

University of Puget Sound Faculty Senate
Jan 22, 2018 McCormick Room 12PM

Attending: Bill Beardsley, Gwynne Brown, Amanda Diaz, Kena Fox-Dobbs, Kristin Johnson, Alisa Kessel, Jung Kim, Sunil Kukreja, Pierre Ly, Tiffany MacBain, Andrew Monaco, Robin Jacobson, Julie Paqel, Siddharth Ramakrishnan, Sarah Walling-Bell, Peter Wimberger

Visitors: Jane Carlin, Martin Jackson, Sherry Mondou, Steve Neshyba, Eric Orlin, Ariela Tubert

1. Call to order
Meeting was called to order by Alisa Kessel at 12:01pm.
2. Approval of the minutes of December 4, 2017
M/S/P
3. Updates from the ASUPS representative and the Staff Senate representative

Amanda Diaz: Elections for ASUPS executive positions will be held on February 22, 2018. In conjunction with the Chief Diversity officer, ASUPS is working to produce an anti-bias video campaign, mainly in response to the increased anti-Semitic and racist language on campus. There was an earlier attempt at such a video a few years ago that had some success. ASUPS is also organizing a night for senior students to meet with the Board of Trustees. Common hour conversations in February will deal with the topic of student activism. CWLT now has a students of color study hour on Wednesdays at 8pm. ASUPS has a green fee and expressions fund that can support sustainability projects as well as projects related to social issues and expression. They are calling for any student research that would qualify for this funding.

Julie Paqel: The staff senate will have an open session with President Crawford and Dean Bartanen on Wednesday, February 24, 2018, (9:30am -11am).

4. Updates from liaisons to standing committees
JK reported that Prof. Stuart Smithers would chair the Committee on Diversity for the Spring 2018 semester.

AK reported on the workings of a senate subcommittee looking into the language for promotion to full professor. They were looking into both a simple as well as a substantive revision. These recommendations have been sent to the PSC, which would then assess the proposal's

compatibility with the Faculty Code. The Faculty Senate will consider the PSC's observations and make changes if appropriate before sending a proposal to the whole faculty for consideration.

AK had also met with Ellen Peters, Alanna Muir, Will DeFraine, and Kate Cohn to address ways to assess the impact of the common period. This assessment will look into different aspects including enrollment, classroom availability, etc. Some of these data will be accrued from the senior survey – for example “did they find enrollment difficult for courses”, “did the common period impact completion of minors”, etc. AK stresses that the work is being done to assess the impact of the common hour and that the different concerns raised by faculty and students are not being ignored.

There will be Faculty Senate retreat at the University Club Friday Jan 26, 4 to 7pm.

AK also informed us that the agendas for the upcoming faculty meetings are filling up, with only three meetings scheduled each semester. Currently the policy is to accept all agenda items proposed by faculty members. As we move forward, especially on topics that seem to take a long time to discuss at faculty meetings, perhaps we can strategize to streamline or prioritize agenda items to make these meetings more productive.

5. Presentation from Budget Task Force
Eric Orlin, Ariela Tubert and Sherry Mondou presented the BTF report.

The BTF report is available here:

<https://www.pugetsound.edu/files/resources/btf-report-2018-19-final-1-18-2018.pdf>

EO began by explaining the general workings of the BTF. He explained that department (facilities, finance, etc.) heads from across campus give presentations to the BTF each year and make specific requests for additional spending or cuts. The BTF itself does not suggest specific ways to spend the money to each department/unit. The BTF is also not involved in either policy or capital spending decisions.

AT spoke about the difference in the BTF work between the last two years, given the differing financial situation. The previous year it was easier, as most tasks related to money allocation. In the current year, the 3-million-dollar budget shortfall, compounded with an increase in the minimum wage in Tacoma, altered the scenario considerably. Department heads were asked to take the reduction in budget into account, and talk about how this would affect their operations.

Taking all this into account, the BTF made the recommendations listed on page 3 of the BTF report (See link above or appendix).

There was a discussion on cuts to long-term expenses as opposed to one-time cuts. It was not easy to make this decision as at the moment we do not know what the long-term situation is, and if the low enrollment is a one-year anomaly or the beginning of a trend.

In the BTF report Page 3 it was stated that - "A provision of \$329,000 in compensation (salary plus associated benefit costs) available on a contingent basis for one-time payments to faculty and staff in fall 2018 should it be determined that annual net revenue targets will be achieved."

AT suggested that even though this was a small pool of money, it could potentially go towards a staff bonus, as they do not usually get the step increases given to faculty.

AT also mentioned that while a recommendation had been made to defer maintenance in certain areas to allay costs, this deferment couldn't go on for too long. There could also be potential savings in the medical plan going forward.

SM mentioned that despite the budget cuts, the stipends to student orientation leaders were increased, with the hope that this addition would attract a more diverse body of orientation leaders (Page 8). \$9K was also allocated towards a license for an e-portfolio manager.

The discussion turned to the increase in tuition by 3.5%. Given that families already struggle with the high cost, would this not further burden them? It was pointed out that along with the tuition increase, there was also a 5% increase in financial aid provided. Further, the discount rate for first time in-college students would jump up to 48% (from 43%). This is similar to peer institutions which provide almost 50% aid to first-time in-college students (Page A6)

Jacobson asked about the principle of shared sacrifice and non-compensation cuts.

Orlin replied that different departments came in and said how much they could manage to cut, and then the BTF went across and balanced the budget across the university. Cuts were made for least impact. It was not a one-size fits all solution where each department was told to reduce cost by X%

On being asked about the notion of shared sacrifice and where we would find evidence for that, M. Jackson referred to pages 7, 8 and 9 of the report iterating the non-compensation costs and cuts.

PW asked about the increasing costs of recruiting students and if we could get some efficiencies in place to reduce these costs.

SM replied that this would depend on success in recruitment this year. The lower student enrollment last year increased the cost-per student on recruitment. Laura Martin-Fedlich, Vice President for Enrollment, will be at the full faculty meeting talking about new strategies this year.

On the question of how costs look in terms of other LACs with regards to student instruction – SM replied that costs of support services have increased. The November 29, 2017 faculty meeting minutes has information on how much is allocated towards student-instruction as opposed to other student costs. Overall the student to staff ratio at Puget Sound has become leaner when compared to other institutions.

RJ asked if there was a separate budget for the president and board of trustees.

MJ and SM replied that the information could be found on Page A9 of the BTF report and that President had talked with the chair of the board of trustees about shared sacrifice.

AK asked why each mention of compensation in the report noted that compensation is the largest cost for the university.

Each member of the BTF present iterated that the reality is that faculty/staff compensation is a strikingly large portion of the budget. And it was also an important reminder that when we look for expense reduction it sometimes means people. Further as an institution we are very lean with regards to non-compensation expenses.

Neshyba asked how a net tuition increase with a concomitant discount rate increase could help.

While the tuition increase is for everyone, the discount rate is not for all. SM mentioned that an enrollment consultant is engaged to use predictive data analytics to suggest levels of tuition increase, discount rates and the nature of students this would attract. The board determines how much the overall increase in tuition can be. But unless there are new revenue streams, tuition increases will be necessary.

GB mentioned that the cuts to 15 visiting positions will affect campus life and hoped that those decisions were not made without deliberation.

AT replied that these were short-term cuts as opposed to longer term staff

reductions or other drastic measures, and were made after considerable deliberation.

SN asked about incentivizing the retirement of older (more expensive) faculty. This was not discussed in the BTF meetings. MJ mentioned potentially allowing older faculty to teach a pro-rated 4 unit reduced load as opposed to 6 units, as a potential option.

6. Discussion of report from the library

Jane Carlin presented the report from the library. She pointed to trends such as print to digital conversion, book circulation going down but costs going up, rising journal costs and student requests for more depth in journal access. She reiterated the importance of the Cascade Alliance with savings of \$90K in licensing fees.

JC highlighted some achievements of the library – with students becoming knowledge providers via online journals, increased media literacy, etc., instituting peer research advisors, providing activity credit courses in the humanities and via the Makerspace, supporting the KNOW initiative, etc.

One possibility she raised was to potentially split the library and the technology parts of LMIS, as their roles were so different.

7. Other Business - none

8. Adjourned at 1:25pm

Minutes prepared by Siddharth Ramakrishnan

Respectfully submitted,
Pierre Ly
Secretary of the Faculty Senate

Appendix A: BTF report
Appendix B1: LMIS Fall report draft
Appendix B2: Collins Library stats infographic

REPORT OF THE BUDGET TASK FORCE

DEVELOPING A BALANCED BUDGET RECOMMENDATION FOR 2018-19



Puget Sound has long utilized a collaborative budgeting planning process that engages students, faculty and staff through the work of the Budget Task Force (BTF). The task force is charged by the president to develop a recommendation for a balanced operating budget for the coming year that includes primary budget variables such as tuition, financial aid, and compensation pools, as well as other operating revenues and expenses. The task force is chaired by the Academic Vice President and includes two students, two faculty, two staff and the Vice President for Finance and Administration. The BTF worked throughout the fall semester, hearing first from President Crawford regarding priorities and parameters, then holding a campus open forum, reviewing comprehensive reports submitted by key campus leaders and groups, and engaging in more than 20 hours of meetings to listen, learn, analyze, deliberate and reach a consensus.

This process incorporated consideration of:

- Economic, demographic and competitive factors that are challenging to higher education
- Mission, strategic priorities, trends, challenges and opportunities specific to Puget Sound
- Projected enrollment for the coming year
- The impact that changes in tuition and financial aid will have on student access, affordability and enrollment
- Strategies to strengthen revenue streams
- Benchmarks and metrics to assess cost-effectiveness, market competitiveness, and program quality
- Major cost drivers for delivering programs and services and the rationale for any request to increase expenses
- The impact an investment or a budget reduction would have on delivery of mission, strategic objectives, programs and services, and student success to graduation

When meeting with campus leaders, we also took the opportunity to inquire about the ways in which they have engaged with and supported Puget Sound's sustainability and diversity and inclusion initiatives within their areas of responsibility.

The context in which the budget recommendation was formed included both significant challenge and optimism for the future. Moody's Investors Service recently downgraded the outlook for the entire higher education sector to negative from stable, stating that the ability of colleges and universities to raise revenues will not keep pace with pressures on expense growth. Their analysis reflects their perspective on the ongoing pressures confronting the higher education business model, the uncertainty of federal policy and funding, and a market that is increasingly sensitive to the price of higher education. Approximately two thirds of colleges and universities did not meet new student enrollment goals in fall 2017, Puget Sound among them. The tuition discount rate (level of student aid) offered by private colleges continues to rise and the average is now close to 50%. This means that most colleges fell short of net tuition revenue expectations and are having to make adjustments to balance their budgets. While Puget Sound shares in this experience, we are in a relatively strong position financially compared to most colleges and we are steeped in a strategic planning process designed to make Puget Sound an even stronger institution with even greater student success in the future. Colleges that are strategic and forward thinking, with strong brands, strong value propositions, and diverse revenue streams will

fare best. The ability to adapt to changing circumstances in a timely fashion will determine an organization's future success and capacity to thrive over time.

Throughout its work, the BTF focused on Puget Sound's mission, emerging strategic priorities, core values, high quality educational experience, affordability, student success to graduation, operational effectiveness and near- and long-term institutional financial health. The task of balancing multiple and often competing priorities and recommending a balanced budget is never easy. It was particularly difficult this year because total enrollment is projected to decline and total net revenues for 2018-19 are projected to be \$3.2 million or 3.2% lower than in the current year budget, which means that the university has to reduce its expenses in 2018-19 to achieve a balanced budget. The BTF recommendation reflects that reality.



The BTF appreciates the depth of information and analysis provided by campus leaders in their reports and presentations to the task force. The BTF also appreciates that colleagues throughout campus engage in an ongoing way to understand the higher education business model and financial realities at Puget Sound, and that we as a community embrace innovation, seek cost savings, and participate in thinking about how to best support student and university success in the near and long term.

The following pages of this report present an overview of the BTF's recommended unrestricted educational and general operating budget for 2018-19, along with key assumptions and commentary. Also included is an Appendix containing budget overviews, key benchmarks and metrics, and other relevant information for each major area of the university, including ASUPS and auxiliary operations (self-supporting housing, dining, conference services, bookstore), which provides a significant contribution to the educational and general budget. Funds for major construction and renovation projects are external to the unrestricted operating budget, as are other funds with specific donor use restrictions.

We encourage campus members to read this report and to share comments with President Crawford via email to president@pugetsound.edu no later than Thursday, February 1, 2018. The Board of Trustees will act on President Crawford's budget recommendation at its February meeting.

