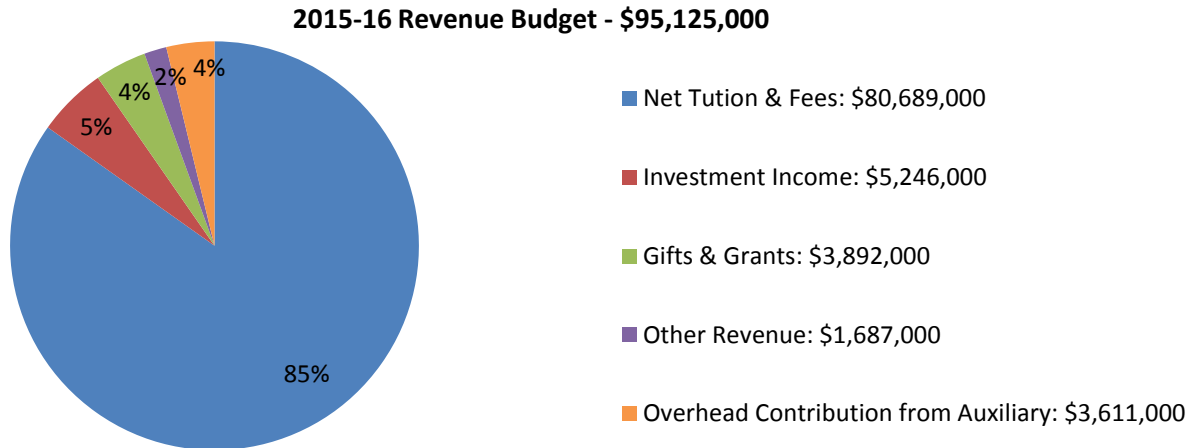
### **Associated Students of the University of Puget Sound, funded largely by the ASUPS fee addressed in BTF's report**

Also included is an overview of university-wide compensation, Puget Sound's single largest expense.

### **Combined Compensation Budget (Salaries/Wages and Benefits) for E&G, Auxiliary, and ASUPS**

# 15-16 Budget Overview for Puget Sound Educational & General (E&G) Operations

**Revenue (Funding Sources):** Net tuition in the chart below is net of financial aid tuition discount of 32.97%, or \$38,579,000; Expense Budget is on Page 2



**Key Benchmarks:**

- 2015-16 Tuition rate: Puget Sound \$44,740; National Peer average \$44,742; NW Peer average \$46,364
- Percentage of freshmen with no financial need:
  - 2014-15: Goal 41%; Actual 43.1%
  - 2015-16: Goal 43%; Actual 45.5%
- Graduation rates (most recent available):
  - 4-year rate for cohort entering Fall 2011: Goal 70%; Actual 69.8%
  - 5-year rate for cohort entering Fall 2010: Goal 78%; Actual 77.9%

**Key Metrics:**

2015-16:	Budget	Fall Estimate
<b>Number of Students:</b>		
Total enrollment FTE	2658	2641
Fall freshman class size	664	652
Undergraduate FTE	2450	2415
Graduate FTE	208	226
Freshman discount rate	40.00%	40.44%

**Key Revenue Drivers:**

- Changes in net tuition, Puget Sound’s primary revenue source, which is impacted and constrained by:
  - Overall economic conditions
  - Demand for a Puget Sound education
  - Competition
  - Student and family ability and willingness to pay
  - Meeting student enrollment and retention targets
  - Setting tuition rates (sticker price)
  - Changes in financial aid discount rate
- Gifts to Puget Sound Fund (annual gifts) and to the endowment for financial aid and unrestricted or budget-relieving use
- Endowment investment returns and spending policy
- Short-term interest rates earned on operating cash balances

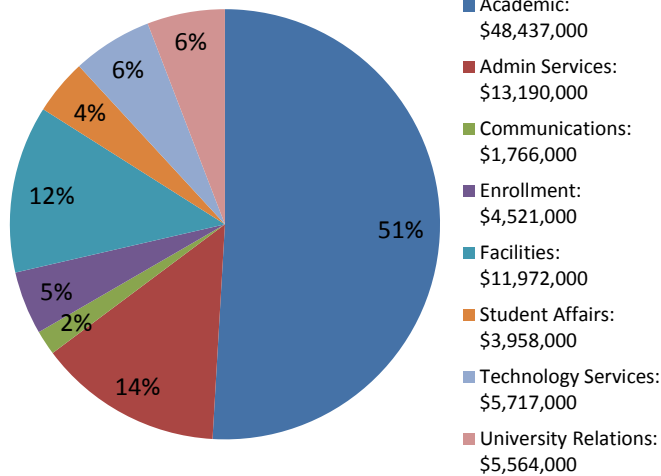
**Revenue Budget Changes over Past Six Years:**

- E&G Budget increased \$16.9 million (20% total increase compared to cumulative inflation of 10%):
- Tuition rate (sticker price) increased 4% per year (on average) or 24% total
  - Financial aid to students (unfunded) increased an average of 8% per year or 48.5% total
  - Revenue budget changes compared to cumulative inflation of 10%:
    - Net tuition revenue increased 19%
    - PS Fund gift revenue increased 24%
    - Federal and WA state government decreased funding for student work study by 15%
    - Investment income decreased 10.4% (due to persistent, low short-term interest rate environment)
    - Other revenue sources have been relatively flat

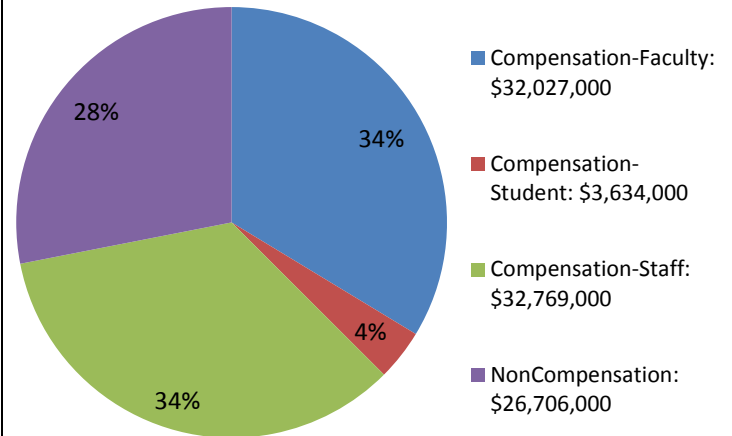
# 15-16 Budget Overview for Puget Sound E&G Operations (Continued)

## Expense (Cost Components):

**2015-16 Expense Budget - \$95,125,000**



**2015-16 Expense Budget - \$95,125,000**



## Key Cost Drivers:

- Mission requires highly educated work force; labor-intensive process to develop whole person
- Student quality expectations— small class sizes, low faculty-to-student ratio, excellent teachers, services to support student success, experiential learning and career support, excellent facilities, strong student outcomes
- Higher discount rate helps recruit the class, but results in less money for program and operations
- Competitive compensation needed to recruit, engage, retain exceptional faculty and staff
- Residential mission requires investment in facilities and support and services outside of classroom, some 24/7
- Expectation that higher education will be current and relevant—scholarship, curricula, technology, equipment
- Healthcare costs increasing at three times inflation rate
- Extensive and growing regulatory burdens

