



ACCREDITATION EVIDENCE

Title: Budget Reduction Recommendations Board of Trustees Special Meeting

Evidence Type: Corroborating

Date: 28 January 2021

WAN: 22-0511

Classification: Agenda

PII: No

Redacted: No





Agenda Item Details

Meeting	Jan 28, 2021 - Board of Trustees Special Meeting
Category	4. Recommended Action - New Business
Subject	A. Approval of Budget Reduction Recommendations - Dr. Kim Dale
Type	Action
Recommended Action	To approve the FY22 budget reduction recommendations as presented.

On September 10, 2020, Western's Board of Trustees declared a financial emergency due to a significant revenue shortfall caused by Wyoming's economic crisis. After eliminating and/or discontinuing 9 full-time positions and 1 part-time position for the FY20-21 and foregoing additional layoffs of occupied positions, Western projects a \$2.4 million deficit for its FY21-22 budget.

At a special Board meeting held on January 21, 2021, the President's Cabinet presented the Board with budget reduction recommendations to address this shortfall. Public comment was encouraged at that special meeting and employees were given the opportunity to speak after the Administration requested, and the Board approved, a temporary suspension of the policy that governs communications between the Board and College staff.

The President's Cabinet developed the recommendations through the use of two rubrics which were developed by teams with representatives from faculty and staff. The rubrics were used to score each program, department or area.

The President's Cabinet also utilized other considerations to inform decision-making, including but not limited to potential for consolidation with existing departments, employment status (initial or continuing contract), operating budget expenses, class fill rates, number of course offerings, additional use of adjunct faculty and enrollment trends. Employee performance was not a consideration.

Administration has provided supporting documentation on the budget reduction recommendations, including the populated Academic and Non-Academic program rubrics, enrollment reports and trends, department budgets, organizational charts and FY21-22 budget projections with proposed reductions.

Completion of student outcomes has been of paramount importance and plans are being finalized to ensure that these outcomes are not negatively impacted by the budget reductions. Advisors are already working closely with our students to ensure they have clear plans to complete their degree or certificate requirements.

There is no plan to discontinue cultural events on campus. Events such as guest speakers, colloquiums, art exhibits, and theatre productions will still be held.

The proposed reductions in math faculty would not eliminate opportunities for students to receive in-person assistance as the department will still have six full-time faculty members, one of whom will become the School Chair in May, maintaining teaching requirements.

The President's Cabinet is confident that these recommendations will position the college to continue to fulfill its mission through this economic crisis.

Recommendation:

To approve the FY22 budget reduction recommendations as presented.

[Western Budget Reduction Memo 1-21-21 FINAL.pdf \(287 KB\)](#)

[Academic Program Rubric.pdf \(200 KB\)](#)

[Program Viability Summary 9 17 2020 \(002\).pdf \(565 KB\)](#)

[Academic Rubric Scores.pdf \(91 KB\)](#)

[Transfer Graduation Retention Enrollment Data.pdf \(324 KB\)](#)

[Non-Academic Rubric.pdf \(168 KB\)](#)

[Non-Academic Rubric Scoring Criteria.pdf \(149 KB\)](#)

[Non Academic Rubric Scores.pdf \(2,782 KB\)](#)

[Admissions_Recruitment Budgets.pdf \(48 KB\)](#)

[GRC_Comm Ed Budgets.pdf \(93 KB\)](#)

[Math Budget.pdf \(40 KB\)](#)

[Theatre Budgets.pdf \(55 KB\)](#)

[Workforce Dev Budgets.pdf \(139 KB\)](#)

[Communication Fill Rates 5 Years.pdf \(18 KB\)](#)

[English Fill Rates 5 years.pdf \(18 KB\)](#)

[Math Fill Rates 5 years.pdf \(17 KB\)](#)

[Enrollment Report 8.27.20.pdf \(1,332 KB\)](#)

[Enrollment Report 1.22.21.pdf \(1,507 KB\)](#)

[Org Chart Pre-Budget Reduction_6 Schools.pdf \(224 KB\)](#)

[Org Chart Post-Budget Reduction_6 Schools \(003\).pdf \(184 KB\)](#)

[Budget Worksheet Presented 1.21.21.pdf \(80 KB\)](#)

[Budget Reduction Supporting Documentation.pdf \(9,106 KB\)](#)

JANUARY 21, 2021

MEMO TO: Western Wyoming Community College Board of Trustees

FROM: Kim Kuster Dale, Ph.D, College President

SUBJECT: FY 2021-22 Budget Reduction Recommendations

Overview and Background

In January 2020, Western's administration began to develop its tentative budget for fiscal year 2020-2021 (FY20-21). Due to a forecasted decline in revenue, most-notably due to a ten-year enrollment decline and a forecasted reduction in local appropriations (ad valorem taxes), a 10% across-the-board cut to all operating expenses was implemented, student fees were increased, and several positions were eliminated or discontinued. These positions included: a full-time housing coordinator (vacant), three welcome desk receptionists (one vacant, two occupied) and a community education specialist (vacant).

In June 2020, less than one month before Western's Board of Trustees was to adopt the FY20-21 budget, the Governor of the State of Wyoming announced a \$1.5 billion shortfall in State revenues. This shortfall was attributed to the collective financial impact from the COVID-19 pandemic and a steep decline in extraction-industry revenue. At that time, Governor Mark Gordon announced plans to implement Step 1, 2 and 3 state budget reductions. According to Governor Gordon, all State agencies were experiencing budget cuts that were "devastating, but necessary."

Step 1 reductions included immediate stop-gaps to State spending, including major maintenance expenses. Step 2 reductions included an immediate 10% reduction to State agency budgets, including the Wyoming Community College Commission. This included a 10% reduction to State appropriations for all Wyoming community colleges, impacting the FY20-21 budget. This translated into a \$987,000 reduction in Western's revenue.

Step 3 reductions were identified as an additional 10% cut to State agency budgets. The question remained whether or not these cuts would be imposed in FY20-21 or the following year, fiscal year 2021-2022 (FY21-22), the second year of the State Budget Biennium. This uncertainty made it very difficult to plan.

College administration took immediate steps to reduce operating expenses, including reductions to non-athletic scholarships, strategic initiatives, reductions to travel expenses, and elimination of a vacant dean position. Due to the last-minute announcement of State cuts, Western's administration presented a budget that required utilizing \$640,000 in reserves to balance its budget. Western's Board of Trustees adopted this budget on July 15, 2020, with the understanding that administration would present a revised budget after taking the time to evaluate additional strategic cuts, including elimination of positions. The rationale is explained below.*

Concurrently, the State cut additional funds from the community colleges, including a payment back to the State in lieu of college furloughs. At this point in time, Western had the need to reduce its FY20-21 budget by \$875,000.

*One Wyoming community college chose to make immediate cuts to its budget, including eliminating all athletic programs. However, Western's President's Cabinet did not want to recommend this immediate approach. (Note: President's Cabinet includes Burt Reynolds, Vice President for Administrative Services; Dr. Cliff Wittstruck, Vice President for Student Learning; Joy Adams, Associate Vice President for Human Resources). Part of the rationale for taking time to develop these recommendations was to form teams of employee stakeholders to develop rubrics in which the President's Cabinet would apply data for informed decision-making related to both academic and non-academic programs. Because this process, including eliminating positions, had never been done before at Western, it was important to develop a data-driven, engaged and transparent process for decision-making.

Two separate teams were created with the following representatives. One team created a tool to objectively analyze academic program efficiency, another team focused on all other departments within the college.

Academic Program Efficiency Rubric – Dr. Cliff Wittstruck (Project Manager), Mark Rembacz, AVP for Institutional Effectiveness; Division Chairs; Faculty Representative from Each Division

Non-Academic Department Efficiency Rubric – Burt Reynolds (Project Manager), Mark Rembacz, AVP for Institutional Effectiveness; Joy Adams, AVP of Human Resources; Dean of Students; Senate Chair; Chair and Co-Chair of Paraprofessional Alliance; Director of Green River Center; Director of Outreach

Originally these teams were each empowered to develop a rubric by September 15, 2020; however, college administration recognized that this work needed to be done sooner. If occupied positions were to be reduced within the current fiscal year, a 90-day notice to these employees is required per Board Policy 4230A Layoffs. This would allow the college to implement mid-year layoffs (December 2020), thus capturing the deficit within AY20-21.

The President's Cabinet spent weeks analyzing populated data from the rubrics to determine which positions would be recommended for elimination/discontinuation (layoff) to balance the budget. The Cabinet also reviewed other considerations, including but not limited to, potential for consolidation with existing departments, employment status (initial or continuing contract), operating budget expenses, class fill rates, number of course offerings, additional use of adjunct faculty and enrollment trends. Employee performance was not a consideration.

Western's growth capacity is critical to consider, since some Wyoming Legislators have vocalized their goal to permanently reduce the State's financial support of the community colleges, with a final revenue ratio of 1/3 State appropriation, 1/3 local appropriation, 1/3 tuition and fees (student appropriation). Historically, Western's revenue ratio has been 40%/40%/20%, although this does not include the health benefits that the State of Wyoming contributes to community college employees (effective August 1, 2020, the Employees' Group Insurance program decreased the employer contribution from 85% to 82%).