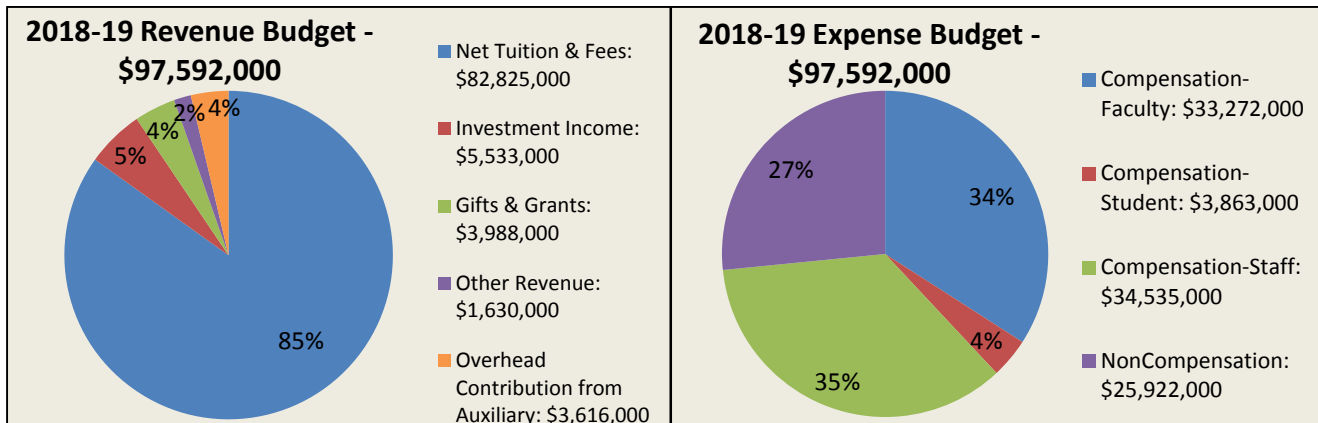
To learn more about the BTF and the budgeting process, visit: <http://www.pugetsound.edu/about/offices-services/finance-administration/budgeting-at-puget-sound/>.

Budget Task Force Members

Kris Bartanen, Academic Vice President and Interim Vice President for Student Affairs, Chair
Gwen Bartholomay '18, Major: Communication Studies; Minors: Gender Studies and Religion
Sarah Comstock, Associate Dean of Students
Samantha Inouye '19, Major: Business Leadership Program; Minor: Japanese
Sherry Mondou, Vice President for Finance and Administration
Eric Orlin, Professor of Classics
Erin Ruff, Human Resources Generalist
Ariela Tubert, Associate Professor of Philosophy

Support provided by Associate Vice President for Financial Planning and Analysis Janet Hallman and Administrative Assistant Lori Johnson

OVERVIEW OF PROPOSED EDUCATIONAL AND GENERAL BUDGET



The overview of the educational and general operating budget shown above reflects the BTF's recommendations. The chart on the left above shows sources of anticipated budgeted revenues for fiscal 2018-19. While Puget Sound has some diversification in its revenue streams, its primary source of revenue is net tuition. The chart on the right above shows how Puget Sound spends these revenues. On average, colleges and universities typically devote 60 to 75 percent of their spending to compensation. Puget Sound, in offering a highly supportive residential liberal arts experience for its students, has allocated 73% of its revenues to faculty, staff and student-staff compensation.

KEY ASSUMPTIONS

The BTF's recommendations, which are discussed more fully in the balance of this report, include the following key assumptions.

- A net reduction in total net revenues of \$3.2 million, reflecting:
 - Enrollment of 2,535 students (full-time equivalent or FTE), a 4% or 110 FTE decline in comparison to the 2017-18 budget consistent with current projections
 - A tuition increase of 3.49%, among Puget Sound's lowest in fifty years
 - A 5.3% increase in the student financial aid budget to help keep Puget Sound affordable
- A corresponding \$3.2 million reduction in total expenses, including:
 - A net reduction in the total compensation budget, including:
 - 15 fewer visiting faculty, 11 fewer staff positions (largely through attrition), and reduced temporary staff budgets
 - A .35% increase to the faculty salary pool to fund step and promotional increases anticipated by the faculty salary scale, the priority within the faculty compensation philosophy
 - A provision of \$329,000 in compensation (salary plus associated benefit costs) available on a contingent basis for one-time payments to faculty and staff in fall 2018 should it be determined that annual net revenue targets will be achieved
 - Student wage increase to accommodate city and state minimum wage requirements
 - Medical premium savings
 - Targeted reductions in non-compensation expenses

REVENUES

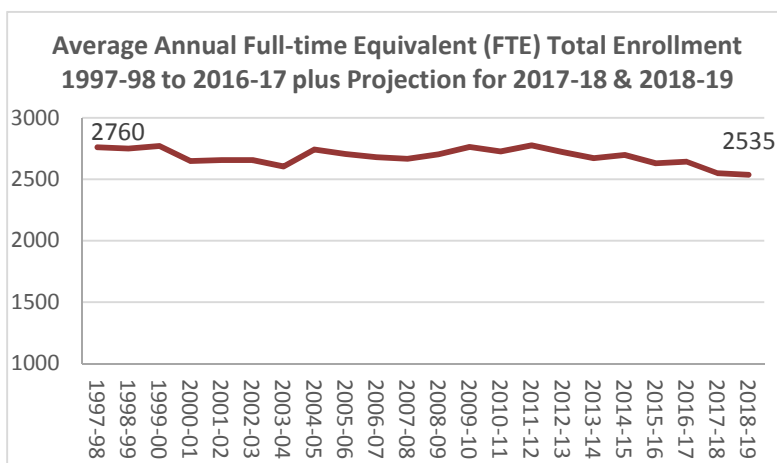


2018-19 revenues are projected to total \$97,592,000, which is 3.2% less than budgeted revenues in 2017-18, primarily due to the smaller entering class size in Fall 2017 and a rising discount rate. Please see commentary below for major sources of revenue and see the Appendix for additional information regarding revenue drivers, benchmarks, metrics and trends, which was useful to the BTF in completing its work.

Tuition, Fees, and Financial Aid

Consistency in growing net tuition revenue and meeting net tuition revenue goals is essential for a budget that relies heavily on this revenue source. As noted above, 85% of Puget Sound’s revenues come from net tuition and fees, which are influenced by new student enrollment, student retention to graduation, tuition rates, and level of institutional aid offered to students.

Enrollment: The chart to the right shows enrollment levels over the period 1997-98 to 2016-17, as well as a projection for 2017-18 and 2018-19. Puget Sound’s enrollment has been relatively stable over this period, averaging 2,689 students per year. In recent years, undergraduate student enrollment has modestly declined. Fall 2017 first-time-in college enrollment was 593, or 77 below the target of 670. Total enrollment for 2017-18 is projected to be 2,549, or 96 below the budget of 2,645. In 2018-19, total enrollment is projected to be 2,535 and is the basis for 2018-19 budgeted enrollment, which assumes the following targets for new students in Fall 2018:



- First-time-in-college students: 645
- Transfer students: 55
- New graduate students: 127 (MAT 28, MEd 15, MSOT 40, DrOT 4, DPT 40)

The budget continues to incorporate a 1% student enrollment contingency to provide a reasonable level of protection against variations in enrollment and net tuition revenues that are possible in any given year.

Tuition and fees: The budget proposal reflects a tuition increase that is the third lowest in 48 years and an aggregate tuition and fee increase of 3.5% as shown in the chart below. Puget Sound’s current aggregate tuition and fees are lower than the averages of national peers and Northwest peers by 2% and 4%, respectively. We anticipate the proposed increase will keep Puget Sound just under peer averages.

Tuition and Fees:	2018-19	2017-18	% Increase
Tuition (full-time undergraduate)	\$49,510	\$47,840	3.49%
Room (double occupancy)	6,820	6,620	3.02%
Board (medium meal plan)	<u>5,720</u>	<u>5,500</u>	4.00%
Room and Board Combined	12,540	12,120	3.47%
ASUPS Fee	<u>266</u>	<u>250</u>	6.40%
Total tuition and fees	<u>\$62,316</u>	<u>\$60,210</u>	3.50%
National peer average		<u>\$61,588</u>	
Northwest peer average		<u>\$62,839</u>	

Summer session: The net revenue budget for summer session is expected to increase by \$50,000.



ASUPS Fee: Student government fees at national peer colleges range from \$190 to \$470, and average \$324. The BTF recommends increasing the ASUPS fee by 6.4% to \$266, a \$16 increase to provide funding to: maintain existing operations with lower projected enrollment (\$5); expand transportation off campus (\$4); continue funding Local Logger program (\$2); fund increased costs (like league fees and safety) associated with Club Sports (\$2); and to cover inflationary increases in expenses (\$3).

Student Financial Aid: The budget recommendation provides \$50,667,000 in institutional financial aid for students, an increase of 5.3% from the current budget and a figure that has increased 61% over the past nine years, reflecting Puget Sound's strong commitment to financial accessibility. This level of financial support is estimated to result in an average total discount rate of just over 41% (institutionally-funded aid as a percentage of tuition revenues) that honors financial aid commitments to continuing students and positions the university to achieve net tuition revenue targets for first-time-in-college students. The actual discount rate may vary within the framework of achieving net tuition revenue goals and based on actual enrollment results.

Over
90%
of Puget Sound students
receive some form
of financial aid

Gifts, Endowment and Other Revenues

Unrestricted donor gifts and government grants represent 4% of the overall educational and general budget and are projected to decrease by 5%, to \$3,988,000, in 2018-19. Most of this decrease is from a loss of federal funding associated with the Federal Perkins Loan Program that Congress allowed to end in 2017. Within this total is the Puget Sound Fund budget of \$3,196,000, reflecting a 2% decrease from the current budget and a 6% increase over projected actual for the current year.

Endowment distributions and other investment income supporting the unrestricted educational and general budget represent 5% of the total budget. Endowment distributions are influenced by new gifts to the endowment, investment returns over time, donor use restrictions, and the endowment spending policy established by the Board of Trustees. In addition to providing financial aid for students, endowment distributions are estimated to provide general support for university operations in the amount of \$4,914,000 in

2018-19, a 3.3% increase above the 2017-18 budget. In addition, the Board of Trustees approved \$184,000 in funding from quasi-endowment earnings to support fundraising activities in-between capital campaigns. Budgeted interest earned on operating cash is estimated to increase from \$320,000 to \$435,000, largely the result of the Federal Reserve raising the target federal funds rate.

Auxiliary operations (dining and conference services, housing, and bookstore) are projected to contribute \$3,616,000 to the educational and general budget for its share of institutional costs totals, which amounts to 4% of the overall educational and general budget.

All other revenues account for 2% of the educational and general operating budget.

EXPENSES

In the aggregate, total expenditures in support of educational and general operations are budgeted to decrease \$3,200,000, or about 3.2%, to \$97,592,000 in alignment with revenue projections. The BTF commends departments on measures taken to manage costs, secure savings where possible, and their commitment to targeted expense reductions. Ongoing efforts to reduce and manage costs responsibly 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 and committed faculty and staff. The university seeks to offer fair and competitive total compensation in the form of salaries and benefits. The budget proposal allocates 73%, or \$71,670,000, of its educational and general budget to compensation, the single largest expenditure for the university. Commensurate with the \$3,200,000, or 3.2%, decline in total revenue described earlier in this report, the proposed aggregate decrease in budgeted compensation, including salaries and benefits, is 2.6%, with details described below.

Fewer Positions: With lower student enrollment and an estimated decline in total revenue, it is necessary to reduce both faculty and staff positions to balance the 2018-19 budget. The recommended budget includes 15 fewer visiting faculty, resulting in fewer sabbatical replacements. Depending on actual enrollment results, the undergraduate student-to-faculty ratio is projected to move from 11.4:1 to an estimated 11.7:1. The budget recommendation also includes 11 fewer ongoing staff positions, largely through attrition, and fewer temporary staff. Cabinet members have worked with their teams to strategically identify staffing adjustments with reductions as follows: two in the Academic Division, six in the Finance and Administration Division, and three in other areas of the university.

Faculty and Staff Salaries and Wages: Consistent with the Faculty Compensation Philosophy, the university is working toward a goal of increasing faculty salaries over time to attain and sustain the 50th percentile (median) geographically adjusted salaries of a national 50-institution peer group. Faculty salary pool increases over the past four years have totaled 15.5% to support progress toward that goal.

Consistent with the staff Compensation Policy, the university seeks to offer fair and competitive compensation in the form of pay and benefits for a wide range of staff positions with markets ranging from local to regional to

national, depending on the position. Staff salary and wage pool increases over the past four years that have totaled 12.25% have helped maintain competitive compensation relative to peer institutions and other organizations that compete for staff talent.

The BTF is recommending an increase of .35% in the faculty salary pool to fund step and promotional increases anticipated by the faculty salary scale, the priority within the faculty compensation philosophy. The BTF was diligent in exploring scenarios that might allow for additional increases to faculty salaries and to staff salaries/wages in 2018-19, but was ultimately unable to do so in the context of reduced revenues and a balanced operating budget.

Though funding is not available for faculty scale increases or staff salary/wage increases due to projected declines in available revenues, the BTF recommends provision of faculty and staff compensation funds (salary and associated benefit costs) of \$329,000 for potential one-time payments to faculty and staff in fall 2018 should it be determined that net revenue targets will be achieved in fiscal 2018-19. If achieved, and with approval by President Crawford in the fall, specific distributions to faculty would be determined by the Academic Vice President in consultation with the Faculty Salary Committee and distributions to staff would be determined by the President in consultation with the Cabinet after considering a recommendation by Human Resources with input from the Staff Compensation Committee.