## Number of Employees (E&G only; excludes Auxiliary and ASUPS):

- Faculty FTE (2014 IPEDS):
  - Full-time, tenure-line: 182
  - Full-time, non-tenure-line: 62
  - Part-time adjunct: 14
  - Associate dean: 3
- E&G Staff FTE: 367.3
  - Academic : 105.9
  - Admin Services: 58.4
  - Communications: 12.5
  - Enrollment: 33.33
  - Facilities: 55.42
  - Student Affairs: 32.75
  - Technology Services: 33.5
  - University Relations: 35.5
- E&G Student Staff FTE (est.): 114.4

## Key Benchmarks and Metrics:

- Budget Results: consistently balanced budget over many decades, in good and bad economic times
- Level of Spending: national peer E&G expenditure per student \$37,193, Puget Sound \$35,879 (2013-14 most recent peer data available)
- Allocation of Resources: focus on mission-critical and strategic areas with targeted cuts, redeployment, & investment over several years
- % allocated to student programs and services (vs. general): national peers 82%; Puget Sound 83%; (2015 annual financial report)
- Student to Faculty Ratio: national peers 11:1, Puget Sound 11:1 (Fall 2014 most recent available)
- Student to Staff Ratio: national peers 5.1:1, Puget Sound 6.4:1 (Fall 2014 most recent available)

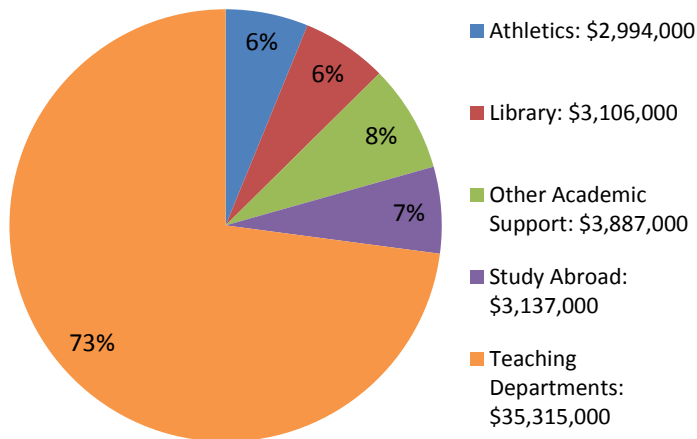
## Expense Budget Changes Over Past Six Years:

- E&G Budget increased \$16.9 million (20% total increase compared to cumulative inflation of 10%):
- Compensation:
- 6-year total pool increases compared to cumulative inflation of 10%:
    - Faculty salary pool increased: 18.1%
    - Staff/student staff salary pools increased: 14.5%
    - Benefit pool increased: 29.6%
  - Faculty budget reduced by 13 visiting/sabbatical replacement positions; 1 clinical faculty added for new DrOT program
  - Eliminated 14.63 staff positions and strategically added 21.04, for a net 6.41 FTE increase
- Non-Compensation – see individual E&G budget overview reports for each Division/Cabinet area

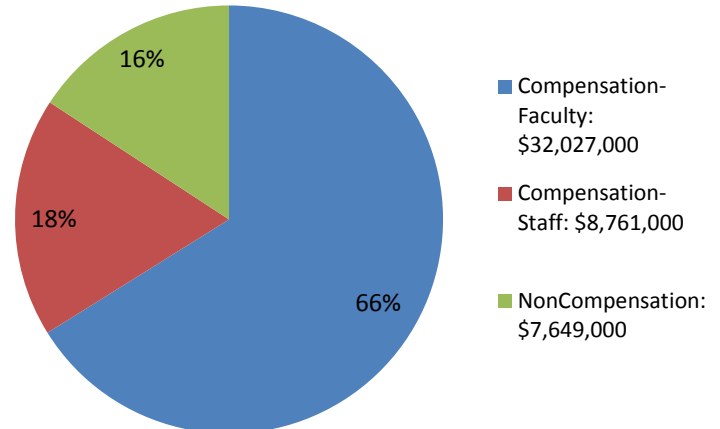
## 15-16 Budget Overview for Academic Division

### Cost Components:

**2015-16 Expense Budget - \$48,437,000**



**2015-16 Expense Budget - \$48,437,000**



### Key Cost Drivers:

- Competitive compensation to attract & retain faculty and staff
- Innovations to enhance the educational experience (including experiential learning, academic residential programs, Art+Sci Salons, Bioethics, Education Studies, KNOW, Latina/o Studies, Seminars in Scholarly Inquiry)
- Demand for academic student support
- Inflation in travel (faculty, ensembles, teams)
- Equipment replacement and currency (start-up, science instrumentation, music instruments, athletics)
- Number of science students
- Increasingly complex regulatory environment (ACA, ADA, HIPAA, Title IX,...)

### Number of Employees:

- Faculty FTE (from Fall 2014 IPEDS data):
  - Full-time, tenure-line: 182
  - Full-time, non-tenure-line: 62
  - Part-time adjunct: 14
  - Associate dean: 3
- Staff FTE: 105.9
  - Athletics : 20.4
  - Library: 20
  - Other Academic Support: 36
  - Teaching Departments: 29.5
- Student Staff FTE (est.): 58.09

### Key Benchmarks and Metrics:

- **Teaching Load:**  
NW5C peers teach 5 courses per year ("3:2 load")  
Puget Sound faculty teach 6 courses ("3:3" load)
- **Student: Faculty Ratio:** 11:1  
National Peers: 11:1, NW5C: 10:1
- **Faculty salaries:** Puget Sound/Nat'l peers/NW5C  
Professor: \$106,484/ \$109,486/ \$116,535  
Associate: \$80,303/ \$79,360/ \$81,100  
Assistant: \$66,678/ \$65,682/ \$66,876
- **Faculty Profile:**  
59% tenured, among all FT faculty (NW5C 55%)  
75% tenure-line, among full-time faculty (NW5C 76%)  
85% full-time, NW5C 74% (range 47-97%)
- **Staff:**  
27.0 student/academic staff ratio compared with range of 22.7 to 27.8 for west coast liberal arts colleges (2009 Human Resources survey)

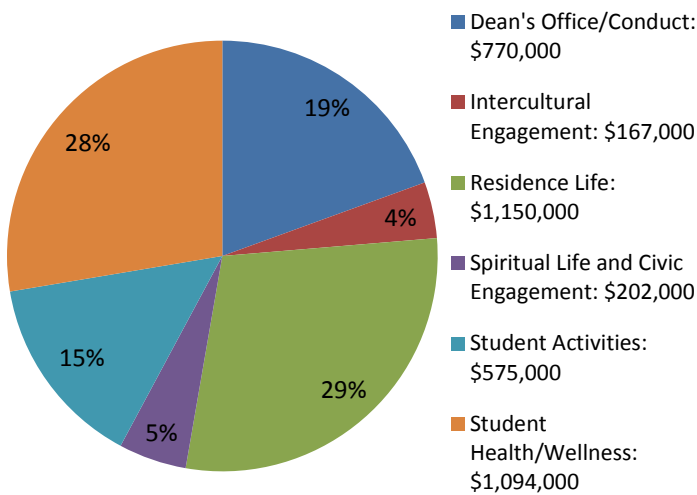
### Budget Reductions and Increases Over Past Six Years:

- Reductions:**
- 13 visiting faculty/sabbatical replacement FTE
  - 1.4 staff FTE in Library
  - Non-compensation budgets in non-teaching departments/programs reduced \$208,000
- Increases:**
- Compensation:
- 1 clinical faculty position for new DrOT program
  - 11.1 staff FTE: Academic Support +4.7; Athletics +2.3; Teaching Depts +2.1
  - 6-year total pool increases compared to cumulative inflation of 10%:
    - Faculty salary pool increased: 18.1%
    - Staff salary pool increased: 14.5%
    - Student staff salary pool increase: 14.5%
    - Benefit pool increased: 29.6%
- Non-Compensation:
- Study Abroad: \$207,000
  - Athletics: \$128,000 [\$278,000/year self-funding]
  - Library acquisitions: \$15,000
  - Academic/teaching support: \$118,000

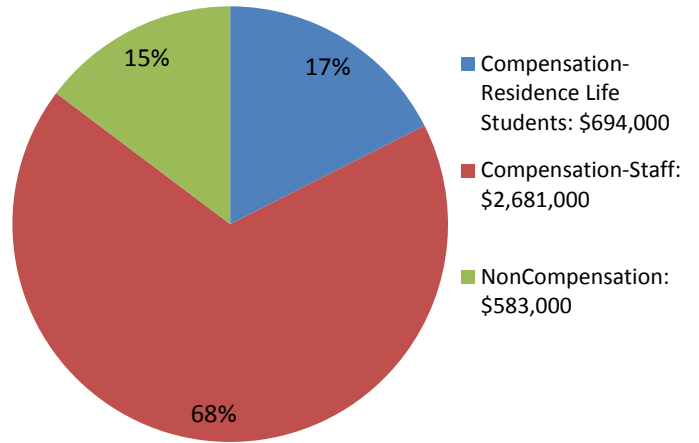
## 15-16 Budget Overview for Division of Student Affairs

### Cost Components:

#### 2015-16 Expense Budget - \$3,958,000



#### 2015-16 Expense Budget - \$3,958,000



### Key Cost Drivers:

- Growth in residential capacity and academic residential programs
- Growth in mental health service demand
- Programs and services to improve retention of students, including multicultural students
- Programs and services related to sexual violence prevention and response
- Programs and services related to improving residential occupancy

### Number of Employees:

- Staff Full-Time Equivalent (FTE): 32.75
  - Dean's Office/Conduct: 5.8
  - Intercultural Engagement: 1
  - Residence Life: 5.85
  - Spiritual Life & Civic Engagement: 2.9
  - Student Activities: 5
  - Student Health/Wellness: 12.2
- Student Staff FTE (est.): 12.67

### Key Benchmarks and Metrics:

#### Comparable Institutional Size Staffing Comparison

- 18 school comparison
- Average enrollment size: 2136
- Average divisional staffing size: 39.7 FTE
- Puget Sound divisional size: 35.5 FTE
- Student/staff ratio for peer group: 56 to 1
- Puget Sound student/staff ratio: 72 to 1

#### Peer Institution Staffing Comparison

- 20 school comparison
- Average enrollment size: 1966
- Average divisional staffing size: 36.8 FTE
- Puget Sound divisional size: 35.5 FTE
- Student/staff ratio for peer group: 57 to 1
- Puget Sound student/staff ratio: 72 to 1

### Budget Reductions and Increases Over Past Six Years:

#### Reductions:

- Budget-relieving medical fee revenue increase: \$70,000
- Dean of Students and Residence Life: \$12,000

#### Increases:

##### Compensation:

- 1.48 staff FTE added for student health and safety (CHWS +1.33; SSSJ +.15)
- 6-year total pool increases compared to cumulative inflation of 10%:
  - Staff salary pool increase: 14.5%
  - Student staff salary pool increase: 14.5%
  - Benefit pool increase: 29.6%

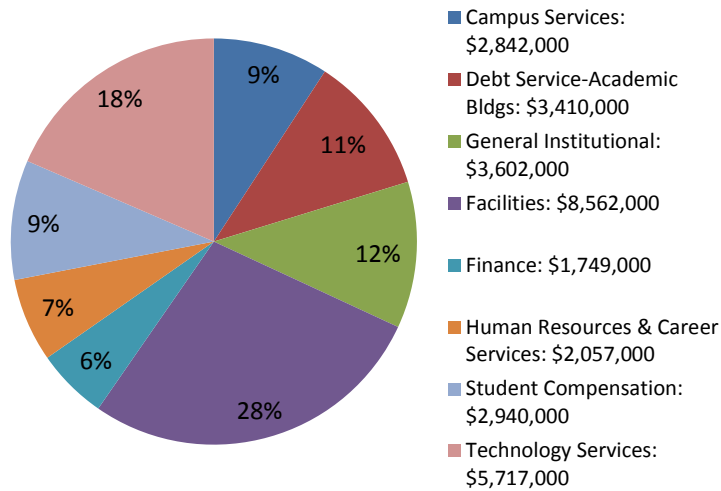
##### NonCompensation:

- Funded by auxiliary overhead contribution:
  - Resident student staff room & board inflationary increases: \$127,000
  - Resident student staff and programming for Commencement Hall: \$48,000
- CHWS consulting physician contract: \$30,000
- Sexual assault prevention: \$5,000
- Orientation, multicultural services, alternative fall/spring break, staff professional development: \$26,000

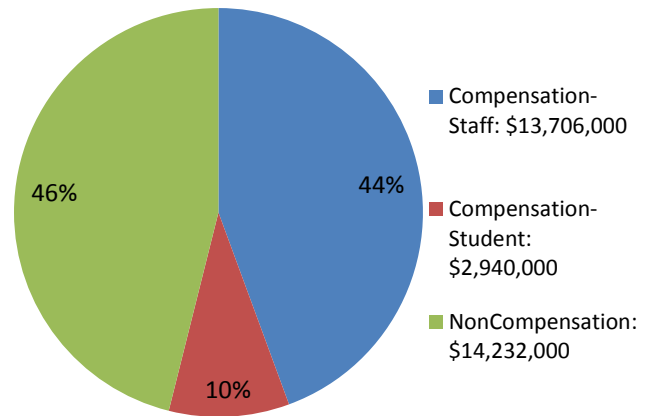
# 15-16 Budget Overview for Finance & Administration and General Institutional Within the Educational and General Budget