Board of Trustee Action

On September 10, 2020, the Western Board of Trustees declared a financial emergency due to the State of Wyoming's previously described and unprecedented economic crisis, and significant reductions that were necessary to balance Western's budget. The Trustees voted to direct the College President to

reduce Western's FY20-21 general fund budget by \$875,000. In addition, the College President was directed to prepare a plan to reduce an additional \$935,000 from the FY21-22 general fund budget in the event the Governor imposed immediate Step 3 budget reductions, which equated to an additional 10% cut.

Also on September 10, 2020, Western's Board of Trustees approved the Early Retirement Benefit for eligible employees. While offering this benefit is a five-year budget commitment for the College for each retiree, College administration recommended offering this benefit to potentially create position vacancies that could be reduced, to potentially minimize laying off existing employees from occupied positions.

On September 21, 2020, Western's Board of Trustees directed the President to reduce its budget by \$875,000 through the following actions:

- Immediately eliminating the following vacant positions: Custodian II, PC Support Technician; Facility Use/Purchasing Office Assistant; Workforce Services Office Assistant; Costume Designer; History Faculty; Chemistry Faculty; Music Faculty; Biology/Natural Science Faculty; Student Success Advisor.
- Reducing the institutional employee stipend by \$300 per year effective January 1, 2021.
- Reducing the employee retirement contribution by 2% per year effective January 1, 2021.
- Eliminating \$200,000 in budgeted pay correction recommendations from the market compensation study.

Western's Board of Trustees agreed to forego layoffs to occupied positions until FY21-22. Due to the threat for additional reductions in State appropriations and a forecasted reduction in local appropriations as a result of a decline in property values, Western forecasted a budget shortfall for FY21-22 of approximately \$2,400,000.

Also on September 21, 2020, and after a comprehensive program review, Western's Board of Trustees voted to close or consolidate 29 academic programs, and place three on hiatus. These decisions were based on rubric data, most notably limited numbers of enrollees and graduates. Five new degree programs were approved to create broader academic and career pathways to enhance student recruitment, retention, transfer and completion.

It is important to note that in 2016, during the last Wyoming economic downturn, the other six Wyoming community colleges implemented a total of 125 full-time position reductions. Western reduced its full-time employees by zero. Members of Western's Board of Trustees who were on the board at that time expressed how "We have known for a long time that this work needed to be done." See page 9 for a chart of Wyoming community college full-time position reductions.

It is obvious but important to note that these decisions are very difficult, as one of Western's guiding principles is that employees are our most important resource. That is why it is critical to emphasize that the recommendations contained herein are based upon careful and thoughtful analysis of the rubric data and other considerations set forth herein, with a primary objective of improving the efficiency of the college. Cabinet recommendations for additional position and benefit reductions likewise are based

on the same considerations. With a loss of human capacity, Western will need to analyze all existing positions, reorganizing duties and responsibilities of many existing roles.

As additional reductions are made, Western will be forced to restructure roles and responsibilities within the college, and this will take some time, and college stakeholders will be actively involved in this process.

A new college Strategic Plan is scheduled to be adopted on or around March 2021. It is branded as Western *Reimagined*. Current economic conditions and future economic uncertainty support reimagining how Western is serving its students and communities. This is a time to analyze how Western should focus its human and financial resources to facilitate continuous improvement and institutional sustainability.

College Advocacy

Over the past year, I have been actively involved in developing materials and strategies for advocating for additional community college funding in the State of Wyoming. The Wyoming community college presidents have developed a tight-knit team and have created synergy towards building awareness for additional funding options with the Wyoming Legislature and other statewide stakeholders.

I have had an opportunity to talk directly with a number of legislators and testified numerous times before the Joint Education and Joint Appropriations Committees to gain support for Western's projects, sustainable funding options and the importance of funding community colleges to help the State of Wyoming diversify its economy. I also served on the Funding Options subcommittee for the Wyoming Community College Commission task force on Sustainable Funding Recommendations to the Joint Appropriations Committee.

The college presidents were also collectively successful in working closely with Erin Taylor, Executive Director of the Wyoming Association of Community College Trustees (WACCT) in developing a statewide campaign to support the community colleges. The Support the Solution Campaign has yielded print and video communications to be shared with State legislators and other stakeholders. I am working with Ms. Taylor to schedule meetings with each of our 18 legislators within Western's service area during the coming months, to help educate and gain support for Western.

I was also successful in providing a letter of support to Governor Gordon from the Southwest Wyoming Manufacturing Partnership, asking to support Western and cease further reductions to our budget. This letter exemplifies the role that Western plays in partnering with our businesses and industries in southwest Wyoming.

I share this with the Board to illustrate how Western is regularly advocating and communicating with decision-makers within the State, to limit any continued negative budget impacts to our College.

Proposed Position and Benefit Reductions for Fiscal Year 2021-22

The President's Cabinet recommends eliminating and/or discontinuing (layoff) the following full-time positions due to the previously described lack of funds and other events beyond the college's control (i.e., "layoffs" pursuant to Western's Policy 4230A), effective at the end of each 2020-21 employee contract:

- Director of Workforce Development – *occupied**
- Director of Admissions and Recruiting – *occupied**
- Director of Green River Center and Community Education – *occupied**
- Assistant Professor of Dance - *occupied*
- Instructor of Mathematics, date of hire 8/16/2018 - *occupied*
- Instructor of Mathematics, date of hire 8/16/2018 - *occupied*
- Instructor of Mathematics, date of hire 8/16/2018 - *occupied*
- Instructor of English, date of hire 8/16/2018 - *occupied*
- Instructor of Sociology - *occupied*
- Professor of Anthropology/Geology - *occupied*
- Associate Professor of Theatre - *occupied*
- Assistant Professor of Communications, date of hire 8/16/2018 - *occupied*
- Business Information Systems Lab Assistant, full-time - *occupied*
- College and Career Readiness Office Assistant - *vacancy created by early retirement*
- Custodian – *vacancy created by early retirement*

*The President's Cabinet is recommending that the individuals occupying the positions identified with an asterisk be placed on a leave of absence and released from their job duties, effective February 8, 2021. The rationale for this recommendation is because these duties will be immediately temporarily reassigned as described herein. It is also our recommendation that impacted faculty teach their spring courses in accordance with the terms of their contract. The rationale for this decision is because spring schedules were publicized and decided upon several months ago, and students have already registered for spring classes.

The Cabinet is also recommending that those employees slated for layoff be offered three months additional salary paid in a lump sum subsequent to completing their 20-21 annual contract (subject to additional terms and considerations). The total estimated cost of a three-month salary offering to these employees is \$185,000. These dollars will be expensed from FY20-21 general fund salary savings.

The State's contribution toward health and dental insurance benefits will continue for these employees for six (6) months following separation or until the separated employee acquires employment, whichever occurs first (subject to eligibility per EGI policy and Wyoming state statute).

The above-referenced recommendations are contemplated by Western's Policy 4230A (Layoffs). As a result of the 90-day required notice to employees contained therein, each of these employees will receive at least 90 calendar days of paid notice. The timing of these notifications also gives those impacted employees adequate notice to search for alternative employment opportunities within higher education.

Transfer of Position

The President's Cabinet is recommending eliminating the Department of Transitional Studies and absorbing those full-time positions within the corresponding division. This decision will facilitate greater collaboration among math and English faculty members to continue efforts for improving seamless pathways for students. One part-time benefited position, Proctoring and Academic Assistant, will

continue to report to the Professor of Developmental Studies (Math). These transfers will become effective at the end of the Spring 2021 semester.

- Director of Transitional Studies eliminated (current employee was former full-time faculty member); faculty member transferred to School of Math and Science as Professor of Developmental Studies (Math)
- Associate Professor of Developmental Studies (English) transferred to School of Arts and Humanities
- Instructor of Developmental Studies (ESL) transferred to School of Social Sciences and Education

The Vice President for Student Services position will remain vacant through FY21-22. There is no decision at this time to replace this position in its current form, so the following permanent position transfer is recommended. This employee had been temporarily reassigned to this role in FY20-21 and has agreed to permanently continue in this role.

- Executive Assistant for Vice President for Student Services transferred to Health Sciences Office Assistant

Temporary Reassignment of Duties

Both the Director of Workforce Development and the Director of Green River Center job duties and responsibilities will be temporarily reassigned to the Director of Outreach. Permanent reassignment of these duties will be decided after sufficient time is dedicated to engage stakeholder groups in organizational structure solutions.

The job duties and responsibilities for the Director of Admissions and Recruiting will be temporarily reassigned to two current employees. The Director of Mustang Success will temporarily assume student recruitment duties and responsibilities. The Registrar will temporarily assume student admissions duties and responsibilities. Again, permanent reassignment of these duties will be decided after sufficient time is dedicated to engage stakeholder groups in organizational structure solutions.

Early Retirement Option

The early retirement benefit is optional for those employees who qualify. Prior to the Board of Trustees granting this option each year, a list of eligible employees is compiled. Each eligible employee chooses whether or not to apply for this benefit and has until January of the given fiscal year to confirm his/her desire to proceed with this retirement benefit. All employees realize that this benefit is reviewed each year by the Board of Trustees, and that there is no guarantee that it will be offered. However, historically and thus creating a cultural expectation, this retirement benefit has been offered.