Faculty and Staff Fringe Benefits: The university-wide fringe benefit budget for 2018-19 reflects \$250,000 in savings, largely made possible by the 5% decrease in medical premiums for calendar year 2018, which was helpful to the BTF in presenting a balanced budget recommendation. The proposed benefit budget assumes 2019 medical premiums will increase 11%, consistent with general medical inflation. Actual medical premium rates for 2019 will not be known until open enrollment in fall 2018.

Student Wages: The recommended budget includes a \$28,000 increase in the educational and general student wage pool to comply with City of Tacoma and Washington State minimum wage requirements, which will continue to increase over the next three years from \$11.15 in 2017 to \$12.00 in January 2018 and \$13.50 by January 2020. Additional budget increases and/or adjustments in work awards (hours) will be necessary as the higher minimum wage requirements are implemented.

All Other Expenses

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



Following careful review and consideration of divisional budgets, applicable benchmarks and metrics, commitments made by president cabinet members and other leaders to reduce budgets, and specific requests for supplemental funding, the BTF's recommendation includes the following adjustments to non-compensation expense budgets for 2018-19:

- **The President and Board of Trustees** committed to reducing operating budgets by \$42,000
- **The Academic Division** committed to reducing operating budgets by \$106,000
- **The Finance and Administration Division** committed to reducing operating budgets by \$214,000
- **University Relations** committed to reducing operating budgets by \$50,000
- **Student Affairs** committed to reducing operating budgets by \$29,000

- In response to a compelling proposal from **Students Affairs**, the BTF is recommending \$21,000 in support of student orientation leader stipends and \$9,000 for Digication Online e-Portfolio software to be used by students in a number of programs, including orientation and experiential learning initiatives

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 2017 as it developed its recommendations for the 2018-19 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 eight years from FY 2010-11 to FY 2017-18.

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
- Enrollment
- University Relations
- Communications
- Finance and Administration

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

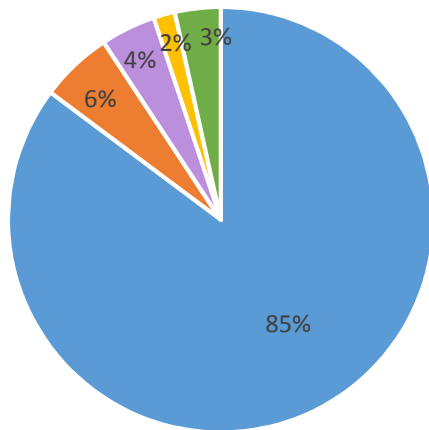
Also included is an overview of university-wide compensation, Puget Sound's single largest expense.

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

17-18 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 38.7%, or \$40,798,000;
Expense Budget is on Page 2

2017-18 Revenue Budget - \$100,797,000



- Net Tuition & Fees: \$85,890,000
- Investment Income: \$5,548,000
- Gifts & Grants: \$4,215,000
- Other Revenue: \$1,634,000
- Overhead Contribution from Auxiliary: \$3,510,000

Key Benchmarks:

- 2017-18 Tuition rate: Puget Sound \$47,840; National Peer average \$48,390; NW5 Peer average \$49,940
- Percentage of freshmen with no financial need:
 - 2016-17 (Fall 2016): Target 47%; Actual: 43%
 - 2017-18 (Fall 2017): Target 50%; Est. 39%
- Graduation rates (most recent available):
 - 4-year rate for cohort entering Fall 2014: Target 75%; Projection 68%
 - 5-year rate for cohort entering Fall 2014: Target 80%; Projection 75%

Key Metrics:

2017-18:	Budget	Estimate
# of Students (Tuition-Paying):		
Total enrollment FTE	2645	2549
Fall freshman class size	670	593*
Undergraduate FTE	2438	2346
Graduate FTE	207	203
Fall Freshman discount rate	43.0%	46.2%
		*591 FTE

Key Revenue Drivers:

- Changes in net tuition, Puget Sound’s primary revenue source, is impacted by:
 - Overall economic conditions
 - Demand for a Puget Sound education
 - Competition
 - Student and family ability and willingness to pay
 - Meeting student enrollment, retention, and graduation rate 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

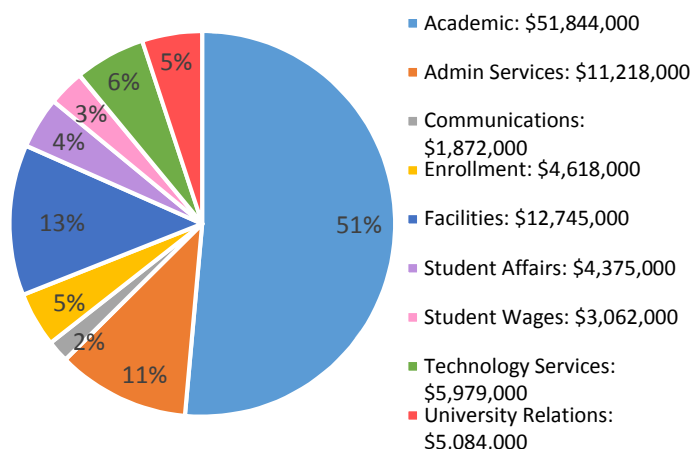
Revenue Budget Changes over Past 8 Years:

- E&G Budget increased \$22.6 million (26% total increase compared to cumulative CPI of 13.5-15.1%):
- Tuition rate (sticker price) increased an average of 3.8% per year or 30.6% total
 - Financial aid to students (that is not gift or endowment funded) increased an average of 7% per year or 57% total
 - Revenue budget changes compared to cumulative inflation of 13.5% (national) and 15.1% (regional):
 - Net tuition revenue increased 26.6%
 - PS Fund gift revenue increased 37.8%
 - Federal and WA state funding for student work study decreased 16.8%
 - Investment income increased 11% (endowment returns and additions by Board to quasi-endowment partially offset by persistent, low short-term interest rates)
 - Other revenue sources have been relatively flat

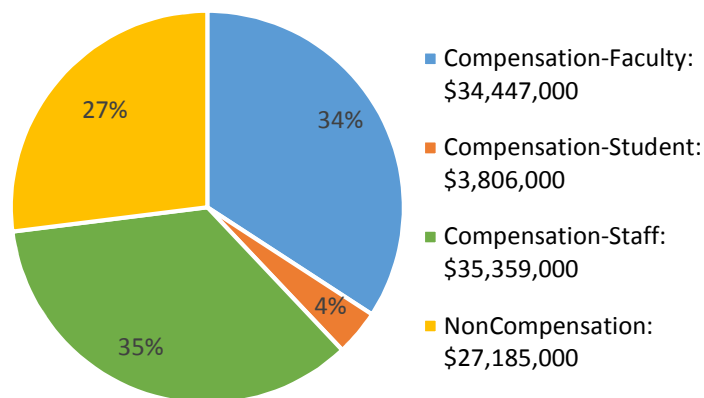
17-18 Budget Overview for Puget Sound E&G Operations (Continued)

Expense (Cost Components):

2017-18 Expense Budget - \$100,797,000



2017-18 Expense Budget - \$100,797,000



Key Cost Drivers:

- Mission requires highly educated work force; labor-intensive process for holistic student development
- Quality expectations— small class sizes, low faculty-to-student ratio, excellent teaching, services to support student success, experiential learning and career guidance, excellent facilities, strong student outcomes
- Higher discount rate helps recruit the class, but results in less money for programs 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 (2016 IPEDS): 261
 - Full-time, tenure-line: 182
 - Full-time, non-tenure-line: 60
 - Part-time adjunct: 16
 - Associate dean: 3
- E&G Staff FTE (Budget): 377.98
 - Academic: 111.46
 - Admin Services: 60.8
 - Communications: 13
 - Enrollment: 33.5
 - Facilities: 55.42
 - Student Affairs: 34.8
 - Technology Services: 34.5
 - University Relations: 34.5
- E&G Student Staff FTE (Estimate): 107.2

Key Benchmarks and Metrics:

- Budget Results: consistently balanced budget over many decades, in good and bad economic times
- Level of Spending: national peer average E&G expenditure per student \$40,049, Puget Sound \$40,013 (2015-16 most recent peer data available)
- Allocation of Resources: focus on mission-critical and strategic areas with targeted investments, cuts, and redeployment over several years
- % allocated to student programs and services (vs. general): national peers 82%; Puget Sound 83.2%
- Student to Faculty Ratio: national peer average 10:1, Puget Sound 11:1 (Fall 2016 most recent available)
- Student to Staff Ratio: national peer average 5.2:1, Puget Sound 6.2:1 (Fall 2016 most recent available)

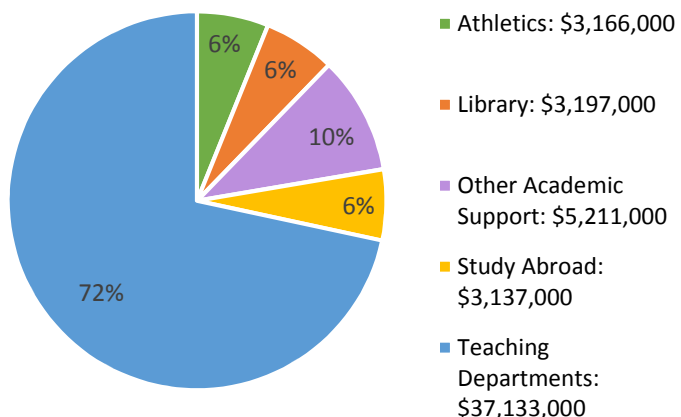
Expense Budget Changes Over Past 8 Years:

- E&G Budget increased \$22.6 million (26% compared to cumulative inflation of 13.5-15.1%):
- Compensation (see also compensation budget overview report):
- Total faculty, staff, student staff salary/wage and benefit budget increase \$17.9 million or 32% (4% annual average; 79% of total E&G budget increase)
 - 8-year total pool increases compared to cumulative inflation of 13.5% (national) and 15.1% (regional):
 - Faculty salary pool increased: 25.1%
 - Staff salary pool increased: 20.3%
 - Student staff salary pool increased: 20.8%
 - Benefit pool increased: 37.6%
 - Faculty budget reduced by 13 visiting/sabbatical replacement positions; 1 clinical faculty added for new DrOT program
 - Eliminated 15.2 staff positions and strategically added 30.68, for a net 15.48 FTE increase
- Non-Compensation – see individual E&G area reports

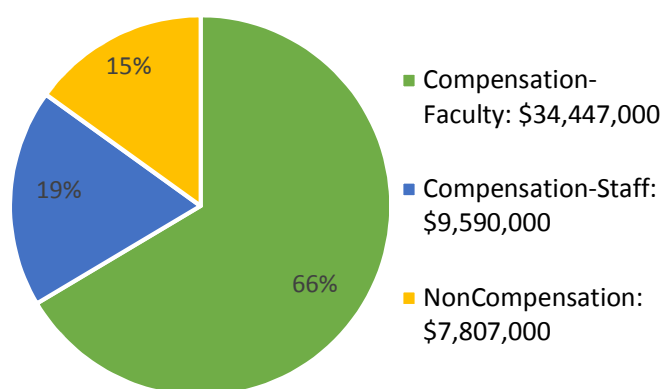
17-18 Budget Overview for Academic Division

Cost Components:

2017-18 Expense Budget - \$51,844,000



2017-18 Expense Budget - \$51,844,000



Key Cost Drivers:

- Competitive compensation to attract & retain faculty and staff
- Innovations to enhance the educational experience (including experiential learning, academic residential programs, African American Studies major, Bioethics, Education Studies, Environmental Policy & Decision Making major, KNOW, Latina/o Studies)
- Demand for academic student support
- Inflation in travel (faculty, ensembles, teams)
- Equipment replacement and currency (start-up, science instrumentation, music instruments, athletics)
- Increased numbers of science students
- Increasingly complex regulatory environment (ACA, ADA, HIPAA, Title IX,...)