## Cost Components:

**2015-16 Expense Budget - \$30,879,000**



**2015-16 Expense Budget - \$30,879,000**



## Key Cost Drivers:

- Competitive compensation to attract and retain high performing staff, many in specialized fields in high demand (e.g. technology)
- Maintaining buildings, grounds & infrastructure; keeping deferred maintenance at an acceptable level
- Providing secure and effective technology solutions, replacing costly hardware/software/networks, contractual increases supporting campus use of ever evolving technology
- Addressing campus health and safety
- Contractual and other inflationary cost increases
- Healthcare costs increasing at three times inflation rate
- Extensive and growing regulatory burdens

## Number of Employees:

- Staff Full-Time Equivalent (FTE): 147.3
  - Campus Services: 19.3
  - Facilities (E&G only): 55.42
  - Finance: 15
  - Human Resources & CES: 16.75
  - President's Office/Board of Trustees: 5.33
  - Technology Services: 33.5
  - VP Finance & Administration Office: 2
- Student Staff FTE (est.): 30.59

## Key Benchmarks and Metrics:

- Finance, admin and general expense (overhead) as % of total E&G Expense: Puget Sound 13.4%; Nat'l peers 14.6%
- Business Services:
  - Campus safety: PS 14.75 FTE, NW urban 21 FTE; PS residents to security FTE = 112, NW urban = 73; PS # of major crimes in bottom quartile of national peers
  - Sustainability: STARS gold rating
  - Insurance: use consortium to acquire competitive pricing
- Facilities Services:
  - Facility Condition Index (def maint/repl val): PS=5.31%; APPA standard: good 0-5%; fair 5-10%; poor 10-30%; critical >30%
  - PS operating cost/sq ft=\$3.21, similar-size institutions=\$4.67
  - PS=82 staff FTE; APPA standard for comparable cleanliness and maintenance expectation=95-138 FTE
- Finance: Balanced budgets, clean audits, regulatory compliance
- Human Resources/Career and Employment Services:
  - Metrics for compensation included in compensation budget overview
  - CES: 30% increase in appointments, 50+ programs, added extra section of career awareness course, 92% of PS grads employed or in graduate school 9 months after graduation
- Technology Services
  - \$/ student, faculty, staff: PS \$1,419; NW peer \$1,631
  - PS IT staff/1000 student, faculty, staff FTE = 10; NW peers 10

## Budget Reductions and Increases Over Past Six Years:

### Reductions:

- 11.25 staff FTE reduction: Facilities-9.5; Mail Services-1; Technology Services-.75
- NonCompensation budgets: -\$445,000, including elimination of \$200,000 presidential discretionary budget

### Increases:

#### Compensation:

- 3.75 staff FTE added in Security Services
- 6-year total pool increases compared to cumulative inflation of 10%:
  - Staff salary pool increased: 14.5%
  - Student staff salary pool increase: 14.5%
  - Benefit pool increased: 29.6%

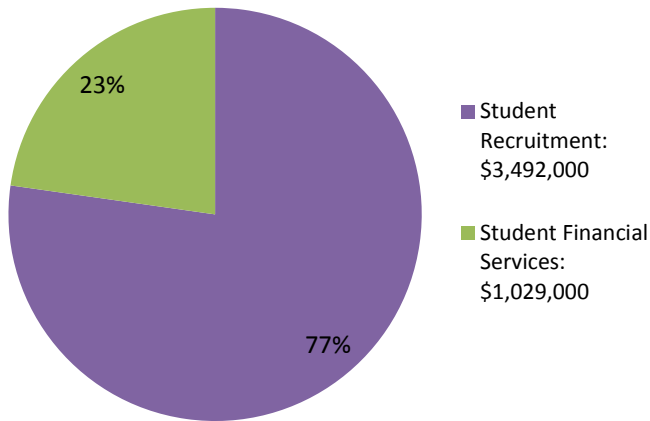
#### NonCompensation:

- Facilities maintenance and renovation: \$1,165,000
- Debt service for academic buildings: \$248,000
- Technology maintenance and replacement: \$272,000
- Property and liability insurance increases: \$140,000
- Governance, legal fees, and bank fees: \$101,000

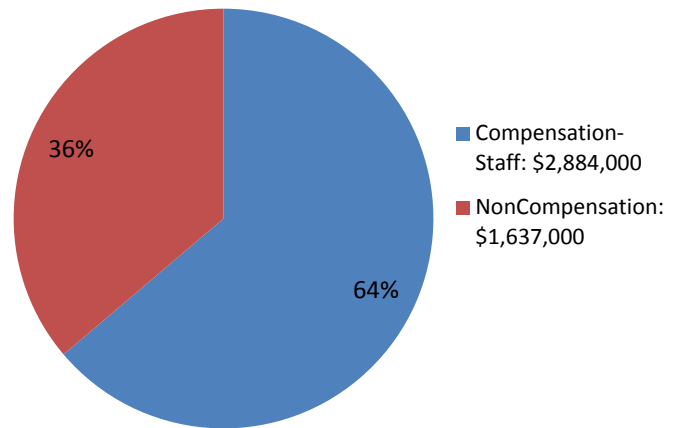
## 15-16 Budget Overview for Enrollment Division

### Cost Components:

**2015-16 Expense Budget - \$4,521,000**



**2015-16 Expense Budget - \$4,521,000**



### Key Cost Drivers:

- Competitive compensation to attract & retain staff
- Communications expansion (social media, redefining print and electronic media i.e., viewbook, supplemental publications)
- Travel expenses (airfare, hotel and auto rental costs)
- Event expenses (hosting students on campus and hosting regional events)
- Regulatory compliance (software licenses, reporting requirements)
- Technology advances (communications, financial transactions and requirements)

### Number of Employees:

- Staff Full-Time Equivalent (FTE): 33.33
  - Student Recruitment: 22.33
  - Student Financial Services (SFS): 11
- Student Staff FTE (est.): 5.22

### Key Benchmarks and Metrics:

#### Institutional Five-Year Strategic Goals:

- First-Year Class Size:
 

2015	652 (664 Goal)
2014	663 (660 Goal)
2013	670 (665 Goal)
- First-Year Discount Rate:
 

2015	40.44% (40% Goal)
2014	38.15% (40.5% Goal)
2013	38.4% (42.0% Goal)
- % First-Year No Need:
 

2015	45.5% (43% Goal)
2014	43.1% (41.0% Goal)
2013	47.6% (40.0% Goal)
- First-Year Retention:
 

2015	TBD (88% Goal)
2014	86.3% (87.0% Goal)
2013	87.3% (86.0% Goal)
- First-Year Net Tuition:
 

2015	\$17.3M (\$17.8M Goal)
2014	\$17.5M (\$16.9M Goal)
2013	\$17.3M (\$16.0M Goal)

### Budget Reductions and Increases Over Past Six Years:

#### **Reductions:**

- 2 staff FTE reduction in Student Financial Services
- PeopleSoft replaced financial aid software: \$7,000

#### **Increases:**

##### Compensation:

- 2 staff positions (FTE) added in Admission to further strategic initiatives
- 6-year total pool increases compared to cumulative inflation of 10%:
  - Staff salary pool increase: 14.5%
  - Student staff salary pool increase: 14.5%
  - Benefit pool increase: 29.6%