College administration is limited in its ability to plan for which employees and positions will become vacant through this process. Ten qualified employees applied and were granted this benefit by the Board of Trustees to begin in FY21-22. Nine of these employees chose to move forward with this benefit. Two of those positions created a vacancy that are recommended for reduction.

Proposed Benefit Reductions

The President's Cabinet is also recommending the following budget reductions:

- An additional annual decrease of \$300 per employee in the institutional stipend for a total annual decrease of \$600 when added to the original annual reduction of \$300 per employee. Each full-time employee will now receive a \$2,400 annual stipend, which offsets the health insurance costs for each employee (as opposed to the family). This additional budget reduction will yield an additional annual budget savings of \$124,000.
- An additional decrease of the amount the college pays towards the employee portion of the retirement contribution of 1.5%, to now total 3.5% being paid by the employee towards the 9% total maximum employee contribution as allowed by the State of Wyoming. This additional budget reduction will yield an additional annual budget savings of \$420,000.

Total Western Position Reductions for the 2021-22 State Biennium Budget (2020-2022)

Should the Board of Trustees vote in support of these additional position reductions, Western will have cut a total of 26 full-time positions within FY20-21 and FY21-22. This will equate to a 12% reduction of Western's full-time workforce since the beginning of fall semester 2020. Thirteen of these positions were vacant; thirteen of these positions are occupied.

Total Full-Time Position Reduction by Classification and Percentage of Budget

While employee classification was not a consideration for elimination/discontinuation or layoff, the following is a breakdown of the employee classifications that will be impacted:

Administrative/Professional: Coordinator of Housing (vacant), Dean of Academics (vacant), Student Success Advisor (vacant), Director of Workforce Development, Director of Green River Center and Community Education, Director of Admissions and Recruiting; Vice President for Student Services (vacant)*
Average Salary and Benefits: \$103,021

Faculty: History (vacant), Chemistry (vacant), Music (vacant), Biology/Natural Science (vacant), (3) Mathematics, English, Sociology, Anthropology/Geology, Theatre, Communication, Dance
Average Salary and Benefits: \$74,893

Paraprofessional: Custodian (vacant), Custodian II (retirement), PC Support Technician (vacant), Facility Use/Purchasing Office Assistant (retirement), Workforce Services Office Assistant (retirement), College and Career Readiness Office Assistant (retirement), BIS Lab Assistant (F/T)
Average Salary and Benefits: \$51,936

*The Vice President for Student Services position will remain vacant for another fiscal year. There is no decision at this time to replace this position in its current form, so it is included on this list to represent this two-year reduction in administrative/professional staffing.

The breakdown of percentage of budget and number of position reductions for each stakeholder groups is as follows:

- Administrative/Professional: Budget = 30%; Position Reduction = 26%
- Faculty: Budget = 40%; Position Reduction = 48%
- Paraprofessional: Budget = 30%; Position Reduction = 26%

From a broader classification perspective, 52% of position eliminations/discontinuation or layoffs were Staff, 48% were Faculty.

Other Budget Reductions

The College has adopted ongoing analysis strategies to capture budget savings in the following areas: Labor; Organizational Structure; Academic Programs; Facilities and Auxiliaries; Technology and IT Support; Spending and Contracts. These budget categories were derived from best practices as outlined by EAB, a national higher-education research firm that Western has been a member of for several years. These categories help us organize our approach to continuous efficiency improvements. Western also launched an email for any employee to share budget savings ideas at budgetsavings@western.edu.

An important component for ongoing budget savings analysis will be academic program viability. To that end, the College is developing a system in which academic programs will be evaluated on an ongoing basis for program efficiency and effectiveness. The President's Cabinet plans on presenting this system to the Board as part of the Program Review process, and will share that plan as soon as it is completed.

2021-2022 General Fund Budget

Mr. Burt Reynolds, Vice President for Administrative Services, will be providing the Board of Trustees with budget projections during the Special Meeting.

Conclusion

On behalf of the President's Cabinet, we empathize with the difficult position Western's Board of Trustees is in. As a team, Western's Trustees and Cabinet members are faced with very difficult decisions that no one wants to make. As Western's president, my heart is heavy in presenting to the Board of Trustees these recommendations.

However, I am confident that this process has been as objective as possible, utilizing process and data for decision-making. I am proud of the work the college has done to find efficiencies and notably the President's Cabinet for their teamwork and demonstration of collaboration, objectivity, thoughtfulness, and transparency. These recommendations are made with the best interest of college sustainability and growth in mind. We respectfully request your support as, together, we weather this storm and prepare our college for the future.

With great respect,

Kim Kuster Dale, Ph.D.

NOTE: This information was presented to the 65th Wyoming Legislature Joint Appropriations Committee in December 2020.

Employee Reductions by College

	Current Student FTE ¹	Fall 2020 Full-Time Employee Count ²	2016 Reductions	2020 Reductions	Total Reductions	Reductions Due to Layoffs	Reductions Due to Attrition	Reductions Per 100 FTE	Reductions as a % of All Employees
CC	3651	362	16	22	38	5 *	33	1.04	10.5%
CWC	1548	207	14	13	27	17	20	1.74	13.0%
EWC	1430	108	20	12	32	12	20	2.24	29.6%
LCCC	3711	383	15	28	43	19	24	1.16	11.2%
NWC	1435	194	48	30	78	26	4	5.44	40.2%
NWCCD	3300	258	12	45	57	28	29	1.73	22.1%
WWCC	2770	205	0	11	11	0 *	11	0.40	5.4%
Totals	17,845	1,717	125	161	286	102	141		
Average	2,549.3	245.3	17.86	23.00	40.86	20.40	20.14	1.96	18.9%

¹ Enrollment from the Wyoming Community College Commission 2019/2020 Annual Enrollment Report.

² Employee count numbers from the colleges' Human Resources offices December 2020.

* Additional layoffs and attrition eliminations will be announced in Jan 2021

Academic Program (AP) Rubric

The AP rubric contains six efficiency measures each of which are weighted to produce a possible score of 100.

1. Net Revenue (40 points)
2. Student Full Time Equivalent (FTE)/Full Time Faculty at the course level (10)
3. Cost per FTE at the degree level (10)
4. Cost per FTE at the course level (15)
5. Course Fill Rate (10)
6. Aggregate Graduates over the past three years (15)

For each efficiency measure programs are divided into quartiles, each quartile is scored according to the following scale (top=100%, 2nd=75%, 3=50%, bottom=25%)

For the purposes of this rubric the term “Program” includes three elements

1. Budget Level, budget description in the 10 fund (in a limited number of instances faculty salaries are paid from 21 funds, in these cases the additional amounts were added to the expenditure totals).
2. Degrees Level, all of the associate degree pathways that fall within the budgetary description.
3. Course Level, all of the courses that are taught by the faculty in the applicable 10 fund budget.

Example;

Budget Level	Degree Level	Course Level
Business Administration Marketing Economics	AS Business Administration AAS Business Management	Accounting Business Administration Economics Finance Management Marketing Business

Each efficiency is calculated using the following formulas;

Net Revenue

- $\{([tuition + fees] + FTE\ revenue) - operating\ expenditures\}$ *all numbers from AY20*
 - Tuition and fees are calculated by multiplying the total course level FTE’s by the expected tuition/fee revenue per FTE (\$1700)
 - Course level FTE’s calculated by adding all credits enrolled on census date (12% of course complete) in all program courses and dividing by 12.
 - FTE revenue is calculated by multiplying the total course level FTE’s by the program’s base FTE revenue.

- Each FTE has a starting value of \$1865, this value is multiplied by the average *Level of Instruction (LOI)** for courses within the program (1=1, 2=1.25, 3=1.5, 4=.8) resulting in the program's base FTE revenue, for example $\{ \$1865 * 1.25 \} = \2331
- Operating expenditures are the actual expenditures for programs in AY20.

Student Full Time Equivalent (FTE)/Full Time Faculty

- (FTE/FT Faculty) calculated by dividing the total FTE's in all program courses by the total Full Time Faculty teaching in that program in AY20.

Cost per FTE at the Degree Level

- (Expenditures/program level FTE's) calculated by dividing the programs expenditures by the total degree level FTE's in AY20
 - Degree level FTE's are calculated by taking all students in a degree pathway and summing all of their credits enrolled on census date (in the given academic year) and dividing by 12. For students pursuing multiple degrees a fractional calculation is used to give an FTE credit to each applicable program. For example, a student majoring in Business and Communication enrolled in 12 credits (1 FTE), each program would get credit for .5 FTE.

Cost per FTE at the Course Level

- (Expenditures/course level FTE's) is calculated by dividing the programs expenditures by the total course level FTE's in AY20.

Course Fill Rate

- (Capacity/enrolled students). Average fill rate for all courses within a program. Calculated by summing capacity for all applicable courses and dividing by the total enrollment in those courses on census date. The number is the average for the previous TWO academic years FA/SP.

Aggregate Graduates

- Total number of graduates for all degrees in a given program within the past THREE years.