Number of Employees:

- Faculty FTE (from Fall 2016 IPEDS data): 261
 - Full-time, tenure-line: 182
 - Full-time, non-tenure-line: 60
 - Part-time adjunct: 16
 - Associate dean: 3
- Staff FTE: 111.46
 - Athletics : 21.06
 - Library: 19.89
 - Other Academic Support: 39.08
 - Teaching Departments: 31.43
- Student Staff FTE (est.): 59

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: 10:1, NW5C: 10:1
- **Faculty salaries:** Puget Sound/Nat’l peers/NW5C
Professor: \$111,086/ \$112,384/ \$120,555
Associate: \$83,898/ \$82,865/ \$85,066
Assistant: \$71,498/ \$69,623/ \$70,166
- **Faculty Profile:**
60% tenured, among all FT faculty (NW5C 54%)
75% tenure-line, among full-time faculty (NW5C 77%)
83% full-time (NW5C 72%; range 44%-96%)
- **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)
23.0 student/academic staff ratio compared with Reed at 15.0, Whitman at 17.5, Occidental at 20.3 (2017 Whitman Staffing Survey)

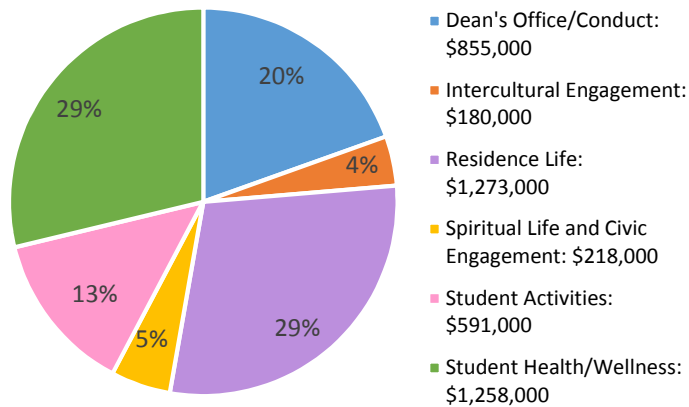
Budget Reductions and Increases Over Past 8 Years:

- Reductions:**
- 13 visiting faculty/sabbatical replacement FTE
 - 1.52 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
 - 13.25 staff FTE: Academic Support +7.8; Athletics +2.95; Teaching Depts +2.5
 - 8-year total pool increases compared to cumulative inflation of 13.5% (national) and 15.1% (regional):
 - Faculty salary pool increased: 25.1%
 - Staff salary pool increased: 20.3%
 - Student staff salary pool increase: 20.8%
 - Benefit pool increased: 37.6%
- Non-Compensation:
- Study Abroad: \$207,000
 - Athletics: \$145,000 [\$74,000/year team fundraising]
 - Library acquisitions: \$41,000
 - Academic/teaching support: \$167,000

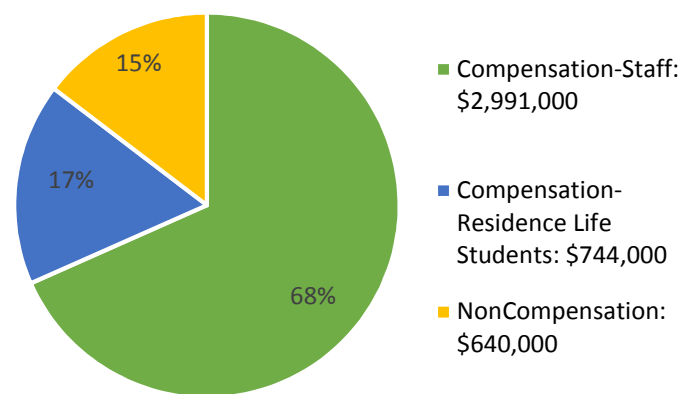
17-18 Budget Overview for Division of Student Affairs

Cost Components:

2017-18 Expense Budget - \$4,375,000



2017-18 Expense Budget - \$4,375,000



Key Cost Drivers:

- Growth in mental health service demand
- Programs and services to improve retention of students, including minoritized students
- Programs and services related to sexual violence prevention and response
- Activism accompanied by specific, unfunded demands
- Programs and services related to improving residential occupancy
- Decrease in revenue generating options

Number of Employees:

- Staff Full-Time Equivalent (FTE): 34.8
 - Dean's Office/Conduct: 6.8
 - Intercultural Engagement: 2
 - Residence Life: 7
 - Spiritual Life & Civic Engagement: 2
 - Student Activities: 4
 - Student Health/Wellness: 13
- Contracted: Physician, Psychiatrist, Dietician
- Student Staff FTE (est.): 13.2

Key Benchmarks and Metrics:

Comparable Institutional Size Staffing Comparison

- 18 school comparison
- Average enrollment size: 2136
- Average divisional staffing size: 40.5 FTE
- Puget Sound divisional size: 34.8 FTE
- Student/staff ratio for peer group: 56 to 1
- Puget Sound student/staff ratio: 71.6 to 1

Peer Institution Staffing Comparison

- 20 school comparison
- Average enrollment size: 1966
- Average divisional staffing size: 37.6 FTE
- Puget Sound divisional size: 34.8 FTE
- Student/staff ratio for peer group: 56 to 1
- Puget Sound student/staff ratio: 71.6 to 1

Budget Reductions and Increases Over Past 8 Years:

Reductions:

- Budget-relieving student medical fee increase: \$70,000
- Dean of Students and Residence Life: \$12,000
- -.85 SSSJ staff FTE

Increases:

Compensation:

- +3.14 CHWS staff FTE for student health/safety
- +1.12 ResLife staff FTE to improve housing occupancy and programming
- 8-year total pool increases compared to cumulative inflation of 13.5% (national) and 15.1% (regional):
 - Staff salary pool increase: 20.3%
 - Student staff salary pool increase: 20.8%
 - Benefit pool increase: 37.6%

NonCompensation:

- Residential Life program funded by housing revenue (student leader room & board inflationary increases; new Thomas Hall leaders & programming): \$237,000
- CHWS (consulting physician; accreditation; medical record system reporting): \$35,000
- Sexual assault prevention: \$5,000
- Social justice programming: \$20,000
- Conduct office software: \$8,000
- Orientation, multicultural services, alternative fall/spring break, staff professional development: \$27,000

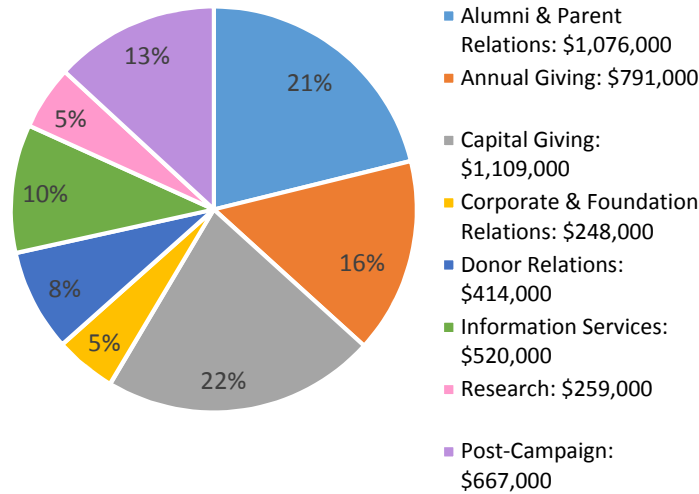
17-18 Budget Overview for Enrollment Division

17-18 Budget Overview for Enrollment Division																																					
Cost Components:																																					
<p style="text-align: center;">2017-18 Expense Budget - \$4,618,000</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;">■ Student Recruitment:</td> <td style="text-align: right;">\$3,533,000</td> </tr> <tr> <td style="text-align: center;">■ Student Financial Services:</td> <td style="text-align: right;">\$1,085,000</td> </tr> </table>	■ Student Recruitment:	\$3,533,000	■ Student Financial Services:	\$1,085,000	<p style="text-align: center;">2017-18 Expense Budget - \$4,618,000</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;">■ Compensation-Staff:</td> <td style="text-align: right;">\$2,981,000</td> </tr> <tr> <td style="text-align: center;">■ NonCompensation:</td> <td style="text-align: right;">\$1,637,000</td> </tr> </table>	■ Compensation-Staff:	\$2,981,000	■ NonCompensation:	\$1,637,000																												
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Key Cost Drivers:	Number of Employees:																																				
<ul style="list-style-type: none"> Competitive compensation to attract & retain staff Communications expansion (social media, digital marketing, 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) 	<ul style="list-style-type: none"> Staff Full-Time Equivalent (FTE): 33.50 <ul style="list-style-type: none"> Student Recruitment: 21.5 Student Financial Services (SFS): 12 Student Staff FTE (est.): 5.5 																																				
Key Benchmarks and Metrics:	Budget Reductions and Increases Over Past 8 Years:																																				
<ul style="list-style-type: none"> First-Year Class Size: <table style="margin-left: 20px;"> <tr><td>2017</td><td>593 (670 Goal)</td></tr> <tr><td>2016</td><td>674 (669 Goal)</td></tr> <tr><td>2015</td><td>652 (664 Goal)</td></tr> </table> First-Year Discount Rate: <table style="margin-left: 20px;"> <tr><td>2017</td><td>46.21% (Goal 43%)</td></tr> <tr><td>2016</td><td>43.23% (Goal 41%)</td></tr> <tr><td>2015</td><td>40.44% (40% Goal)</td></tr> </table> % First-Year No Need: <table style="margin-left: 20px;"> <tr><td>2017 Est.</td><td>39% (50% Goal)</td></tr> <tr><td>2016</td><td>43% (47% Goal)</td></tr> <tr><td>2015</td><td>45.5% (43% Goal)</td></tr> </table> First-Year Retention: <table style="margin-left: 20px;"> <tr><td>2017</td><td>TBD (90% Goal)</td></tr> <tr><td>2016</td><td>85.9% (89% Goal)</td></tr> <tr><td>2015</td><td>85.7% (88% Goal)</td></tr> </table> First-Year Net Tuition: <table style="margin-left: 20px;"> <tr><td>2017</td><td>\$15.2M (\$18.3M Goal)</td></tr> <tr><td>2016</td><td>\$17.7M (\$18.3M Goal)</td></tr> <tr><td>2015</td><td>\$17.3M (\$17.8M Goal)</td></tr> </table> Per Student Cost: <table style="margin-left: 20px;"> <tr><td>2017</td><td>\$2557</td></tr> <tr><td>2016</td><td>\$2135</td></tr> <tr><td>2015</td><td>\$2176</td></tr> </table> 	2017	593 (670 Goal)	2016	674 (669 Goal)	2015	652 (664 Goal)	2017	46.21% (Goal 43%)	2016	43.23% (Goal 41%)	2015	40.44% (40% Goal)	2017 Est.	39% (50% Goal)	2016	43% (47% Goal)	2015	45.5% (43% Goal)	2017	TBD (90% Goal)	2016	85.9% (89% Goal)	2015	85.7% (88% Goal)	2017	\$15.2M (\$18.3M Goal)	2016	\$17.7M (\$18.3M Goal)	2015	\$17.3M (\$17.8M Goal)	2017	\$2557	2016	\$2135	2015	\$2176	<p>Reductions:</p> <ul style="list-style-type: none"> 1 staff FTE reduction in Student Financial Services PeopleSoft replaced financial aid software: \$7,000 <p>Increases:</p> <p><u>Compensation:</u></p> <ul style="list-style-type: none"> 1.17 staff FTE added for student recruitment 8-year total pool increases compared to cumulative inflation of 13.5% (national) and 15.1% (regional): <ul style="list-style-type: none"> Staff salary pool increased: 20.3% Student staff salary pool increased: 20.8% Benefit pool increased: 37.6% <p><u>Non-Compensation:</u></p> <ul style="list-style-type: none"> Ongoing funding for student recruitment consulting, programs, travel, and technology to further strategic initiatives: \$386,000
2017	593 (670 Goal)																																				
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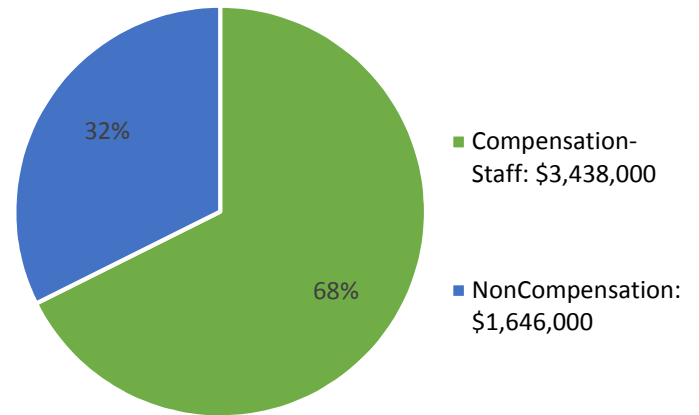
17-18 Budget Overview for University Relations Division

Cost Components:

2017-18 Expense Budget - \$5,084,000



2017-18 Expense Budget - \$5,084,000



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): 34.5
 - Alumni & Parent Relations: 6
 - Annual Giving: 7
 - Capital Giving: 7
 - Corp/Foundation Relations: 2
 - Donor Relations: 3
 - Information Services: 5.5
 - Research: 2
 - VP OUR: 2
- Student Staff FTE (est.): 7.8

Key Benchmarks and Metrics:

- Cash-in total: \$14,415,197 FY 17 (10 yr rolling ave)
\$9,273,234 FY 07 (10 yr rolling ave)
(+55%; +32% inflation adjusted)
- Commit total: \$14,544,443 FY 17 (10 yr rolling ave)
\$10,459,090 FY 07 (10 yr rolling ave)
(+39%; +18% inflation adjusted)
- PSF total: \$2,843,503 FY 17 (fiscal year total)
\$1,795,232 FY 07 (fiscal year total)
(+58%; +35% inflation adjusted)
- Alumni donor count: -10% (over 10 years)
- Cost per dollar raised: 25 cents (10 year average)
(Education standard is 15 to 25 cents per dollar raised)