##### Non-Compensation:

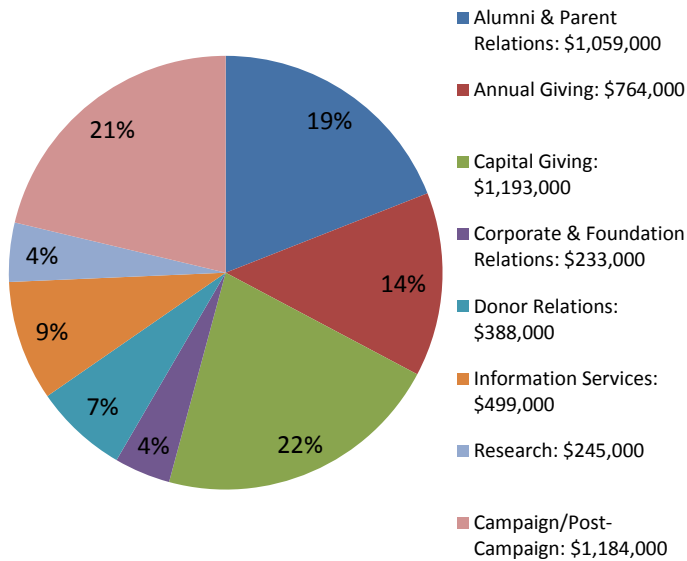
- Ongoing funding for student recruitment consulting, programs, travel, and technology to further strategic initiatives: \$386,000



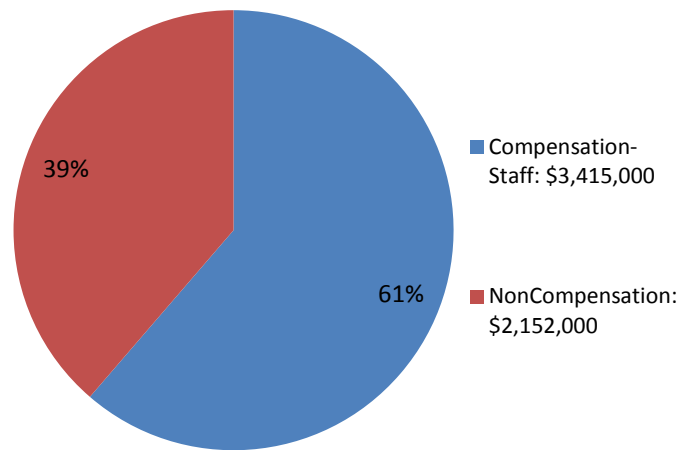
## 15-16 Budget Overview for University Relations Division

### Cost Components:

#### 2015-16 Expense Budget - \$5,564,000



#### 2015-16 Expense Budget - \$5,564,000



### Key Cost Drivers:

- Direct fundraising expenses (mail, phone, web, travel)
- Alumni and parent relations programming (Reunion, Homecoming Family Weekend, Commencement, regional clubs, volunteer support)
- Rated prospect engagement programming (regional fundraising events, key constituent receptions, special events)
- Marketing and communications materials (case statement, video, website)
- Stewardship programming (events, publications)

### Number of Employees:

- Staff Full-Time Equivalent (FTE): 35.5
  - Alumni & Parent Relations: 6
  - Annual Giving: 7
  - Capital Giving: 8
  - Corp/Foundation Relations: 2
  - Donor Relations: 3
  - Information Services: 5.5
  - Research: 2
  - VP OUR: 2
- Student Staff FTE (est.): 7.51

### Key Benchmarks and Metrics:

- Cash-in total: \$13,807,186 FY 15 (10 yr rolling ave)  
\$9,021,938 FY 06 (10 yr rolling ave)  
(+49%; +30% inflation adjusted)
- Commit total: \$14,778,358 FY 15 (10 yr rolling ave)  
\$10,590,556 FY 06 (10 yr rolling ave)  
(+41%; +23% inflation adjusted)
- PSF total: \$2,739,394 FY 15 (fiscal year total)  
\$1,571,867 FY 06 (fiscal year total)  
(+74%; +48% inflation adjusted)
- Alumni donor count: +5.8% (over 10 years)
- Cost per dollar raised: 22 cents (10 year average)  
*(Education standard is 15 to 25 cents per dollar raised)*

### Budget Reductions and Increases Over Past Six Years:

#### Increases:

#### Compensation:

- 1 staff position added to further strategic initiatives
- 6-year total pool increases compared to cumulative inflation of 10%:
  - Staff salary pool increase: 14.5%
  - Student staff salary pool increase: 14.5%
  - Benefit pool increase: 29.6%

#### Non-Compensation:

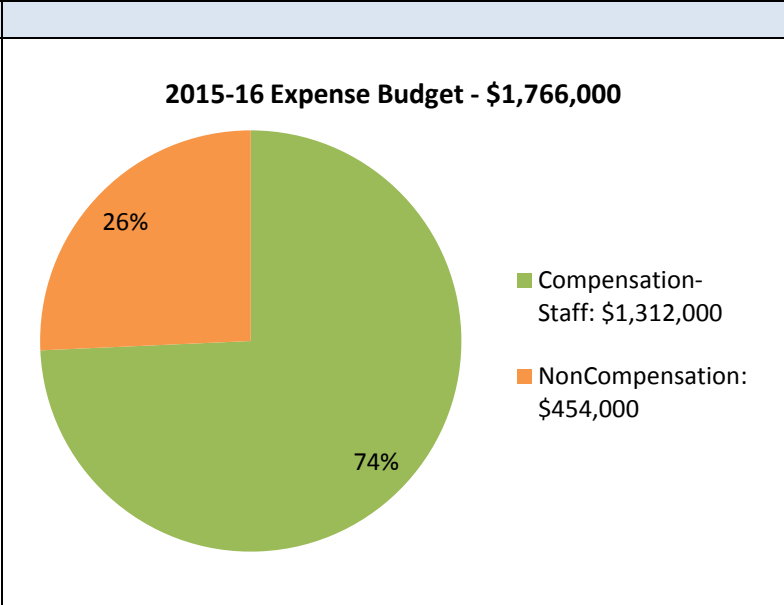
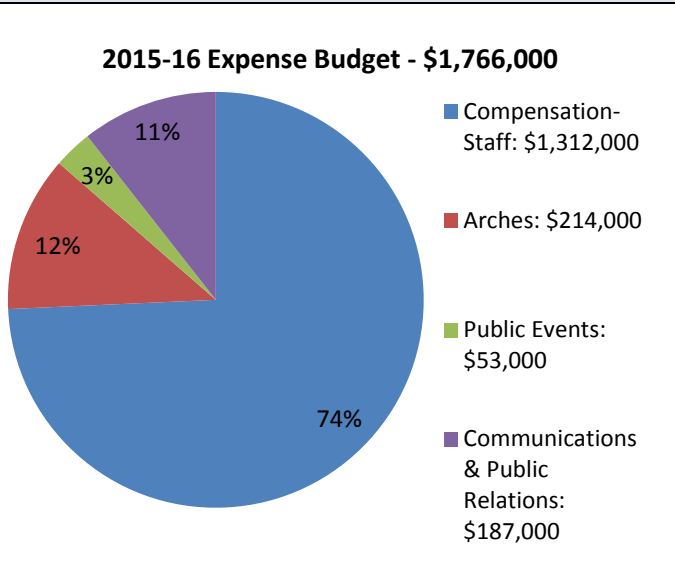
- Ongoing budget added to sustain successful fundraising: \$75,000