**LOI is determined by the Wyoming Community College Commission and is based on the relative cost of course content delivery.*

- *Level 1 are typically face to face or hybrid courses without a lab component.*
- *Level 2 are typically F2F or hybrid courses with an accompanying lab.*
- *Level 3 are typically F2F courses of a highly technical nature with high levels of hands-on experiences.*
- *Level 4 are courses where more than 75% of the instruction is online.*

Degree Program Viability Summary

Options:

1. Degree continues as is, with the suggestion to offer more electives and more flexibility regarding General Education courses.
2. Similar Academic Disciplines Consolidated into New Degrees that have more flexibility, more electives, and more flexibility regarding General Education courses.
3. Degree is placed on Hiatus
4. Degree is closed

Option 1: Degree programs that continue as is, with the suggestion to offer more electives and more flexibility regarding General Education courses.

- AA in Art Foundation
- AAS in Automotive Technology
- AS in Business Administration
- AAS in Business Information Systems
- AAS in Business Management
- AA in Communication
- AS in Computer Science
- AA in Criminal Justice
- AAS in Diesel Technology
- AAS in Electrical and Instrumentation
- AA in Elementary and Early Childhood Education
- AAS in Emergency Medical Services
- AS in Emergency Medical Services-Paramedicine
- AS in Engineering
- AS in Exercise Science
- AAS in Industrial Maintenance
- AAS in Mining Maintenance
- ADN – Nursing
- AAS in Plant Operations
- AA in Psychology
- AAS in Welding

Option 2: Similar Academic Disciplines Consolidated into New Degrees that have more flexibility, more electives, and more flexibility regarding General Education courses. *New degrees are italicized*

Humanities Division

AA in Performing Arts

AA in Theatre

AA in Musical Theater

AA in Technical Theatre
AA in Theatre Education
AA in Dance – Entertainment Industry
AAS in Dance Entrepreneurship
AA in Music

Math & Sciences Division

AS in Biological Sciences

AS Biological – General
AS Biological – Organic
AS Natural Sciences
AS Natural Resources

AS in Pre-Health Sciences

AS - Pre-Medical Sciences
AS - Pre-Pharmacy
AS - Pre-Radiology

Social Sciences & Education Division

AA in Social Science

AA in History
AA in Anthropology
AA in Sociology
AA in Social Work
AA in Political Science

AA in Secondary Education

AS - Secondary Education - English
AS - Secondary Education - Math
AS - Secondary Education – Physical Education
AS - Secondary Education – Science
AA - Secondary Education – Social Studies
AA - Secondary Education – Spanish

Option 3: Degree Programs Placed on Hiatus

AAS Natural Gas Compression – courses still offered when viable
AAS Oil & Gas Production – courses still offered when viable
AS in Geology – courses still offered when viable

Option 4: Closed Degree Programs

Humanities Division

AA in English - courses still offered
AA in Spanish – courses still offered

Math & Sciences Division

AS in Mathematics – courses still offered
AS in Chemistry – courses still offered

**High Wage,
High Skill, High
Demand**

Program	Rubric Total	Fall 2020 Cohort	Recommended Action
Psychology	100	32	Maintain Degree
Electrical & Instrumentation	98	34	X Maintain Degree
Industrial Mechanics	98	14	X Maintain Degree
Business Administration	96	69	Maintain Degree
English	89	4	Close Degree - Maintain courses
Welding	84	7	X Maintain Degree Must show growth
EMS/Paramedic	83	24	X Maintain Degree
Mathematics	80	2	Close Degree - Maintain courses
Communication	80	8	Maintain Degree - must show growth
History	78	6	Consolidate with other Social Science Programs
Political Science/Government	78	1	Consolidate with other Social Science Programs
Biology	76	17	Consolidate three degrees
Criminal Justice	76	29	X Maintain Degree
Automotive Tech	75	5	X Maintain Degree - Must Grow
Health Education	73	43	X Consolidate degrees
Foreign Language	70	1	Close Degree - Maintain courses
Machine Tool	69	2	X Hiatus Degree - Maintain courses
CMAP & BIS	64	20	X Maintain Degree - BIS consolidate courses
Art	63	12	Maintain Degree - show growth
Education	63	54	Consolidate eight degrees to two degrees
Anthropology	56	2	Consolidate with other Social Science Programs
Diesel	55	7	X Maintain Degree - Must Grow

**FTE to
FAC**

Net Rev	FTE to FAC	FTE Pro	FTE Course	Fill Rate	Grad	Total
40	10	10	15	10	15	100
40	10	10	15	7.5	15	97.5
40	7.5	10	15	10	15	97.5
40	10	10	11.25	10	15	96.25
40	10	2.5	15	10	11.25	88.75
40	10	5	15	2.5	11.25	83.75
40	10	7.5	11.25	10	3.75	82.5
40	7.5	2.5	11.25	7.5	11.25	80
30	10	7.5	11.25	10	11.25	80
30	10	7.5	15	7.5	7.5	77.5
30	10	5	15	10	7.5	77.5
40	5	5	7.5	7.5	11.25	76.25
30	7.5	10	11.25	2.5	15	76.25
30	7.5	7.5	15	7.5	7.5	75
30	7.5	7.5	11.25	5	11.25	72.5
30	7.5	5	11.25	5	11.25	70
30	2.5	7.5	15	10	3.75	68.75
30	7.5	2.5	11.25	5	7.5	63.75
20	7.5	7.5	7.5	5	15	62.5
20	5	10	7.5	5	15	62.5
20	7.5	5	11.25	5	7.5	56.25
20	2.5	10	7.5	7.5	7.5	55

Sociology	55	3	Consolidate with other Social Science Programs
Oil & Gas	53	2	Hiatus Degree - Maintain courses
Nursing Program	51	106	Maintain Degree - WyN Funding
Engineering	50	26	Three degrees - consolidate
Chemistry	43	3	Close Degree - Maintain courses
Theatre	39	11	Consolidate with other Performing Arts Programs
Geology	38	2	Hiatus Degree - Maintain courses
Tutoring & Proctoring	36	Support Courses	
Music	30	0	Consolidate with other Performing Arts Programs
CDL	28	Course	X
Compression	25	0	Hiatus Degree - Maintain courses
Dance	25	3	Consolidate with other Performing Arts Programs

20	5	7.5	7.5	7.5	7.5	55	Reduction from 2019/2020 staffing
20	2.5	10	3.75	5	11.25	52.5	
10	5	7.5	3.75	10	15	51.25	
20	2.5	10	7.5	2.5	7.5	50	
10	5	5	7.5	7.5	7.5	42.5	Reduction from 2019/2020 staffing
10	2.5	5	3.75	2.5	15	38.75	Reduction from 2019/2020 staffing
20	5	2.5	3.75	2.5	3.75	37.5	Reduction from 2019/2020 staffing
10	5	2.5	7.5	7.5	3.75	36.25	
10	5	5	3.75	2.5	3.75	30	Reduction from 2019/2020 staffing
10	2.5	2.5	3.75	5	3.75	27.5	
10	2.5	2.5	3.75	2.5	3.75	25	
10	2.5	2.5	3.75	2.5	3.75	25	Reduction from 2019/2020 staffing

Breakdown by Schools

Math & Science			
Mathematics	80	2	Close Degree - Maintain courses
Biology	76	17	Consolidate three degrees to one degree
Anthropology	56	2	Consolidate with other Social Science Programs
Engineering	50	26	Three degrees - consolidate
Chemistry	43	3	Close Degree - Maintain courses
Geology	38	2	Hiatus Degree - Maintain courses

40	7.5	2.5	11.25	7.5	11.25	80
40	5	5	7.5	7.5	11.25	76.25
20	7.5	5	11.25	5	7.5	56.25
20	2.5	10	7.5	2.5	7.5	50
10	5	5	7.5	7.5	7.5	42.5
20	5	2.5	3.75	2.5	3.75	37.5

Health Sciences & Wellness

EMS/Paramedic	83	24	X	Maintain Degree
Health Education	73	43	X	Consolidate to one degree
Nursing Program	51	106	X	Maintain Degree

Student in Fall 2020 Cohort **173**

40	10	7.5	11.25	10	3.75	82.5
30	7.5	7.5	11.25	5	11.25	72.5
10	5	7.5	3.75	10	15	51.25

Business & Computer Technology

Business Administration	96	69		Maintain Degree
CMAP & BIS	64	20	X	Maintain Degree - BIS consolidation

Student in Fall 2020 Cohort **89**

40	10	10	11.25	10	15	96.25
30	7.5	2.5	11.25	5	7.5	63.75

Manufacturing and Industrial Technology

Electrical & Instrumentation	98	34	X	Maintain Degree
Industrial Mechanics	98	14	X	Maintain Degree
Welding	84	7	X	Maintain Degree - Must show growth
Automotive Tech	75	5	X	Maintain Degree - Must Grow
Machine Tool	69	2	X	Hiatus Degree - Maintain courses
Diesel	55	7	X	Maintain Degree - Must Grow
Oil & Gas	53	2	X	Hiatus Degree - Maintain courses
CDL	28	Course	X	Maintain program
Compression	25	0	X	Hiatus Degree - Maintain courses