Budget Reductions and Increases Over Past 8 Years:

Increases:

Compensation:

- 8-year total pool increases compared to cumulative inflation of 13.5% (national) and 15.1% (regional):
 - Staff salary pool increased: 20.8%
 - Student staff salary pool increased: 20.8%
 - Benefit pool increased: 37.6%

Non-Compensation:

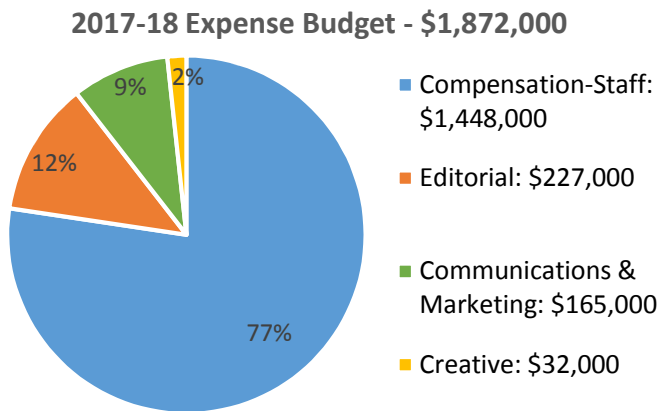
- Sustain successful fundraising: \$76,000
- Backup Commencement venue (Fieldhouse): \$30,000

Funded by source other than operating budget:

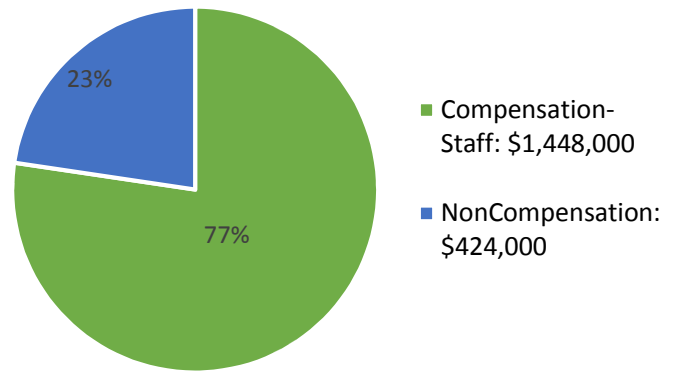
- Campaign 06-07 thru 15-16 (actual): \$2.6 million
- Post-campaign 15-16 thru 19-20 (est.): \$1.2 million

17-18 Budget Overview for Office of Communications

Cost Components:



2017-18 Expense Budget - \$1,872,000



Key Cost Drivers:

- **Staffing.** Save costs by doing work in-house, especially design, web, photography. Requires recruitment of talented staff and ongoing training.
- **Technology.** Cost driver and saver. Investments required in equipment/software, especially for graphic, video, web design. Web costs in particular have been rising.
- **Postage.** Arches and President's Annual Report quantities and postage increase annually. As of Oct. 17 each issue distributed to 44,975 domestic (43,978 in 2016; 43,442 in 2015); 408 foreign (405 in 2016; 395 in 2015); and 100 campus addresses (90 in 2016; 80 in 2015). An additional 600 are distributed on campus each quarter.
- **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): 13
 - VP for Communications and Chief of Staff: 1
 - Marketing and Communications: 4
 - Creative: 4
 - Editorial: 4
 - Student Staff FTE (est.): 0.4
- Communications FTE at NW peers (minus public events):
- Lewis & Clark: 13 (+ magazine designed out of house)
 - Reed: 11
 - Whitman: 16 (+ Class Notes editor)
 - Willamette: 9 (+6 on magazine)

Key Benchmarks and Metrics:

- 2015 magazine cost per person per issue: Willamette \$1.88, L/C \$1.39, Puget Sound \$1.25. Puget Sound, Reed, and Whitman publish quarterly; Lewis & Clark and Willamette 3/x per year. In 2016 Arches reduced to \$1.19 per issue (not including compensation); will be rebid summer 2018.
- Media measurement: FY17: Steady increase in trade coverage over past 5 yrs; 747 major media placements (304 local, 180 regional, 198 national, 23 intl, 42 trade). FY15 mass pitch-to-story average 60% (up from 35% in FY13); direct pitch average 50% (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); engagement increases year over year: Q4FY16: FB fans 14,318; Instagram 5,542; Twitter 6,232 (total impressions FY17 953,523). FB Live events (new FY17) have a reach as high as more than 90,000 per event.

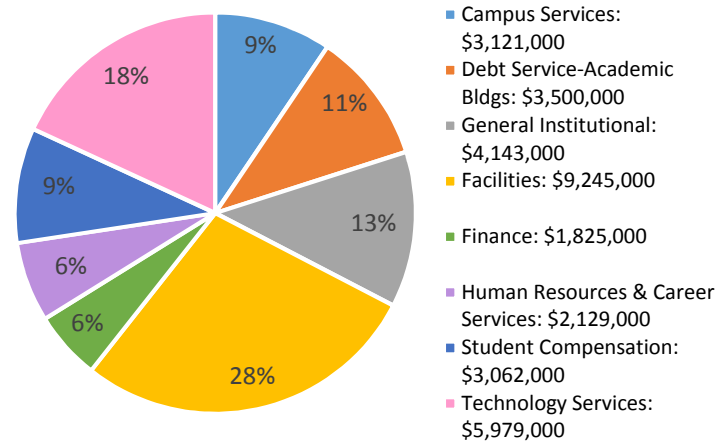
Budget Reductions and Increases Over Past 8 Years:

- Redeployed cost savings:**
- Director of Public Events FY17 retirement redeployed as new .5 FTE in music and 1.00 FTE in communications— public events budget split between music and communications, reducing overall communications budget; \$7,000 in FY16 for president's annual report redirected to development of online content; \$10,000 savings in online photo site hosting in FY15; \$3,000 media monitoring in FY16; \$8,500 Arches FY16; graphic design chargeback discontinued (budget neutral university-wide)
- Increases:**
- Compensation:
- 4.25 staff FTE: +2.0 Enrollment, OUR; +1.75 Creative, +.5 Production
 - 8-year total pool increases compared to cumulative inflation of 13.5% (national) and 15.1% (regional):
 - Staff salary pool increased: 20.3%
 - Student staff salary pool increased: 20.8%
 - Benefit pool increased: 37.6%
- Non-Compensation: Funding for web design: \$120,000

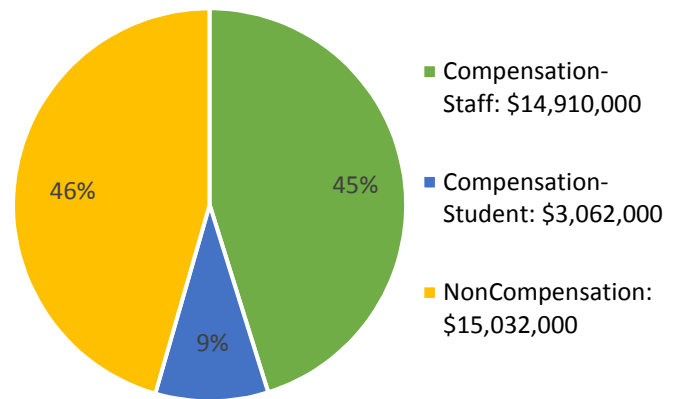
17-18 Budget Overview for Finance & Administration and General Institutional Within the Educational and General Budget

Cost Components:

2017-18 Expense Budget - \$33,004,000



2017-18 Expense Budget - \$33,004,000



Key Cost Drivers:

- Competitive compensation, including benefits, to attract and retain high performing staff, many in specialized fields in high demand
- Maintaining buildings, grounds & infrastructure; managing deferred maintenance; addressing changes in functional/programmatic space needs
- Providing secure and effective technology solutions, replacing costly hardware/software/networks, contractual increases supporting campus use of ever evolving technology
- Addressing campus health, safety and wellness
- Contractual and other inflationary cost increases
- Extensive and growing regulatory burdens

Number of Employees:

- Staff Full-Time Equivalent (FTE): 150.72
 - Campus Services: 21.55
 - Facilities (E&G only): 55.42
 - Finance: 15
 - Human Resources & CES: 17.25
 - President's Office/Board of Trustees: 5
 - Technology Services: 34.5
 - VP Finance & Administration Office: 2
- Student Staff FTE (est.): 21.3

Key Benchmarks and Metrics:

- Finance, admin and general expense (overhead) as % of Total Expense: Puget Sound 13.7%; Nat'l peers 15.1%
- Campus (Business) Services:
 - Campus safety: PS 17 FTE, NW urban 20 FTE; PS residents to security FTE = 96, NW urban = 77
 - Sustainability: STARS gold rating
 - Insurance: use consortium to acquire competitive pricing
- Facilities Services:
 - Facility Condition Index (def maint/repl val): PS=5.08%; APPA standard: good 0-5%; fair 5-10%; poor 10-30%; critical >30%
 - PS operating cost/sq ft=\$3.26, similar-size institutions=\$4.67
 - PS=80 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:
 - See compensation budget overview for applicable metrics
 - Projected staff turnover remains consistent at approximately 15%, below the all-industry regional turnover of 18%
 - CES: 93% of PS 2016 grads employed or in grad school 6 mos post-graduation vs. 89% in 2015 and 91% all private inst.; 1288 students attended CES programs vs. 1022 in 2015-16; 101 organizations recruited on campus for a 10% increase over previous year
- Technology Services
 - Central IT \$/ student, faculty, staff: PS \$1,945; NW peer average \$2,305; NW peer range = \$895 to \$3,147
 - PS IT staff/1000 student, faculty, staff =14; NW peer average = 15

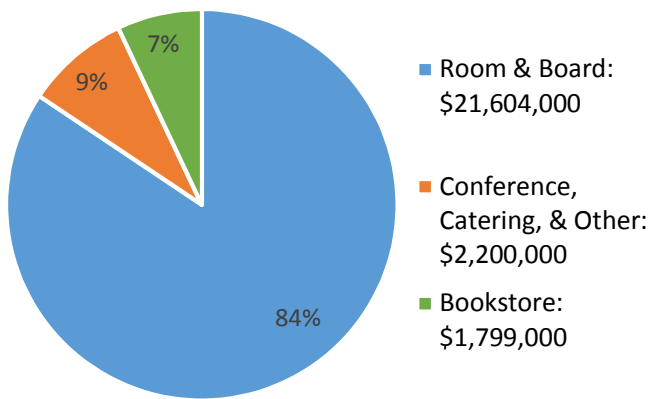
Budget Reductions and Increases Over Past 8 Years:

- Reductions:**
- 10.5 staff FTE reduction: Facilities-9.5; Mail Services-1
 - NonCompensation budgets: -\$445,000, including elimination of \$200,000 presidential discretionary budget
- Increases:**
- Compensation:
- 6.75 staff FTE added: Human Resources+.5; Security Services+6; Technology Services+.25
 - 8-year total pool increases compared to cumulative inflation of 11.5% (national) and 15.1% (regional):
 - Staff salary pool increase: 20.3%
 - Student staff salary pool increase: 20.8%
 - Benefit pool increase: 37.6%
- NonCompensation:
- Facilities maintenance and renovation: \$1,701,000
 - Debt service for academic buildings: \$338,000
 - Technology maintenance and replacement: \$386,000
 - Property and liability insurance increases: \$190,000
 - Governance, legal fees, and bank fees: \$154,000

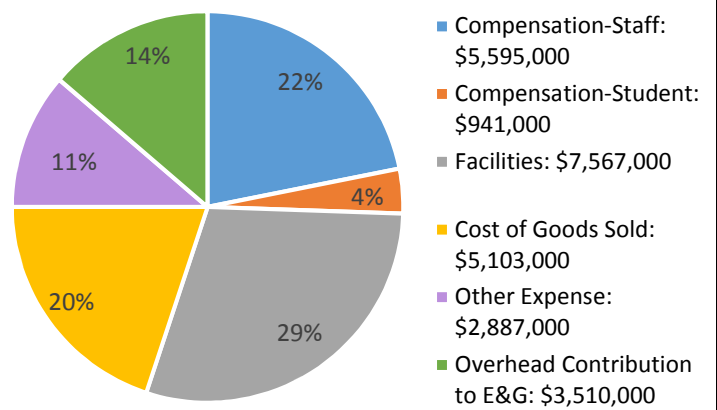
17-18 Budget Overview for Auxiliary Self-Supporting Operations Finance and Administration

Revenue and Cost Components:

2017-18 Revenue Budget - \$25,603,000



2017-18 Expense Budget - \$25,603,000



Key Cost Drivers:

- Maintaining student housing and Wheelock Student Center in good condition
- Residential amenities and services
- Dining food and labor costs
- Bookstore merchandise costs
- Competitive staff compensation
- City of Tacoma minimum wage requirements

Number of Employees:

- Staff Full-Time Equivalent (FTE): 95.14
- Dining, Conference, & Catering Services: 58.76
 - Facilities (auxiliary only): 26.58
 - Bookstore: 6.75
 - Admin/Student Services and Technology: 3.05
- Student Staff FTE (est.): 40
- *Includes Dining, Conference, Catering, Bookstore, and Facilities (Technology student staff are included in E&G)*

Key Benchmarks and Metrics:

- Room & board fees: PS \$12,120 vs. national peers \$12,657 and NW peers \$12,543
- Housing:
 - % of students living on campus: goal 70%; 16-17 actual 68.6%
 - Housing occupancy: PS goal 97%; 16-17 actual 93%; 17-18 projection 88%
- Dining:
 - More than 550 voluntary student meal plans
 - Food costs as a % of revenues decreased from 36% in 2011-12 to 32% in 2016-17. CHI partnership brought higher quality at lower cost
 - PS student staff compensation as a % of revenue 6.4% vs. 3.6% 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.