#### Funded by source other than operating budget:

- Campaign 2006-07 thru 2015-16 (est.): \$2.6 million
- Post-campaign 015-16 thru 2019-20 (est.): \$1.25 million

## 15-16 Budget Overview for Office of Communications

### Cost Components:



### Key Cost Drivers:

- Staffing. We save costs by doing work in-house, particularly creative services. Requires recruitment of talented staff and ongoing training. Puget Sound's competitive position requires greater support for key audiences in enrollment and fundraising.
- Technology. Both a cost driver and a cost saver. Investments required in equipment and software, especially for graphic and web design, virtual tour, mobile platforms, social media.
- Postage. Arches and President's Annual Report quantities increase annually. Both have online components and in FY15 were distributed to 43,442 domestic; 395 foreign, and 80 campus addresses.
- Print production. Rising paper/labor costs offset in recent years by improvements in technology. In house pre-press for all print projects saves 5 – 10% on each project.

### Number of Employees:

- Staff Full-Time Equivalent (FTE): 12.5
  - Communication/Public Relations: 6.25
  - Creative Services: 2.5
  - Alumni Magazine: 2
  - Public Events: 1.75
- Student Staff FTE (est.): 0.36
  - Three student staff who each work approximately 10 hours per week

Communications FTE at NW peers (minus public events):  
 L/C 13 + off campus magazine design; Reed 11; Whitman 11 (+ 1 staff in APR for magazine); Willamette 9 (+ 5 staff in web/APR for magazine); Puget Sound 10.75

### Key Benchmarks and Metrics:

- 2015 magazine cost per person per issue: Willamette \$1.88, L/C \$1.39, Puget Sound \$1.25. Note: PS, Reed, and Whitman publish quarterly; L/C and Willamette 3/x per year.
- Media measurement to assess effectiveness. FY15 mass pitch-to-story average 60% (up from 51% in FY14 and 35% in FY13); direct pitch average 50% (on par with 49% in FY14 and up from 45% in FY13). National comparison figures not available, but these are strong results and trending up.
- Web and social media analytics for various initiatives (varies per project).
- Enrollment and fundraising goals (role of communications in supporting objectives).

### Budget Reductions and Increases Over Past Six Years:

#### **Redeployed cost savings:**

- Example: Realized \$10,000 savings in online photo site hosting in 2014-15; savings to be applied to new initiatives in website development, emergency communications audit, and computer upgrades.

#### **Increases:**

##### Compensation:

- 3.75 staff FTE: +2.75 to further strategic initiatives; +1 to eliminate recharge for in-house graphic design services
- 6-year total pool increases compared to cumulative inflation of 10%:
  - Staff/student staff salary pool increases: 14.5%
  - Benefit pool increase: 29.6%

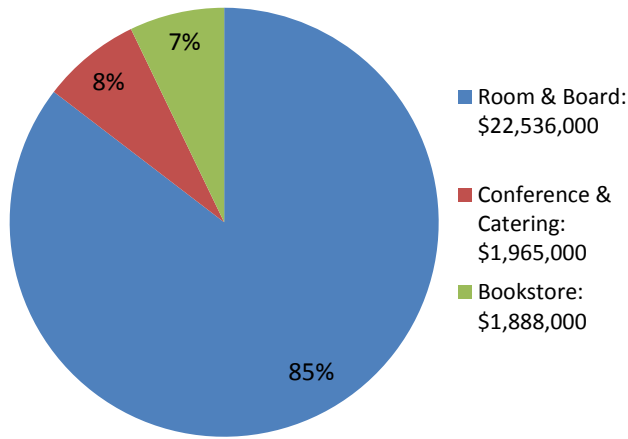
##### Non-Compensation:

- Ongoing funding for institutional website design to shorten from a five-year to a four-year cycle to meet enrollment objectives: \$120,000

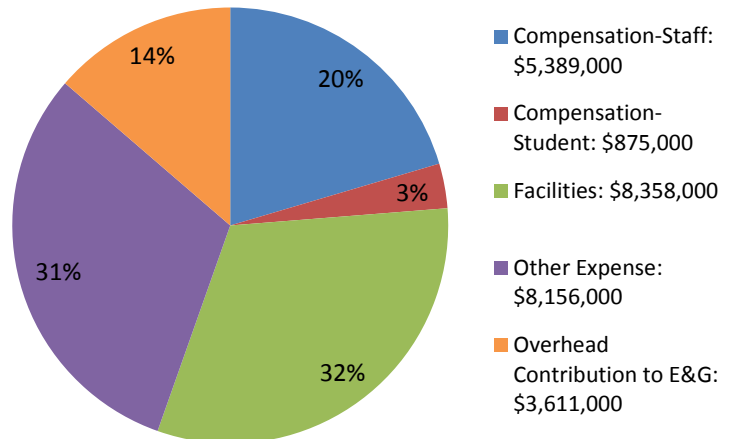
## 15-16 Budget Overview for Auxiliary Self-Supporting Operations Finance and Administration

### Revenue and Cost Components:

**2015-16 Revenue Budget - \$26,389,000**



**2015-16 Expense Budget - \$26,389,000**



### Key Cost Drivers:

- Maintaining student housing and Wheelock Student Center in good condition
- Residential amenities and services
- Dining (food) costs
- Bookstore merchandise costs
- Competitive staff and student staff compensation

### Number of Employees:

- Staff Full-Time Equivalent (FTE): 95.3
- Dining, Conference, & Catering Services: 58.9
  - Facilities (auxiliary only): 26.6
  - Bookstore: 6.8
  - Admin/Student Services and Technology: 3
- Student Staff FTE (est.): 33.39
- *Includes Dining, Conference, Catering, and Bookstore (Auxiliary Facilities and Technology student staff are included in E&G)*

### Key Benchmarks and Metrics:

- Room & board fees: PS \$11,480 vs. national peers \$11,738 and NW peers \$11,692
- Housing:
  - % of students living on campus: goal 70%; last year actual 67.4%
  - Housing occupancy: PS goal 97%; 14-15 actual 92%; 15-16 projection 90%
- Dining:
  - 500 + voluntary student meal plans
  - PS Food costs as a % of revenues decreased from 36% in 2011-12 to 34% target in 2014-15. CHI partnership brought higher quality at lower cost
  - PS student staff compensation as a % of revenue 7.2% vs. 4.1% at similar sized private institutions (greater opportunity for student earnings – we don't outsource dining like most institutions)
- Conference Services:
  - PS hosts 10,000 guests annually, 60% are overnight guests. Higher volume than most NW private colleges. Helps generate funds to support Educational and General budget.