Student in Fall 2020 Cohort **71**

40	10	10	15	7.5	15	97.5
40	7.5	10	15	10	15	97.5
40	10	5	15	2.5	11.25	83.75
30	7.5	7.5	15	7.5	7.5	75
30	2.5	7.5	15	10	3.75	68.75
20	2.5	10	7.5	7.5	7.5	55
20	2.5	10	3.75	5	11.25	52.5
10	2.5	2.5	3.75	5	3.75	27.5
10	2.5	2.5	3.75	2.5	3.75	25

Social Sciences and Education

Psychology	100	32		Maintain Degree
History	78	6		Consolidate with other Social Science Programs
Political Science/Government	78	1		Consolidate with other Social Science Programs
Education	63	54		Consolidate eight degrees to two degrees
Sociology	55	3		Consolidate with other Social Science Programs

40	10	10	15	10	15	100
30	10	7.5	15	7.5	7.5	77.5
30	10	5	15	10	7.5	77.5
20	5	10	7.5	5	15	62.5
20	5	7.5	7.5	7.5	7.5	55

Arts & Humanities

English	89	4		Close Degree - Maintain courses
Communication	80	8		Maintain Degree - must show growth
Criminal Justice	76	29	X	Maintain Degree - Three H's
Foreign Language	70	1		Close Degree - Maintain courses
Art	63	12		Maintain Degree - show growth
Theatre	39	11		Consolidate with other Performing Arts Programs
Music	30	0		Consolidate with other Performing Arts Programs
Dance	25	3		Consolidate with other Performing Arts Programs

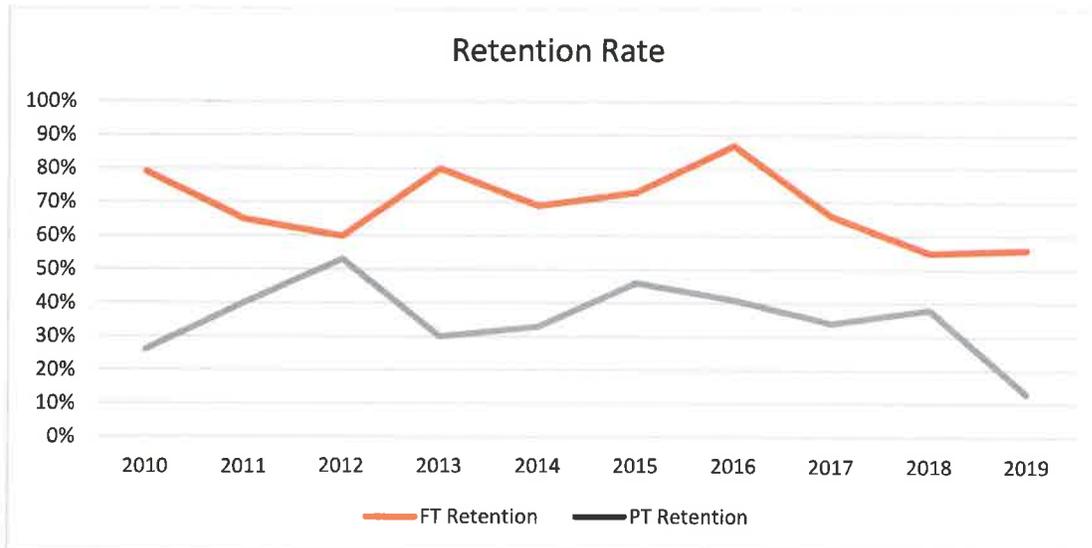
40	10	2.5	15	10	11.25	88.75
30	10	7.5	11.25	10	11.25	80
30	7.5	10	11.25	2.5	15	76.25
30	7.5	5	11.25	5	11.25	70
20	7.5	7.5	7.5	5	15	62.5
10	2.5	5	3.75	2.5	15	38.75
10	5	5	3.75	2.5	3.75	30
10	2.5	2.5	3.75	2.5	3.75	25



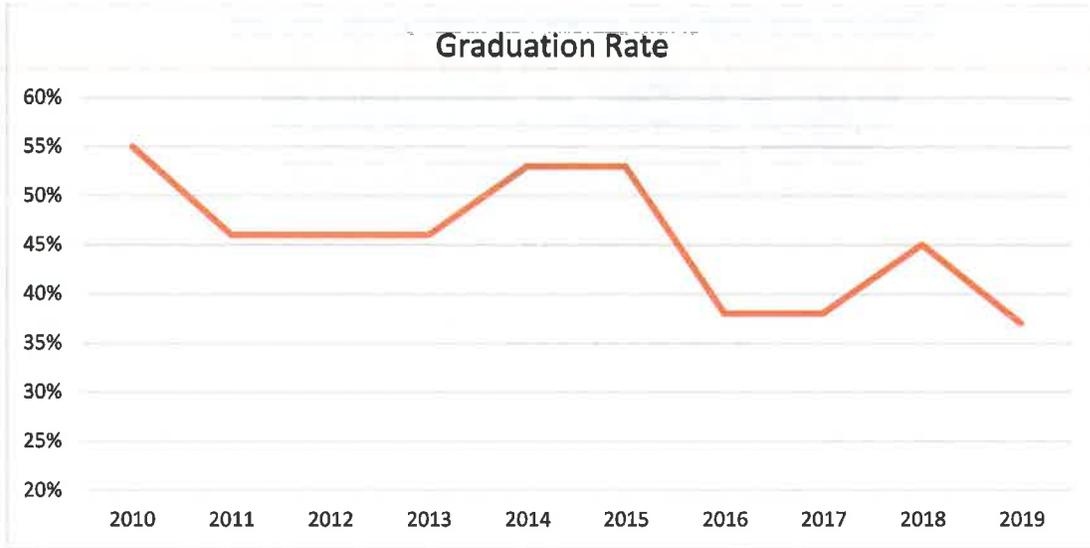
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Transfer Out Rate is the percentage of students who did not graduate but transferred to another institution within 3 years of their first attendance at Western.

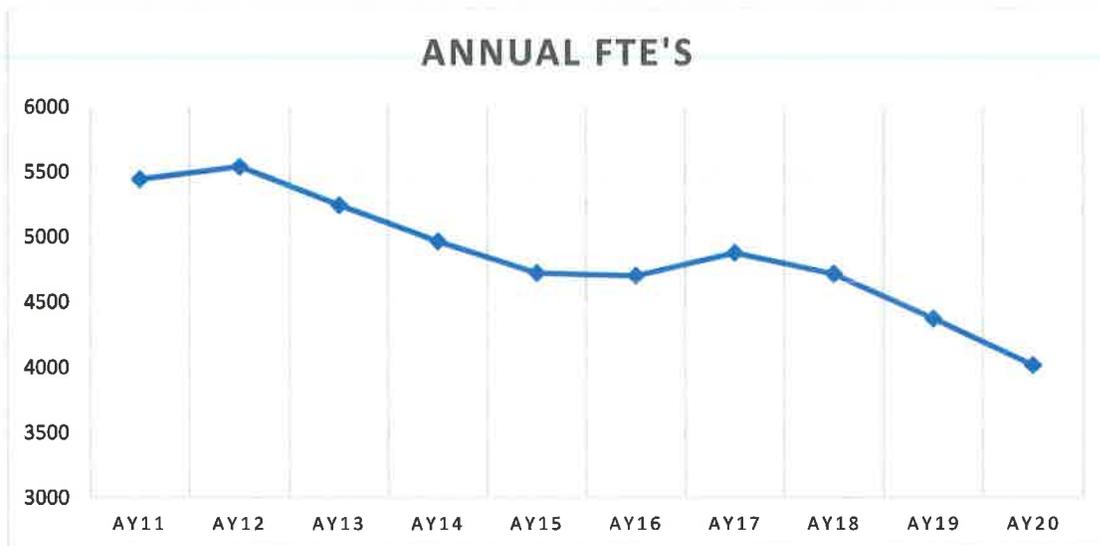


Retention Rate is the percentage of first-time students who are enroll in the next fall term (FA to FA). FT is 12 or > credits, PT <12.



Graduation Rate is the percentage of students who earn a degree within 3 years of their first-time enrollment.

All Data is via IPEDS



Annual FTE's is total number of FTE's in each academic year (SU, FA, SP) FTE=total credits enrolled on census date/12

I. Phase 1 - Support of Western's Mission, Vision, and Guiding Principles

1. The alignment of the department with the mission, vision and guiding principles of the college.

1. The department has limited alignment with the mission, vision and guiding principles of the college. These departments are considered tertiary functions.
2. The department supports the mission, vision and guiding principles of the college. These departments are considered ancillary functions.
3. The department aligns with the mission, vision and guiding principles of the college. These departments are considered important functions.
4. The department directly supports the mission, vision and guiding principles of the college. These departments are considered essential functions.
5. The department substantially supports the mission, values and guiding principles of the college. These departments are considered "core" functions.

2. The impact of this department on the academic programs of the college.

1. The department does not directly impact academic programs.
2. The department has a limited impact on academic programs.
3. The department impacts academic programs.
4. The department has a direct impact on academic programs.
5. The department has a significant impact on academic programs.

3. The impact of this department on the student

1. The department does not have a direct impact on students and is not utilized by students.
2. The department has a limited impact on students and is not regularly utilized by students.
3. This department impacts students although it may or may not be regularly used by students.
4. The department has a direct impact on students and is utilized by students.
5. The department has a significant impact on students and has high utilization rates by students.