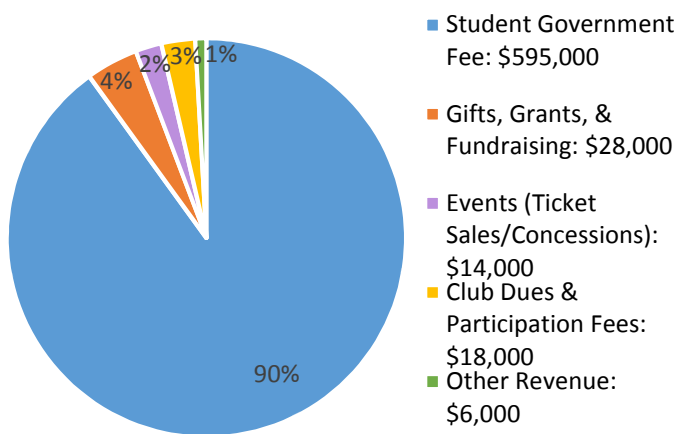
Budget Reductions and Increases Over Past 8 Years:

- Note: 2017-18 (current) Room & Board Rate \$12,120/year
- Standard Room \$6,620; Medium Meal Plan \$5,500
- Increases:**
- Student Room & Board Rates (Revenue):
- 2017-18: Room increase 2.48%; Board increase 3.00%
 2016-17: Room increase 2.50%; Board increase 3.00%
 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 Thomas 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 8-year total pool increases compared to cumulative inflation of 13.5% (national) and 15.1% (regional):
- Staff salary pool increase: 20.3%
 - Student staff salary pool increase: 20.8%
 - Benefit pool increase: 37.6%
- NonCompensation:
- Facilities maintenance and renovation: \$2,128,000
 - Debt Service, including Thomas Hall: \$695,000
 - Other expenses, including food and bookstore merchandise, relating to increases in revenues (inflation and volume): \$1,043,000

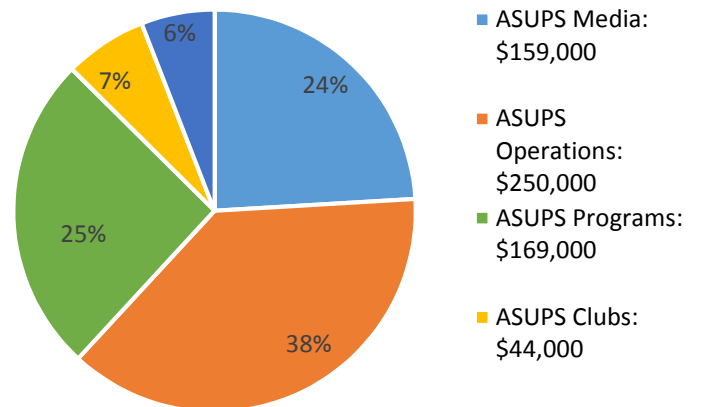
17-18 Budget Overview for Associated Students of Puget Sound

Revenue and Cost Components:

2017-18 Revenue Budget - \$661,000



2017-18 Expense Budget - \$661,000



Key Cost Drivers:

- Total Number of Active ASUPS Clubs: 110
 - New Clubs (so far in 2017-18): 6
 - Total number of higher cost clubs (over \$1,000 from ASUPS): 18
 - Total number of club sports: 8
- Total Number of Medias: 7 (6 funded for 2017-18)
- Total ASUPS Initiatives: \$32,000
- ASUPS Student Leadership stipends: \$137,839
- Publication printing: \$35,630
- Regulatory Compliance Requirements
 - KUPS Copyright permission fee: \$2,600
 - Campus Films permission fee: \$20,000

Number of Employees:

- Staff Full-Time Equivalent (FTE): 1.3
- ASUPS Office Manager: 0.8
 - KUPS Advisor: 0.5
- Temporary (Trail Advisor, Club Sport Coaches): 7 people (fraction of an FTE)
- Student Staff (FTE est.): 1
- 7 work-study students (5 federal; 2 university)
 - 8 campus films ushers
- # of ASUPS Student Leaders:
- Officers: 2
 - Directors: 4
 - Media: 107 (including 6 Media Heads)
 - Programmers: 7

Key Benchmarks and Metrics:

<i>Student Government Fee Comparison</i>	<i>2017-18</i>
Puget Sound	\$250
Northwest Peers (4):	
Average	\$342
Lewis & Clark College	\$360
Reed College	\$300
Whitman College	\$390
Willamette University	\$318
National Peers (18):	
Average	\$324
Lowest (University of Portland)	\$190
Highest (Denison University)	\$470

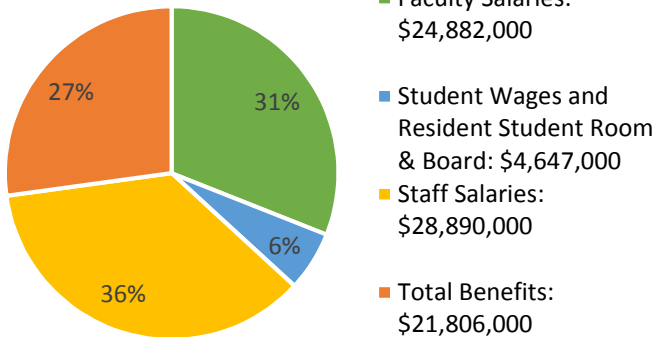
Budget Increases Over Past 8 Years:

- Student Government Fee (revenue)** – 8-year total increase per student \$55.00 (average annual increase 3.5%):
- 2010-11: no increase
 - 2011-12: \$15.00 or 7.7% increase
 - 2012-13: no increase
 - 2013-14: \$18.00 or 8.6% increase
 - 2014-15: no increase
 - 2015-16: \$8.00 or 3.5% increase
 - 2016-17: \$6.00 or 2.5% increase
 - 2017-18: \$8.00 or 3.3% increase
- Compensation** -- 8-year total pool increases compared to cumulative inflation of 13.5% (national) and 15.1% (regional):
- Staff salary pool increase: 20.3%
 - Student staff salary pool increase: 20.8%
 - Benefit pool increase: 37.6%

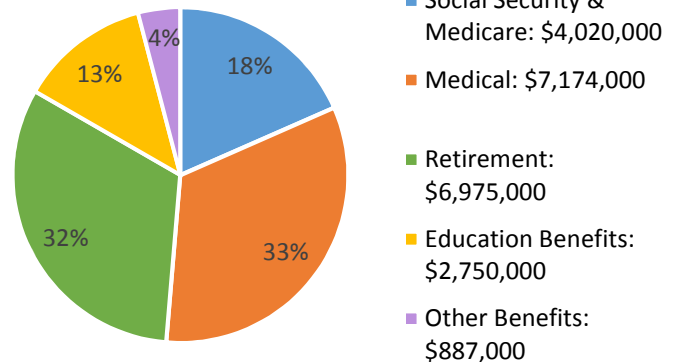
17-18 Budget Overview for Compensation at Puget Sound (Educational & General, Auxiliary, ASUPS)

Cost Components:

2017-18 Compensation Budget - \$80,225,000



2017-18 Benefits Budget - \$21,806,000



Key Cost Drivers:

- Competitive compensation, including benefits, to attract and retain high performing staff, many in specialized fields in high demand
- Increased utilization of Health Reimbursement Arrangement (HRA)
- Claims experience (medical, workers' compensation, unemployment)
- Healthcare industry inflation (medical cost trends)
- Regulatory compliance and risk management
- Tuition rate increases (education benefits)

Number of Employees:

- Faculty Full-Time Equivalent (FTE) - 2016 IPEDS: 261
- Full-time, tenure-line: 182
 - Full-time, non-tenure-line: 60
 - Part-time, adjunct: 16
 - Associate dean: 3
- Staff FTE (budget): 474.42
- E&G 377.98, Auxiliary 95.14, ASUPS 1.3
- Student Staff FTE (est.): 148.2
- E&G 107.2, Auxiliary 40, ASUPS 1
 - 45% of undergraduates are employed on campus

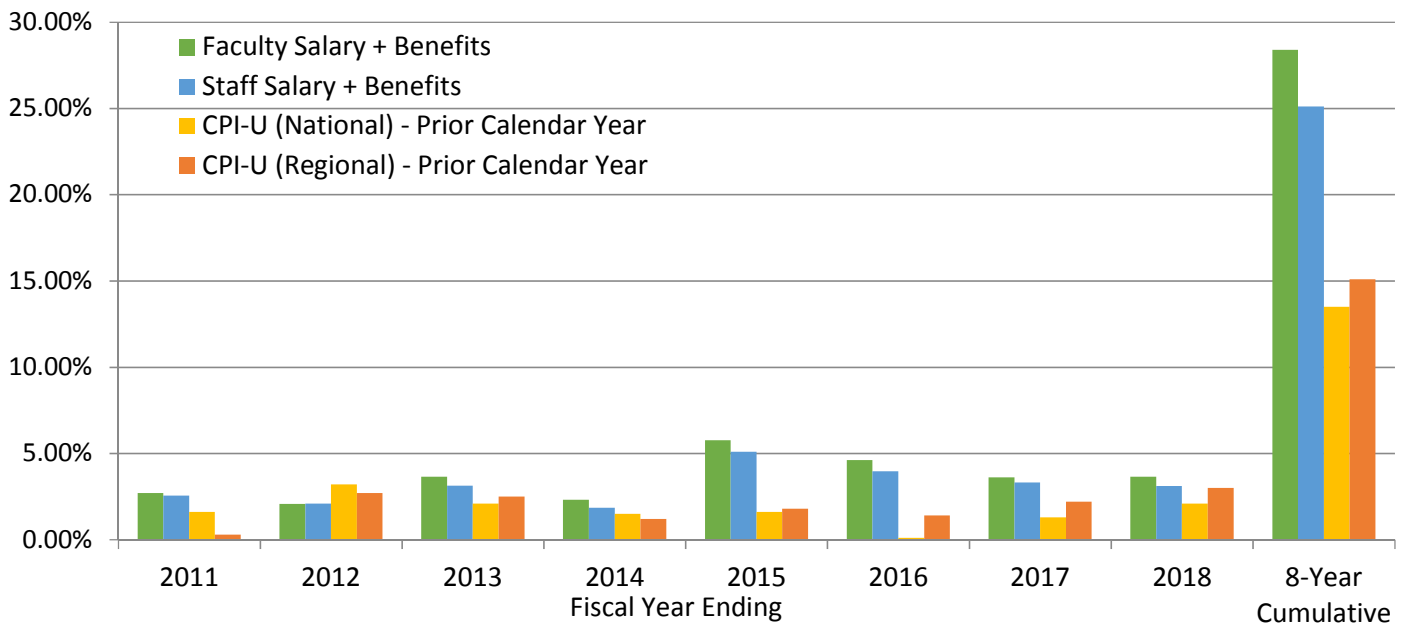
Key Benchmarks and Metrics:

- Per CUPA and Milliman surveys, staff positions (on average) are paid ~100% of geographically adjusted median of higher education private independent and national peers and at ~88% of general industry market medians for our region (plus PS strong benefit package) for positions not specific to higher ed
- Per AAUPA data, professors are paid at 97.6% of the geographically-adjusted 50-institution peer group median; associates at 94.9%; and assistants at 98.3%.
- Increases to faculty and staff compensation pools (salary + benefits) have outpaced regional and national CPI increases over past 8 years – See chart on next page
- With low unemployment rates, market competition continues to increase; Puget Sound is experiencing greater challenges in attracting strong, qualified applicants for some roles. Projected staff turnover remains consistent at approximately 15%, below the all-industry regional turnover of 18%
- Puget Sound's 8-year average increase in medical premiums of 8.8% is below the recent industry average of approximately 11%