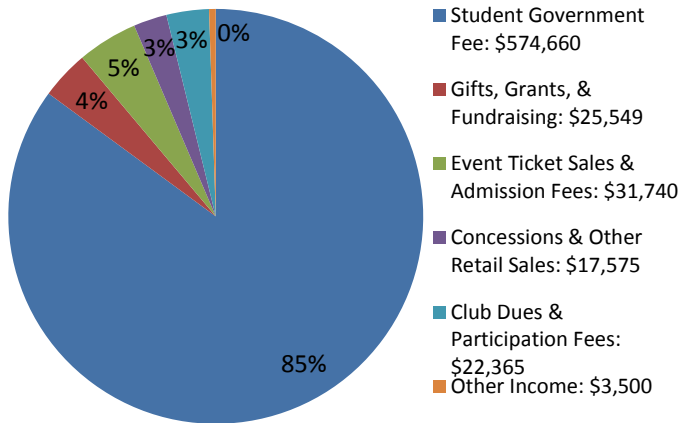
### Budget Reductions and Increases Over Past Six Years:

- Note: Current (2015-16) Room & Board Rate: \$11,480/year
- Standard Room: \$6,300
  - Medium Meal Plan: \$5,180
- Increases:**
- Student Room & Board Rates (Revenue):
- 2015-16: Room increase 2.50%; Board increase 3.00%  
 2014-15: Room increase 3.54%; Board increase 3.93%  
 2013-14: Room increase 3.48%; Board increase 4.09%;  
 135-bed capacity added with Commencement Hall  
 2012-13: Room increase: 3.42%; Board increase 4.03%  
 2011-12: Room increase 2.97%; Board increase 4.93%  
 2010-11: Room increase 5.07%; Board increase 4.93%
- Compensation 6-year total pool increases compared to cumulative inflation of 10.0%:
- Staff and student staff salary pool increases: 14.5%
  - Benefit pool increase: 29.6%
- NonCompensation:
- Facilities maintenance and renovation: \$1,349,000
  - Debt Service: net cumulative increase - restructure debt and addition of Commencement Hall: \$288,000
  - Other expenses, including food and bookstore merchandise, relating to increases in revenues (inflation and volume): \$1,537,000

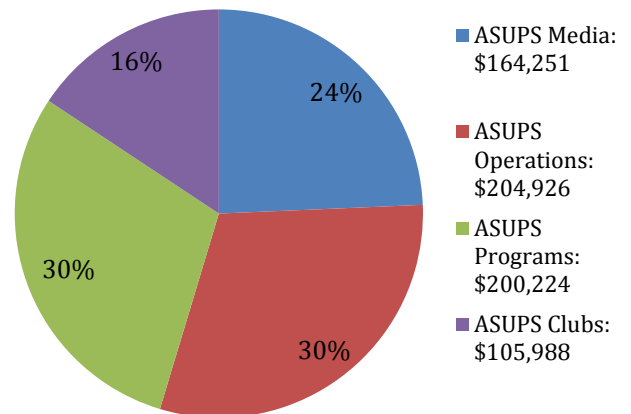
# 15-16 Budget Overview for Associated Students of Puget Sound

## Revenue and Cost Components:

**2015-16 Revenue Budget - \$675,389**



**2015-16 Expense Budget - \$675,389**



## Key Cost Drivers:

- Total Number of Active ASUPS Clubs: 126
  - New Clubs (starting January 2015): 8
  - Total number of higher cost clubs: 18
- Total technology costs (starting Jan. 2015)
  - (Tentative) ASUPS Website: \$6,500
  - ASUPS DMO Computer + Monitor: \$5,467.34
- Regulatory Compliance Requirements
  - KUPS Copyright permission fee: \$2,600
  - Campus Films permission fee: \$21,000

## Number of Employees and Student Leaders:

- Staff Full-Time Equivalent (FTE): 1.25
- ASUPS Administrative Support: 0.75
  - KUPS Advisor: 0.5
- Student Staff FTE: .8
- # of ASUPS Student Leaders:
- Officers: 2
  - Directors: 4
  - Assistant Directors: 2
  - The Trail and KUPS: 66
  - Programmers: 7

## Key Benchmarks and Metrics:

### Student Government Fee Comparison

	2015-16
Puget Sound	\$236
Northwest Peers (4):	
Average	\$336
Lewis & Clark College	\$360
Reed College	\$300
Whitman College	\$368
Willamette University	\$317
National Peers (18):	
Average	\$544
Lowest (University of Portland)	\$170
Highest (Kenyon College)	\$1,920

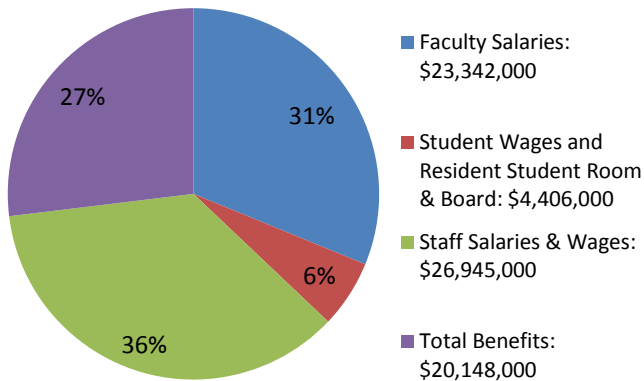
### Budget Increases Over Past 6 Years:

- Student Government Fee (revenue)** – increased \$41.00 per student to fund:
- 2011-12: \$15.00 - FCC compliance-related KUPS staff advisor FTE increase; ORCA program; general operating increases
  - 2013-14: \$18.00 - Compliance-related student staff minimum wage increase; club sports increases; general operating increases; “green fee” introduced to fund student sustainable projects
  - 2015-16: \$8.00 – Increased performer costs; ASUPS technology services; and ASUPS contingency budget (Finance Committee Account)
- Compensation** -- 6-year total pool increases compared to cumulative inflation of 10.0%:
- Staff and student staff salary pool increase: 14.5%
  - Benefit pool increase: 29.6%

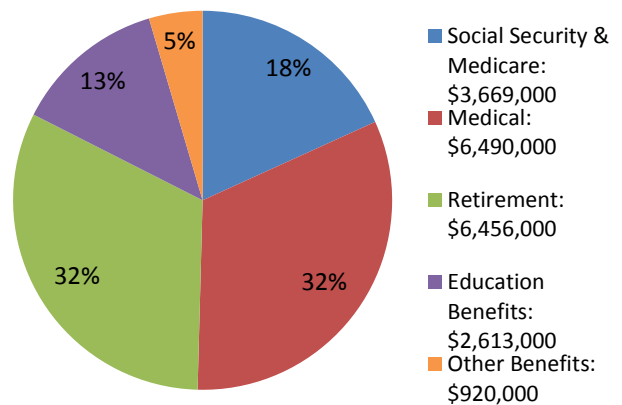
## 15-16 Budget Overview for Compensation at Puget Sound (Educational & General , Auxiliary, ASUPS)