4. The impact of the department's services on other areas within the college.

1. The department does not have an impact on the operation of other areas in the college.
2. The department has a limited impact on the operation of other areas in the college.
3. The department has a moderate impact on the operation of other areas in the college.
4. The department has a direct impact on the operation of other areas in the college. The scope of this impact may be significant in a limited number of areas or limited in impact but impact a significant number of areas.
5. The department has a significant impact on the operation of other areas in the college, the scope of this impact has both depth and breadth.

5. **The responsibility of the department for external or statutory requirements.** *Note: *External or statutory requirements include external accrediting agencies, external financial auditors and state or federal regulators, etc.*

1. The department is not responsible for external or statutory requirements.
2. The department may have responsibility, but no oversight of external or statutory requirements.
3. The department has responsibility and has limited oversight of external or statutory requirements.
4. The department has clear responsibility and some direct oversight of external or statutory requirements.
5. The department is directly responsible and has direct oversight of external or statutory requirements.

II. **Phase 2 - Position Growth**

6. **The position growth of this department in the past five years**

1. The department has added additional FT staff in the past five years.
2. The department has had some increases to its staffing budget (e.g. reclassifications, PT position(s) becoming benefitted or increased contract length) in the past five years.
3. The department has added additional position(s) in the form of part-time employees or student workers in the past five years.
4. The department has not added any additional positions in the past five years.
5. The department has lost position(s) in the past five years.

III. **Phase 3 - Expansion of Demand and Need**

7. **Changes in the demand for the department in the past five years**

1. The department has seen a decline in the demand for the services it provides in the past five years.
2. The department has seen no increases in the demand for the services it provides in the past five years.
3. The department has seen limited increases in the demand for services it provides in the past five years.
4. The department has seen moderate increases in the demand for the services it provides in the past five years.
5. The department has seen a significant increase in the demand for services it provides in the past five years.

8. **Changes in the scope of the work for this department in the past five years.**

1. The department has seen a decline in the scope of its work in the past five years
2. The department has seen no increases in the scope of its work in the past five years.

3. The department has seen limited increases in the scope of its work in the past five years and those increase have had some impact on the operations of the department.
4. The department has seen moderate increases in the scope of its work in the past five years and the nature of those increases have had impacts on the operations for the department.
5. The department has seen a significant increase in the scope of its work in the past five years and the nature of those increases have had significant impacts on the operations of the department.

IV. Phase 4 - Revenue Potential

9. The ability of the department to increase revenue.

1. The department does not have the ability to increase revenue.
2. The department has a limited ability to increase revenue, but this ability will require significant additional resources to realize.
3. The department has an ability to increase revenue, but this ability will require additional resources to realize.
4. The department has an ability to increase revenue and this ability can be realized with limited additional resources.
5. The department has an ability to significantly increase revenue; this ability can be realized immediately and with no or very limited additional resources.

V. Phase 5 - Candidate for Consolidation/Outsourcing

10. The opportunity to consolidate and/or outsource.

1. The department is a strong candidate for outsourcing or consolidation; this will result in a cost savings and no interruption in services.
2. The department is a suitable candidate for outsourcing or consolidation and cost savings will likely be gained with minimal interruption to services.
3. The department is a potential candidate for outsourcing or consolidation some cost savings is possible but there will be an impact on services.
4. The department could be outsourced or consolidated; however, cost savings will be low and/or service will be directly impacted.
5. The department is not a suitable candidate for outsourcing or consolidation.

Rubric Scoring

Phase 1 - Support of Western's Mission, Vision, and Guiding Principles

- Each question scored 1-5 (60 points possible)
 - Question 1 weighted x4 (20)
 - Question 2 weighted x2 (10)
 - Question 3 weighted x2 (10)
 - Question 4 (5)
 - Question 5 x2 (10)

**highest ranked programs are most closely aligned with the college's core functions*

Phase 2 - Position Growth

- Each question scored 1-5
 - Question 6

**highest ranked programs have not added staff*

Phase 3 - Expansion of Demand and Need

- Each question scored 1-5 (10 points possible)
 - Question 7 (5)
 - Question 8 (5)

**highest ranked programs have had increases to scope and demand*

Phase 4 - Revenue Potential

- Question 9 (5)

**highest ranked programs have high potential to increase revenue*

Phase 5 – Reduction/Consolidation/Outsourcing

- Question 10 (5)
- All programs scoring 1 or 2 reviewed for reduction, consolidation or outsourcing

Initial Screening Round

1. Phase 1, all programs in lower 3 quartiles move to next phase
2. Phase 2, all programs 3 or below move to next phase
3. Phase 3, all programs in lower 3 quartiles move to next phase
4. Phase 4, all programs scoring a 4 or less move to next phase
5. Phase 5 all programs scoring 1 or 2 reviewed for reduction, consolidation or outsourcing

Second Screening Round (programs previously identified for reduction, consolidation or outsourcing candidates removed)

1. Phase 1, all programs previously identified in lower 3 quartiles move to next phase
2. Phase 3, all programs in lower 3 quartiles move to next phase
3. Phase 4, all programs scoring a 4 or less move to next phase
4. Phase 5 all programs scoring 1 or 2 reviewed for reduction, consolidation or outsourcing

Third Screening Round (programs previously identified for reduction, consolidation or outsourcing candidates removed)

1. Phase 1, all programs previously identified in lower 3 quartiles move to next phase
 2. Phase 3, all programs in lower 3 quartiles move to next phase
 3. Phase 5 all programs scoring 1 or 2 reviewed for reduction, consolidation or outsourcing
-

Mission Alignment											
Dept.	Raw					Weighted					Combined Score
	Question #					Question #					
	1	2	3	4	5	1	2	3	4	5	
<u>Initial Screening Round</u>											
IT	4	5	5	5	5	16	10	10	5	10	51
Hay Library	5	5	4	2	3	20	10	8	2	6	46
Financial Aid	4	3	5	3	5	16	6	10	3	10	45
Outreach/CTLI	4	5	4	4	3	16	10	8	4	6	44
Wellbeing & Accessibility	4	3	4	4	5	16	6	8	4	10	44
Mustang Success	4	4	5	2	3	16	8	10	2	6	42
Transitional Studies	5	4	3	2	2	20	8	6	2	4	40
HR	4	2	2	5	5	16	4	4	5	10	39
Physical Resources	3	3	4	5	3	12	6	8	5	6	37
Community Relations	3	3	4	1	5	12	6	8	1	10	37
Business Office	2	1	5	5	5	8	2	10	5	10	35
Workforce Development	5	2	3	2	1	20	4	6	2	2	34
Marketing	3	3	5	4	1	12	6	10	4	2	34
Registration and Records	3	2	3	2	3	12	4	6	2	6	30
Protective Services	2	1	3	4	5	8	2	6	4	10	30
Admissions	2	3	4	3	2	8	6	8	3	4	29
Athletics	2	2	2	2	5	8	4	4	2	10	28
College/Career Readiness	2	2	2	2	5	8	4	4	2	10	28
Institutional Effectiveness	2	2	1	4	5	8	4	2	4	10	28
Mustang Central-Front line	2	2	4	3	1	8	4	8	3	2	25
GEAR UP	2	2	1	1	5	8	4	2	1	10	25
Bookstore	2	3	3	3	1	8	6	6	3	2	25
Housing & Student Life	2	2	3	4	1	8	4	6	4	2	24
Children's Center	2	1	4	2	1	8	2	8	2	2	22
GRC, Community Ed & Testing	1	1	2	2	1	4	2	4	2	2	14
Print Shop	1	1	1	2	1	4	2	2	2	2	12
Aquatic Center	1	1	1	1	1	4	2	2	1	2	11
<u>Second round</u>											
IT	4	5	5	5	5	16	10	10	5	10	51
Hay Library	5	5	4	2	3	20	10	8	2	6	46
Financial Aid	4	3	5	3	5	16	6	10	3	10	45
Outreach/CTLI	4	5	4	4	3	16	10	8	4	6	44
Wellbeing & Accessibility	4	3	4	4	5	16	6	8	4	10	44
Transitional Studies	5	4	3	2	2	20	8	6	2	4	40
HR	4	2	2	5	5	16	4	4	5	10	39
Physical Resources	3	3	4	5	3	12	6	8	5	6	37
Community Relations	3	3	4	1	5	12	6	8	1	10	37
Business Office	2	1	5	5	5	8	2	10	5	10	35
Workforce Development	5	2	3	2	1	20	4	6	2	2	34