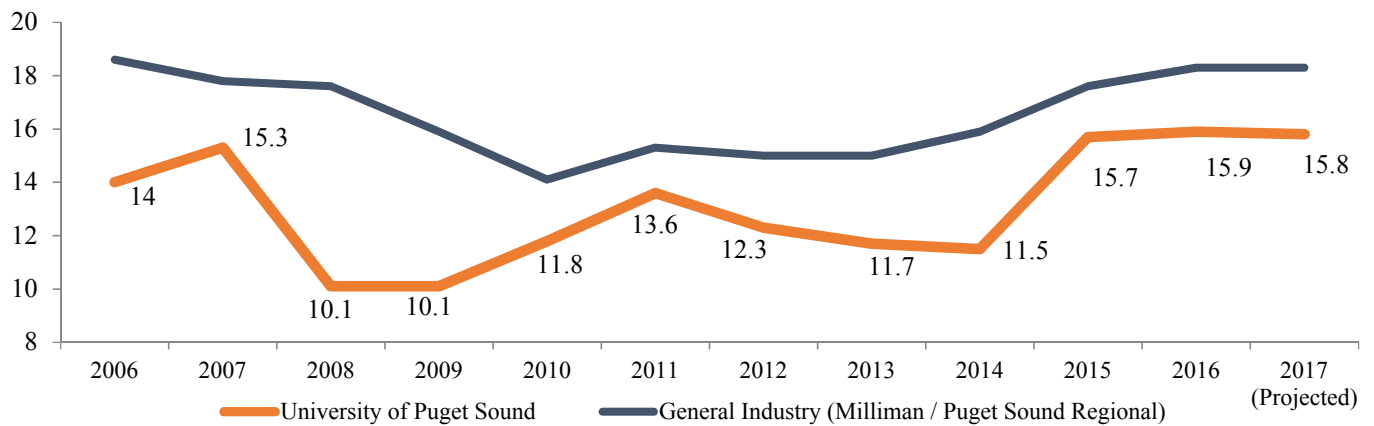
Budget Reductions & Increases Over Past 8 Years:

- Compensation budget reduced by 28 FTE:
- 13 faculty positions: visiting faculty/sabbatical replacement
 - 15.2 staff positions: Facilities -9.5; Library -1.52; Student Financial Services -1; Mail Services -1; Finance -1; Student Affairs (SSSJ) -.85; Trustees (General Institutional) -.33
- Compensation budget increased by \$18.4 million & 31.5 FTE:
- 1 clinical faculty position for new DrOT program
 - 30.68 staff positions: Academic Support+7.8; Security Services+6; Communications+4.25; Student Affairs-CHWS+3.14; Athletics+2.95; Teaching Depts+2.5; Student Recruitment+1.17; Student Affairs-Res Life+1.12; Procurement+1; Human Resources+.5; Technology Services+.25
 - 8-year pool increases compared to cumulative inflation of 13.5% (national) and 15.1% (regional):
 - Faculty salary pool increase: 25.1%
 - Staff salary pool increase: 20.3%
 - Student staff salary pool increase: 20.8%
 - Benefit pool increase: 37.6%

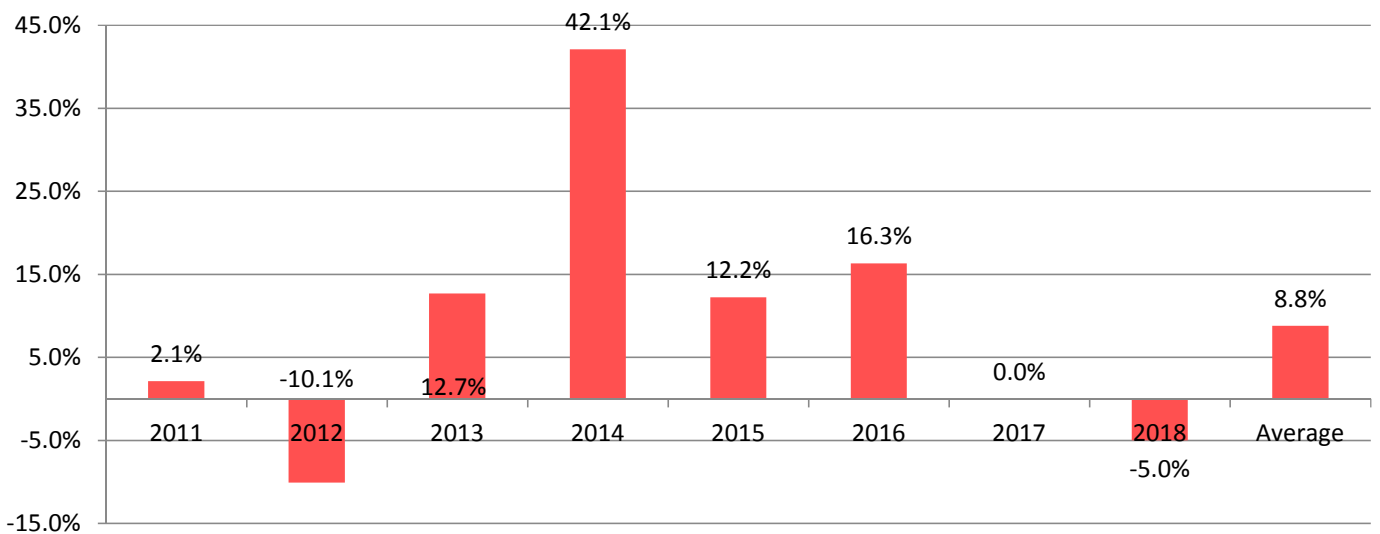
Increase in Faculty and Staff Compensation Pools (Salary + Benefits) Compared to Increase in CPI (Inflation)



Calendar Year Staff Turnover Compared to Puget Sound Regional Industry



Calendar Year Medical Plan Premium Increases



Collins Library – General Update – Fall 2017

Prepared for LMIS

Jane Carlin, Library Director

Table of Contents:

- Introduction
- Trends in Libraries
- Collins Library Budget
- User Feedback and Expectations
- Recent Highlights
- Future Considerations
- References

Introduction

This report is intended to provide a general update concerning trends associated with academic libraries, highlights of Collins programs and services, as well as address issues associated with the budget and future concerns.

Collins Memorial Library is committed to provision of excellent collections, quality service, engaging learning environments, and innovative instruction in support of the University's mission of teaching, learning, civic engagement and diversity. The Library staff embraces and supports the University's core values of self-expression, collegiality, courage, passion, diversity, leadership, stewardship and environment. In addition, we uphold the principles of the American Library Association's Code of Ethics, including the principles of intellectual freedom and the protection of library user's rights to privacy and confidentiality. As we evaluate services, collections and programs, we keep the following key concepts in mind:

- Efforts to integrate information literacy across the curriculum will continue.
- Collaboration with other University departments plays a vital role in our success.
- Collins Library is an active participant in the collaborative and shared initiatives of the Orbis Cascade Alliance. The University of Puget Sound has benefited from membership in the Orbis Cascade Alliance. Programs such as collaborative purchasing, licensing, and resource sharing have enhanced and increased access to resources.
- The successful library of the future consists of a careful balance between materials that are owned and those that are accessed. Providing access to quality electronic resources through a variety of methods continues to dominate collection development priorities.
- The library building remains an important gathering place for students and an emphasis on providing flexible individual and group learning spaces is critical.

- Continuous assessment of services, collections and user needs informs our practices so that we continue to use our fiscal and staff resources in the most efficient and effective manner.
- The library staff is flexible and poised to adapt to new work environments that result from changing trends in library information delivery, management and services.
- Library users prefer opportunities for customization of services, speed and convenience.
- Marketing and outreach efforts play an increasing role in improving our users understanding of library services and resources.
- The scholarly publishing environment will change more rapidly than in the past and will drive some changes in research methods, operations and collections.
- Budget will continue to be a major concern as we seek to balance rising costs with institutional and user expectations.

Trends in Libraries

In the opening line of the 2010 ACRL Value of Academic Libraries report, Oakleaf states, “Academic libraries have long enjoyed their status as the “heart of the university.” However, in recent decades, higher education environments have changed.” (Oakleaf, 2010 p.11) The pace of change has been escalating for years. In this great time of change libraries must communicate their value to the students served, and the institutions. Resources and services need to demonstrate a return on investment to continue. Externally libraries need to show their impact on users. At the center of this is **student learning and engagement**. (Oakleaf, 2010)

Demand Driven

An innovative and entrepreneurial approach to new services allows libraries the freedom to experiment with **demand driven services** (Jaggers, 2014). **Just-in-time collections** are replacing just-in-case purchasing (Allison, 2013). Finding out from users what they need and want is essential to this practice. Patron driven acquisitions of both physical and electronic content are a natural byproduct of information technology (Allison, 2013). This principle also flows into data collection and **institutional repository development**. Meier’s (2017) report describes this as **new approaches to overall collections** with an emphasis on digital.

Services and staff roles

Where libraries were once a repository of physical books, Allison (2013) proposes they are now a **service point for information**. Libraries are moving from being defined by collections to experiences, and from resources to educational impact (Oakleaf 2010). The cascade of technology and change lead to the need for new services and new staff roles. As technology increases and user needs change, reference librarians sometimes become **all-encompassing help desk** personnel (LeMaistre, Embry, Van Zandt & Bailey, 2012). **Data storage and curation** is another area that libraries are finding themselves providing services (Palmer, 2017).

Matthews (2014) further states **knowledge production and open publishing** are among new roles for libraries. A new staff role suggested by Palmer (2017) is that of Data Curator. While more research is being openly published online, Palmer states that the publishing bodies are looking to libraries to set the standards in data curation, storage, and discoverability.

Assessment

Thinking toward the future is the ability to practice curiosity, gaze openly, and engage in all possibilities (Matthews, 2014.). On the larger scale libraries need to assess library impact on student enrollment, retention, graduation (Oakleaf, 2010). For universities, Oakleaf (2010) suggests this comes down to an equation where library value = benefits/ cost. For other stakeholders, an **impact-focused, evidence-gathering process** is more meaningful. Both approaches require libraries to collect new and different data than traditionally produced. For example:

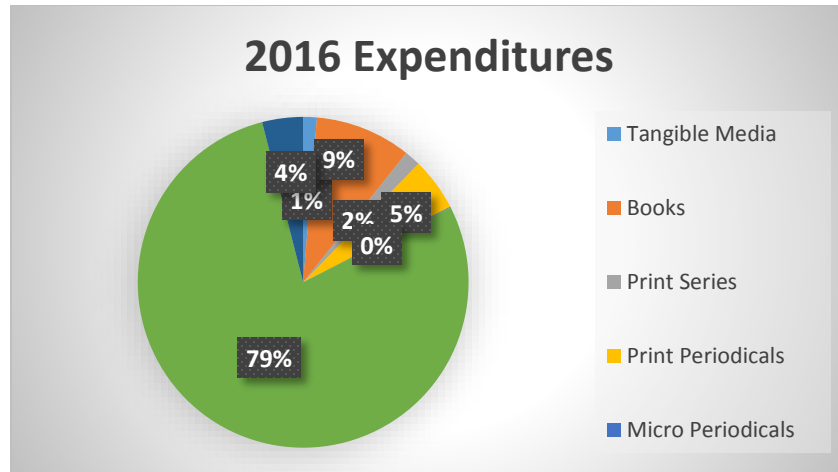
- systematic reviews of course content, readings, reserves, and assignments
- track the integration of library resources into the teaching and learning
- develop systems that will allow data collection on individual user library behavior
- participate in and influence higher education assessment initiatives

Collins Library Materials Budget

The Library's budget for purchasing of materials is dependent on two revenue streams: funding allocated through the Budget Task Force (BTF) and use of gift and endowment funds to supplement BTF allocations. The library's budget for learning materials as allocated by the Budget Task Force has remained constant since 2009. For this fiscal year, the BTF did allocate an inflationary increase to our library materials budget. However, this additional funding will not be part of the next year's library budget. Although the budget has remained flat, the costs of purchasing materials have increased due to inflation, the curriculum has expanded, and the nature of the materials we purchase has changed. **In 2009, 34% of our budget was spent on electronic materials, in 2016, it was 83%.**

Collins Memorial Library has some endowed accounts that distribute funds annually. Most of these accounts have memorandums of use that specify limited subject areas or restrict expenditure to certain types of materials. Of the funds available to us, only 4 funds might be used for ongoing subscriptions, and their annual distribution combined equals \$15,084. In the 2015/16 FY, we spent \$30,715 of endowed account disbursements on our learning materials.

We continue to face significant increases in journal costs while at the same time student and faculty expectations and academic needs, particularly in the sciences and social sciences continues to increase.



Purchase Type	% of 2009 budget	% of 2016 budget
One time purchases (controllable)	17%	14%
Ongoing (modest inflation)	11%	2%
Ongoing (5-10% inflation)	73%	83%

Journals/Periodicals

In 2015/16, the top five majors with the most students were in the social sciences or the medical sciences; areas that are heavily dependent on journal literature for their research needs. The average increase in the price of a journal increases 7% per year (10% in the medical sciences). The average price of a journal is \$1,408 (2015). For 2017, we have already identified 55 journals where the price increase is greater than predicted. The library reduces costs through negotiated subscriptions and tries to replace low use titles, but this alone does not allow us to offer student researchers the access they expect. We have to cancel journal titles and often have to divert a larger portion of our controllable budget (individual book/media purchasing) to journal subscriptions. In addition, it may be useful to know:

- We have several big periodicals packages brokered through the Alliance:
 - Sage \$68,982 (2017) 683 titles
 - Wiley \$80,747 (2017) 1379 titles
 - Springer \$83,322 (2017) 649 titles
 - Oxford \$32,808 (2017) 324 titles
 - American Chemical Society \$50,318 (52 titles)
- Average price for U.S. college books (2016, all subjects) \$74.76
- Average price for North American academic e-books 2015, all subjects) \$114.12
- Average price for U.S. periodicals (all subjects, 2017) \$1265.92 (6.1% increase over last year, 27.7% increase in the last 5 years)

- For 2018, we have been alerted to 53 individual periodical titles that are increasing above 7%. More will come, but the volume will slow down.