### Cost Components:

#### 2015-16 Compensation Budget - \$74,861,000



#### 2015-16 Benefits Budget - \$20,148,000



### Key Cost Drivers:

- Competitive total compensation (including benefits) to attract & retain faculty and staff
- Claims experience (medical, workers' compensation, unemployment)
- Healthcare industry inflation (medical cost trends)
- Regulatory compliance and risk management (new regulations, minimum wage increases, new benefit requirements)
- Changes in the economy and demographics
- Tuition rate increases (education benefits)

### Number of Employees:

- Faculty Full-Time Equivalent (FTE) - Fall 2014 IPEDS data:
- Full-time, tenure-line: 182
  - Full-time, non-tenure-line: 62
  - Part-time, adjunct: 14
  - Associate dean: 3
- Staff FTE (budget): 463.85
- E&G 367.3, Aux 95.3, ASUPS 1.25
- Student Staff FTE (est.): 148.63
- E&G 114.44, Aux.33.39, ASUPS 0.8
  - 43% of undergraduates are employed on campus

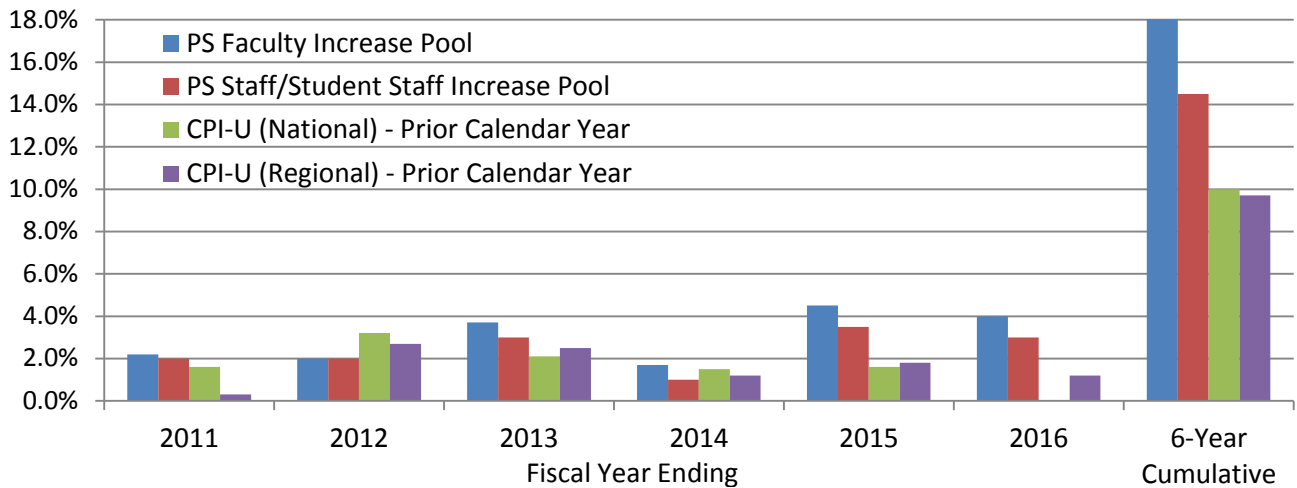
### Key Benchmarks and Metrics:

- Staff positions are paid on average ~102% of higher education private independent peers and positions not specific to higher education are paid ~93% of regional general industry market medians (with strong benefit packages)
- Professors are paid 97% of national peer median; Assoc. Prof. are paid 101% of national peer median; Asst. Prof. are paid 101.5% of national peer median; Faculty salaries are lower than NW peer median
- Increases to faculty and staff salary pools have outpaced regional and national CPI increases over past 6 years – See chart on next page
- With a few exceptions, Puget Sound has had strong applicant pools and has been successful in hiring faculty and staff. Turnover increased in 2015 with calendar year projections of 18% exceeding the typical 10% to 15% range. These figures remain comparable to general industry turnover.
- Benefits as a % of payroll were 31.9% compared to the median of 32.3% for 17 private west coast colleges participating in the PACCON survey (based on most recent study for 13-14)
- Puget Sound's six year average increase in medical premiums of 11.5% is slightly above the recent industry average of approximately 10%, primarily due to large claims activity

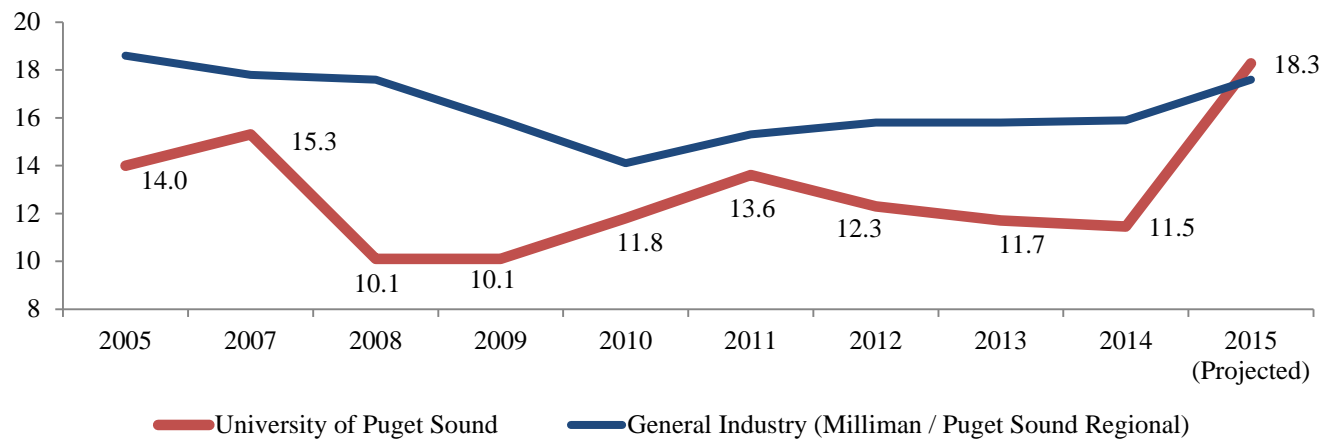
### Budget Reductions & Increases Over Past 6 Years:

- Compensation budget reduced by 28.7 FTE:
- 13 faculty positions: visiting faculty/sabbatical replacement
  - 15.63 staff positions: Facilities -9.5; Student Financial Services -2; Library -1.38; Finance -1; Mail Services -1; Tech Services -.75
- Compensation budget increased by 23.2 FTE:
- 1 clinical faculty position for new DrOT program
  - 22.04 staff positions: Academic Support +4.69; Athletics +2.27 Teaching Depts +2.1; Communications +3.75; Student Recruitment +2; Procurement +1; Security Services +3.75; Student Affairs (CHWS) +1.33; Student Affairs (SSSJ) +.15; University Relations +1
  - 6-year total pool increases compared to cumulative inflation of 10.0%:
    - Faculty salary pool increase: 18.1%
    - Staff salary pool increase: 14.5%
    - Student staff salary pool increase: 14.5%
    - Benefit pool increase: 29.6%

### Increase in Faculty, Staff/Student Staff Salary Pools Compared to Increase in CPI



### Calendar Year Staff Turnover Compared to Puget Sound Regional Industry



### Medical Plan Premium Increases Over Past 6 Years