Marketing	3	3	5	4	1		12	6	10	4	2		34
Registration and Records	3	2	3	2	3		12	4	6	2	6		30
Protective Services	2	1	3	4	5		8	2	6	4	10		30
Admissions	2	3	4	3	2		8	6	8	3	4		29
Athletics	2	2	2	2	5		8	4	4	2	10		28
Institutional Effectiveness	2	2	1	4	5		8	4	2	4	10		28
Mustang Central-Front line	2	2	4	3	1		8	4	8	3	2		25
GEAR UP	2	2	1	1	5		8	4	2	1	10		25
Housing & Student Life	2	2	3	4	1		8	4	6	4	2		24
GRC, Community Ed & Testing	1	1	2	2	1		4	2	4	2	2		14
Aquatic Center	1	1	1	1	1		4	2	2	1	2		11
<u>Third Round</u>													
IT	4	5	5	5	5		16	10	10	5	10		51
Hay Library	5	5	4	2	3		20	10	8	2	6		46
Financial Aid	4	3	5	3	5		16	6	10	3	10		45
Outreach/CTLI	4	5	4	4	3		16	10	8	4	6		44
Wellbeing & Accessibility	4	3	4	4	5		16	6	8	4	10		44
Mustang Success	4	4	5	2	3		16	8	10	2	6		42
Transitional Studies	5	4	3	2	2		20	8	6	2	4		40
HR	4	2	2	5	5		16	4	4	5	10		39
Physical Resources	3	3	4	5	3		12	6	8	5	6		37
Community Relations	3	3	4	1	5		12	6	8	1	10		37
Business Office	2	1	5	5	5		8	2	10	5	10		35
Marketing	3	3	5	4	1		12	6	10	4	2		34
Registration and Records	3	2	3	2	3		12	4	6	2	6		30
Protective Services	2	1	3	4	5		8	2	6	4	10		30
Athletics	2	2	2	2	5		8	4	4	2	10		28
Institutional Effectiveness	2	2	1	4	5		8	4	2	4	10		28
Mustang Central-Front line	2	2	4	3	1		8	4	8	3	2		25
GEAR UP	2	2	1	1	5		8	4	2	1	10		25
Housing & Student Life	2	2	3	4	1		8	4	6	4	2		24

Position Growth	
Dept.	Question #
<u>Initial Screening Round</u>	<u>6</u>
Registration and Records	5
Housing & Student Life	5
Mustang Central-Front line	5
Physical Resources	5
Community Relations	5
Athletics	4
Admissions	4
Hay Library	4
Transitional Studies	4
Protective Services	4
Outreach	4
Workforce Development	4
GRC, Community Ed & Testing	4
Business Office	4
Aquatic Center	4
GEAR UP	4
Print Shop	3
Marketing	3
Children's Center	3
Bookstore	3
College/Career Readiness	2
IT	1
HR	1
Financial Aid	1
Institutional Effectiveness	1
Wellbeing & Accessibility	1
Mustang Success	1

Scope & Demand				
Dept.	Raw		Combined Score	
	Question #			
	7	8		
Initial Screening Round				
Wellbeing & Accessibility	5	4		9
College/Career Readiness	4	4		8
Financial Aid	4	4		8
IT	4	3		7
Institutional Effectiveness	5	2		7
Print Shop	3	2		5
Mustang Success	3	2		5
Marketing	2	2		4
Children's Center	2	2		4
Bookstore	2	2		4
Second round				
Outreach/CTLI	5	5		10
Hay Library	4	5		9
Wellbeing & Accessibility	5	4		9
HR	5	4		9
Business Office	4	4		8
Financial Aid	4	4		8
Institutional Effectiveness	5	2		7
IT	4	3		7
Physical Resources	4	2		6
Admissions	3	2		5
Athletics	3	2		5
Mustang Central-Front line	4	1		5
Housing & Student Life	2	3		5
Aquatic Center	3	2		5
Transitional Studies	3	2		5
Community Relations	2	2		4
Marketing	2	2		4
Registration and Records	2	2		4
GEAR UP	2	2		4
Protective Services	2	2		4
Workforce Development	1	2		3
GRC, Community Ed & Testing	1	2		3
Third Round				
Physical Resources	4	4		8
Business Office	4	4		8
Institutional Effectiveness	5	2		7
Athletics	3	2		5

Mustang Central-Front line	4	1		5
Housing & Student Life	2	3		5
Community Relations	2	2		4
Marketing	2	2		4
Registration and Records	2	2		4
Protective Services	2	2		4
GEAR UP	2	2		4

Revenue Potential	
Dept.	Question #
<u>Initial Screening Round</u>	<u>9</u>
Children's Center	4
Mustang Success	3
Marketing	3
Bookstore	2
IT	1
Institutional Effectiveness	1
Print Shop	1
<u>Second round</u>	
Community Relations	4
Admissions	3
Marketing	3
Workforce Development	3
GRC, Community Ed & Testing	3
Housing & Student Life	2
Aquatic Center	2
Athletics	1
Mustang Central-Front line	1
Registration and Records	1
Protective Services	1
GEAR UP	1
Physical Resources	1
Institutional Effectiveness	1
IT	1
Transitional Studies	1

Consolidation & Outsourcing		
Dept.	Question #	
<u>Initial Screening Round</u>		
Institutional Effectiveness	5	
Marketing	5	
IT	5	
Mustang Success	2	
Children's Center	2	Not eligible for consolidation or outsourcing at this time will reconsider in the future
College & Career Readiness	2	Consolidate w/ Transitional Studies
Print Shop	2	RFP for potential outsourcing
Bookstore	1	RFP for potential outsourcing
<u>Second round</u>		
Community Relations	5	
Marketing	5	
Registration and Records	5	
GEAR UP	5	
Institutional Effectiveness	5	
IT	5	
Mustang Central-Front line	4	
Housing & Student Life	4	
Protective Services	4	
Athletics	3	
Physical Resources	2	Eliminate 1 Para
Aquatic Center	2	Not eligible for consolidation or outsourcing at this time will reconsider in the future
Admissions	2	Eliminate 1 Professional
Transitional Studies	2	Eliminate 1 Professional and Consolidate w/ College/Career Readiness
Workforce Development	1	Eliminate 2 Paras and 1 Professional
GRC, Community Ed & Testing	1	Elimate 1 Professional
<u>Third Round</u>		
Community Relations	5	
Marketing	5	
Registration and Records	5	
GEAR UP	5	
Mustang Central-Front line	4	
Housing & Student Life	4	
Protective Services	4	