User Feedback and Expectations Associated with Collections:

In spring of 2016, Collins Library participated in a national survey called [LibQUAL+Lite](#) to measure perceptions of library service on campus. The goals of the survey were to:

- Foster a culture of excellence in providing library service
- Help the library better understand user perceptions of the quality of library services
- Collect and interpret library user feedback
- Respond positively to user needs and expectations

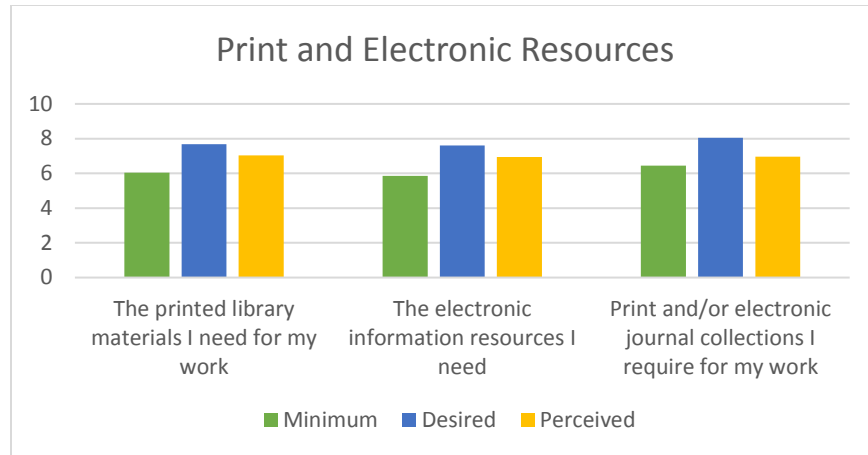
The Library received very positive feedback associated with user services, teaching, and reference services, as well as to recent improvements to the library space. For a full review of the results of the LibQual Survey, please visit our reporting page:

<http://research.pugetsound.edu/2016LibQual>.

In our [LibQual survey](#) conducted in 2016, *electronic access and collection depth continue to be areas where students and faculty indicate we are not meeting their expectations*. Managing expectations of our users is important as we are unable to provide the level of service that is desired. Data from the survey provides verification of this trend.

Our students use the Internet to conduct research. This open searching expands the universe of scholarly resources and therefore raises expectations for increased access. Users find citations to articles in many journals outside of our subscriptions, either through Google Scholar or through our subscription databases. We can examine turn away reports from resources we do not own but we are often unable to subscribe because we do not have the funds to pursue this course.

There were 759 respondents to survey questions about information control. Of the eight questions, three focused on print and electronic resources. The widest gap between perceived and desired level of service was in response to the question about print and/or electronic journal collections required for my work. **With a superiority mean of -1.09, it received the lowest rating of all questions in the entire survey.**



The quantitative data about journals is also reflected in the comments from students and faculty. There is an overwhelming desire to have online access to more journals, particularly in the sciences. Users also want resources at the point of need and don't like to wait to get them through Summit or interlibrary loan. While Summit and the Alliance provide a robust service for borrowing of books, journals lag behind. ILL is often time consuming and frustrating for the user. Faculty comments associated with journals are included below.



- Most of my difficulties come from the fact that I do research in a very specialized area in which there are not a lot of peer-reviewed sources. (P&G)
- I wish the psychology resources were more current in terms of books and classic resources. (Psychology)
- My only concern is getting access to certain scientific journal articles (I have to interlibrary loan many of them), and I would like to be able to use services like the Web of Science, but I understand the high cost of these services. (Biology)

- I use online journals for 95% of my research. I feel like we are doing as well as a school our size can do in this area. I feel that more often than not I am happily surprised to find the library has the book when I go looking for one. (Chemistry)
- The number of available journals is low (Chemistry)
- I wish we had more access to full text articles in the field. The ACS journals that we currently have access to provides a minimum level of accessibility, but it would be much better if we had a larger array for full text journals, e.g., through Science Direct. (Chemistry)
- I would like more streamlined website access for journal article searches. (Geology)
- My negative ratings are based on two main things that I think would improve the usefulness of the library to me and my students. 1) Have all of my course textbooks available on reserve (an older edition in fine). 2) Have Web of science for my research and my students' research. (Physics)
- The collections, obviously, are not as extensive as they might be at an R1 school, but Summit helps quite a bit with this problem. (English)
- The library has access to only about half of the journals I use regularly for my work. . It would be helpful if the electronic memberships were more inclusive (though I know they are costly). (English)
- There are a lot of materials/books that we don't own. Most of those that I and my students need have to be requested through some kind of interlibrary loan. I'd like to see the library make it a priority to maintain a strong print collection that has current materials. I'd also like to see more subscriptions to journals in my field or agreements so that those can be gotten relatively quickly from other institutions. (Philosophy)
- I wish the library had easier access to online electronic journal articles. (Religion)
- There are a few theatre journals I would like more complete/instant access to. (Theatre)

Collins Library: Recent Highlights

Fully Implemented Integrated Library System: Collins Memorial Library entered a new era of operation in 2014, with the launching of a next-generation Shared Integrated Library System (SILS). This platform, known as Alma / Primo, replaced a pre-existing stand-alone system that had been in use by the library for 20 years. The over three year implementation was complex. The successful launch of the new system which is shared across 39 other libraries was a milestone event that impacted all operations of the library as well as our users.

The launch was the result of many years of planning and library staff have continued to implement new processes and procedures associated with the system throughout the year. Think of this as a “PeopleSoft” implementation for libraries.

Digital Humanities: The Library has reorganized and appointed Peggy Burge as Coordinator of Teaching, Learning and Digital Humanities. We published an extensive DH LibGuide; organized a number of events including two NW5 Workshops on DH, as well as a number of faculty and staff conversations, including a Wednesday @ 4 session as well as worked with faculty colleagues on a number of highly collaborative projects such as [Now Mr. Lincoln](#).

Institutional Repository: [Sound Ideas](#), our institutional repository continues to grow in size and scope with addition of several electronic journals, historical records, as well as scholarship of faculty and students. Statistics, collected since 2011, show this is a valuable use: **6,942** Total Papers, **676,892** Total Downloads and **194,691** Downloads in the past year.

Archives & Special Collections: We now have a robust teaching and learning program, professional staff, and a beautiful new space that promotes use of our growing archival and special collection materials.

Collection Development: Despite the tensions resulting from the rising costs of library materials, we continue to enhance our collections; largely due to thoughtful management of endowment and gift funds. Some specific highlights from the last year include:

- *New York Times*: site license for the campus
- *Black Studies Center*: A fully cross-searchable gateway to Black Studies including scholarly essays, recent periodicals, historical newspaper articles, reference books, and much more. Including The Schomburg Studies on the Black Experience, Index to Black Periodicals Full Text, Black Literature Index, and the Chicago Defender historical newspaper from 1912-1975.
- *Archives of Sexuality & Gender*: LGBTQ History and Culture Since 1940: Primary source material that explores the many facets of LGBTQ history. Users will find page images of a mixture of activist groups’ organizational papers, flyers and pamphlets, NGO and Governmental reports, periodicals, newsletters, personal papers, legal documents and more.
- *African American Communist Pamphlets*: A unique collection of 54 African American Communist Party pamphlets.
- *Social Explorer*: A research tool designed to provide access to historical census data and demographic information. It creates maps and reports to help users visually analyze and understand demography and social change throughout history. This resource is particularly useful to the digital humanities.
- *Shereen LaPlantz Collection*: The more than 100 artists’ books, generously donated by Rochelle and Ken Monner of Tacoma, showcase the myriad of book structures developed by noted book artist LaPlantz throughout her career.

- *Sylvia Schar Ephemera*: A unique collection of 19th century bookmarks, notecards, postcards and paper dolls.
- *Women's Suffrage Collection*: A unique collection of postcards, photographs and pamphlets.
- *Artists' Books*: Establishment of a teaching collection of unique books reflecting local artists with a focus on social justice issues.
- *Student Life Collection*: Establishment of a collection of materials directly aimed at providing support associated with transition to college, financial literacy and social adjustment.
- Streaming Media: Addition of a number of new audio and media resources that address curricular needs: <http://research.pugetsound.edu/streamingmedia>
- *Zines*: We are purchasing zines that reflect social justice issues.

Teaching and Learning: The Library realigned staff responsibilities to address new areas such as Open Education Resources, Data Curation, Assessment, Teaching and Learning, Digital Humanities, and Discovery. The Library offers an activity credit course in collaboration with the Humanities Department: *Humanities 399, The Library as a Collaboratory* which supports digital and experiential learning project development associated with library initiatives.

Makerspace: The Library has stepped up to operationalize the Makerspace and to promote opportunities for engagement with staff, faculty and students.

Digital Scholarship: We recently completed a digital collection documenting our Theatre program which was funded through the Council of Independent Colleges and Artstor. As aforementioned, we also publish several electronic journals. Visit the Theatre Arts Image Collection: <http://research.pugetsound.edu/theatreimages>

Data Curation: We have partnered with the NW5 and developed workshops for the consortia and for students/faculty that focus on data curation and research management.

Outreach and Engagement: We continue to support programs, events and exhibits that enhance the Puget Sound experience and also support the curriculum. This semester we have hosted a number of events including the residency of artist Clarissa Sligh, whose work addresses social justice, as well as leading scholar Safiya Noble whose work focuses on the design of digital media platforms on the internet and their impact on society. In addition we have partnered with student organizations such as the LatinX student group to host displays and talks. A full listing of presentations can be found here: <http://blogs.pugetsound.edu/collinsunbound/events-at-collins-library-fall-2017/>

Future Considerations

Listed below are areas that will require thoughtful discussion and review as we navigate the reality of flat budgets and limited staff.

- **Budget:** The Library continues to thoughtfully manage the budget with review of our purchasing patterns, balancing immediate electronic full-text needs with the inter library loan service, and support and advocacy for new types of publishing and open access initiatives. However, as the University continues to support undergraduate research and faculty/student collaboration and with the growth in science and social science enrollment, the escalation of price increases will affect our ability to meet and to exceed user expectations. We will need to review costly ongoing journal subscriptions which will most probably result in some cancellations.
- **Open Education Resources:** Students voice concerns over the cost of textbooks. OER resources may be able to lower costs for students. The Library has promoted OER on campus as a way to promote expanded access at lower costs.
- **Knowledge Creation:** No longer is the library a static repository of information, but provides opportunity to create knowledge by publishing of electronic journals, digital collections and partnerships with faculty on digital humanities projects.
- **Librarians as Educators:** Librarians are educators and partner with faculty colleagues to increase integration of information, visual and media literacy throughout the curriculum. Now in this age of fake news and social media, there is evidence that critical evaluation of content is more important than ever before.
- **Access vs. Ownership:** We will continue to address the concept of Access vs. Ownership and what is the best fit for Puget Sound.
- **Makerspace:** The Makerspace is a new addition to Library services. How will we continue to support this effort? Issues of policy, ongoing funding and staffing still remain largely unaddressed.
- **Digital Preservation:** As more and more information is born digital this will impact the future of our archives and the legacy of the University. An infrastructure to support

digital preservation is necessary to assure future generations have access to materials of lasting and permanent value to our institution.

DRAFT

References:

Thanks are extended to colleagues from the Orbis Cascade Alliance that completed an environmental scan on libraries and higher education as part of the Alliance's strategic planning process.

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University of Puget Sound

COLLINS LIBRARY

By the Numbers

2016-17



*Within pugetsound.edu, the library home page is 2nd in visitors only to the university's main page.



LIBRARY VISITORS:

253,099

Busiest Month:
SEPTEMBER - 34,032



WEBSITE VIEWS:

52,548

Busiest Month:
SEPTEMBER - 6,348



SUBJECT &
COURSE GUIDES
VIEWS:

112,358



COLLINS
LIBRARY NEW
ACQUISITIONS:

8,341



CHECKOUTS:
38,057

SUMMIT:
LENDING: 5,587
BORROWING: 5,201

INTERLIBRARY
LOAN:
LENDING: 5,680
BORROWING: 2,638



REFERENCE
TRANSACTIONS: **1,276**

INSTRUCTION
SESSION
PARTICIPANTS: **4,794**

CLASSES
TAUGHT: **360**

DATABASE
SEARCHES: **817,662**

FULL-TEXT
ARTICLES
DOWNLOADED: **213,466**