Athletics	3
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ACCOUNT	Fund	Location	Department	Department Desc	1st Digit of Department	Object	1st Digit of Object	1st 2 Digit of Object	OBJECT DESCRIPTION	FY 2021 BASE BUDGET	FY 2020 ACTUAL	FY 2019 ACTUAL	FY 2018 ACTUAL	FY 2017 ACTUAL
10-712-634801-9010	10	712	634801	G.R. ADMIN STAFF	6	8010	8	80	FULL TIME ADMIN. SALARY	\$ (69,340.00)	\$ (69,314.20)	\$ (67,276.95)	\$ (16,500.00)	\$ (65,792.45)
10-712-634801-9130	10	712	634801	G.R. ADMIN STAFF	6	8130	8	81	EARLY RETIREMENT FACILITY	\$ -	\$ -	\$ -	\$ -	\$ -
10-712-634801-9310	10	712	634801	G.R. ADMIN STAFF	6	8310	8	83	FULL TIME CLASSIFIED STAFF	\$ (28,145.00)	\$ (86,434.66)	\$ (81,160.82)	\$ (90,194.95)	\$ (69,474.69)
10-712-634801-9313	10	712	634801	G.R. ADMIN STAFF	6	8313	8	83	OVERTIME CLASSIFIED STAFF	\$ -	\$ (576.05)	\$ (684.43)	\$ (625.91)	\$ (22.24)
10-712-634801-9320	10	712	634801	G.R. ADMIN STAFF	6	8320	8	83	PART TIME CLASSIFIED STAFF	\$ (6,734.00)	\$ (4,985.77)	\$ (5,240.53)	\$ (4,851.87)	\$ (16,405.97)
10-712-634801-9322	10	712	634801	G.R. ADMIN STAFF	6	8322	8	83	BENEFITED PART TIME CLASSIFIED	\$ -	\$ -	\$ -	\$ -	\$ (2,988.55)
10-712-634801-9330	10	712	634801	G.R. ADMIN STAFF	6	8330	8	83	EARLY RETIREMENT CLASS.	\$ -	\$ -	\$ -	\$ -	\$ (9,500.79)
10-712-634801-9350	10	712	634801	G.R. ADMIN STAFF	6	8350	8	83	OFF-SCHEDULE SALARY PAYMENTS	\$ -	\$ -	\$ -	\$ (379.18)	\$ -
10-712-634801-9581	10	712	634801	G.R. ADMIN STAFF	6	9581	8	85	INSTITUTIONAL STIPEND	\$ (5,700.00)	\$ (8,750.00)	\$ (9,000.00)	\$ (8,675.00)	\$ (7,675.00)
10-712-634801-9610	10	712	634801	G.R. ADMIN STAFF	6	8610	8	86	STATE RETIREMENT	\$ (17,764.00)	\$ (16,155.17)	\$ (15,989.05)	\$ (17,415.20)	\$ (12,427.86)
10-712-634801-9620	10	712	634801	G.R. ADMIN STAFF	6	8620	8	86	STATE HEALTHLIFE	\$ -	\$ -	\$ -	\$ -	\$ (4,417.61)
10-712-634801-9630	10	712	634801	G.R. ADMIN STAFF	6	8630	8	86	S. RETIREMENT P.T. CLASSIFIED	\$ (8,661.00)	\$ (12,306.67)	\$ (11,893.63)	\$ (8,788.09)	\$ (12,664.48)
10-712-634801-9633	10	712	634801	G.R. ADMIN STAFF	6	8633	8	86	STATE HEALTHLIFE P.T.	\$ (38,475.00)	\$ (48,266.90)	\$ (42,290.34)	\$ (36,289.47)	\$ (47,798.38)
10-712-634801-9634	10	712	634801	G.R. ADMIN STAFF	6	8634	8	86	6% RETIRE HEALTH	\$ (890.00)	\$ -	\$ (1.35)	\$ (696.29)	\$ (753.00)
10-712-634801-9663	10	712	634801	G.R. ADMIN STAFF	6	8663	8	86	WELLNESS BENEFIT	\$ -	\$ -	\$ -	\$ -	\$ -
10-712-634801-9664	10	712	634801	G.R. ADMIN STAFF	6	8664	8	86	VISION BENEFIT	\$ (188.00)	\$ (266.22)	\$ (275.51)	\$ (230.19)	\$ (247.62)
10-712-634801-9900	10	712	634801	G.R. ADMIN STAFF	6	9000	9	90	POOLED ACCOUNT	\$ (10,449.00)	\$ -	\$ (249.73)	\$ -	\$ -
10-712-634801-9110	10	712	634801	G.R. ADMIN STAFF	6	9110	9	91	SUPPLIES EDUCATIONAL	\$ -	\$ -	\$ (783.85)	\$ -	\$ 588.00
10-712-634801-9123	10	712	634801	G.R. ADMIN STAFF	6	9123	9	91	COMPUTER SOFTWARE	\$ -	\$ -	\$ -	\$ -	\$ (286.19)
10-712-634801-9141	10	712	634801	G.R. ADMIN STAFF	6	9141	9	91	GENERAL SUPPLIES	\$ -	\$ (1,581.96)	\$ (3,068.66)	\$ (1,915.59)	\$ (1,949.64)
10-712-634801-9232	10	712	634801	G.R. ADMIN STAFF	6	9232	9	92	EQUIPMENT REPAIRS	\$ -	\$ -	\$ -	\$ -	\$ -
10-712-634801-9241	10	712	634801	G.R. ADMIN STAFF	6	9241	9	92	MAINTENANCE CONTRACTS	\$ -	\$ (1,148.00)	\$ (1,927.84)	\$ (1,886.28)	\$ (800.74)
10-712-634801-9320	10	712	634801	G.R. ADMIN STAFF	6	9320	9	93	EMPLOYEE TRAVEL-IN STATE	\$ -	\$ (139.53)	\$ (339.17)	\$ (749.30)	\$ (2,076.37)
10-712-634801-9365	10	712	634801	G.R. ADMIN STAFF	6	9365	9	93	CATERING SERVICES	\$ -	\$ (57.82)	\$ (81.25)	\$ -	\$ -
10-712-634801-9700	10	712	634801	G.R. ADMIN STAFF	6	9700	9	97	OTHER OPERATING EXPENSES	\$ -	\$ (1,075.70)	\$ (2,112.74)	\$ (1,493.24)	\$ (1,092.65)
10-712-634801-9702	10	712	634801	G.R. ADMIN STAFF	6	9702	9	97	ADVERTISING	\$ -	\$ (500.00)	\$ (500.00)	\$ (390.00)	\$ (585.00)
10-712-634801-9709	10	712	634801	G.R. ADMIN STAFF	6	9709	9	97	PROFESSIONAL DEVELOPMENT	\$ -	\$ -	\$ (218.00)	\$ (676.20)	\$ (508.00)
10-712-634801-9811	10	712	634801	G.R. ADMIN STAFF	6	9811	9	98	EQUIPMENT	\$ -	\$ -	\$ (936.00)	\$ -	\$ -
10-723-318101-8120	10	723	318101	COMMUNITY EDUCATION	3	8120	8	81	PART TIME FACILITY SALARY	\$ (198.00)	\$ -	\$ -	\$ (135.00)	\$ -
10-723-318101-8220	10	723	318101	COMMUNITY EDUCATION	3	8220	8	86	FICA	\$ -	\$ -	\$ -	\$ (10.33)	\$ -
10-732-318101-8120	10	732	318101	COMMUNITY EDUCATION	3	8120	8	81	PART TIME FACILITY SALARY	\$ (1,565.00)	\$ (2,767.50)	\$ (2,430.00)	\$ (1,198.30)	\$ (3,435.00)
10-732-318101-8610	10	732	318101	COMMUNITY EDUCATION	3	8610	8	86	STATE RETIREMENT	\$ -	\$ (15.96)	\$ (3.88)	\$ (7.54)	\$ -
10-732-318101-8620	10	732	318101	COMMUNITY EDUCATION	3	8620	8	86	FICA	\$ (120.00)	\$ (211.76)	\$ (185.94)	\$ (83.19)	\$ (262.85)
10-732-318101-9000	10	732	318101	COMMUNITY EDUCATION	3	9000	9	90	POOLED ACCOUNT	\$ (1,761.00)	\$ -	\$ -	\$ -	\$ -
10-732-318101-9110	10	732	318101	COMMUNITY EDUCATION	3	9110	9	91	SUPPLIES EDUCATIONAL	\$ -	\$ (225.00)	\$ (265.00)	\$ (460.00)	\$ (1,362.00)
10-732-318101-9211	10	732	318101	COMMUNITY EDUCATION	3	9211	9	92	CONTRACTED SERVICES	\$ -	\$ (65.00)	\$ -	\$ (65.00)	\$ -
10-732-318101-9724	10	732	318101	COMMUNITY EDUCATION	3	9724	9	97	COMMERCIAL PRINTING	\$ -	\$ -	\$ -	\$ -	\$ (600.00)
11-710-318101-8320	11	710	318101	COMMUNITY EDUCATION	3	8320	8	83	PART TIME CLASSIFIED STAFF	\$ -	\$ (219.18)	\$ (1,450.62)	\$ -	\$ -
10-710-318101-8620	10	710	318101	COMMUNITY EDUCATION	3	8620	8	86	FICA	\$ -	\$ (16.76)	\$ (110.98)	\$ -	\$ -
10-710-318101-8120	10	710	318101	COMMUNITY EDUCATION	3	8120	8	81	PART TIME FACILITY SALARY	\$ (13,983.00)	\$ (21,898.20)	\$ (22,001.40)	\$ (24,758.17)	\$ (31,411.05)
10-710-318101-8313	10	710	318101	COMMUNITY EDUCATION	3	8313	8	83	OVERTIME CLASSIFIED STAFF	\$ -	\$ -	\$ -	\$ -	\$ -
10-710-318101-8320	10	710	318101	COMMUNITY EDUCATION	3	8320	8	83	PART TIME CLASSIFIED STAFF	\$ (14,131.00)	\$ (3,904.79)	\$ (4,525.09)	\$ -	\$ -
10-710-318101-8611	10	710	318101	COMMUNITY EDUCATION	3	8611	8	86	STATE RETIREMENT	\$ -	\$ (87.90)	\$ (175.72)	\$ (137.44)	\$ (274.97)
10-710-318101-8613	10	710	318101	COMMUNITY EDUCATION	3	8613	8	86	FICA	\$ -	\$ (46.13)	\$ (34.87)	\$ (29.88)	\$ (237.84)
10-710-318101-8620	10	710	318101	COMMUNITY EDUCATION	3	8620	8	86	STATE HEALTHLIFE	\$ (2,151.00)	\$ (1,971.11)	\$ (1,820.11)	\$ (1,865.93)	\$ (2,403.22)
10-710-318101-8633	10	710	318101	COMMUNITY EDUCATION	3	8633	8	86	TIAA-CREF	\$ -	\$ 843.75	\$ (249.62)	\$ (4.73)	\$ (83.80)
10-710-318101-9000	10	710	318101	COMMUNITY EDUCATION	3	9000	9	90	6% RETIRE HEALTH	\$ -	\$ -	\$ -	\$ (2.76)	\$ (10.81)
10-710-318101-9211	10	710	318101	COMMUNITY EDUCATION	3	9211	9	92	POOLED ACCOUNT	\$ (20,500.00)	\$ (395.00)	\$ -	\$ -	\$ -
10-710-318101-9110	10	710	318101	COMMUNITY EDUCATION	3	9110	9	91	SUPPLIES EDUCATIONAL	\$ -	\$ (1,102.25)	\$ (4,984.94)	\$ 4,351.69	\$ (7,368.07)
10-710-318101-9211	10	710	318101	COMMUNITY EDUCATION	3	9211	9	92	CONTRACTED SERVICES	\$ -	\$ (372.50)	\$ (6,244.50)	\$ -	\$ -
10-710-318101-9421	10	710	318101	COMMUNITY EDUCATION	3	9421	9	94	STATE WORKERS COMPENSATION	\$ -	\$ 30.21	\$ (16.58)	\$ (6.10)	\$ (11.84)
10-710-318101-9702	10	710	318101	COMMUNITY EDUCATION	3	9702	9	97	ADVERTISING	\$ -	\$ (6,733.15)	\$ (4,538.52)	\$ (4,826.69)	\$ (9,904.51)
10-710-318101-9737	10	710	318101	COMMUNITY EDUCATION	3	9737	9	97	BUS TRIPS	\$ -	\$ (2,777.00)	\$ -	\$ (11,551.02)	\$ (7,770.00)
10-711-318101-8120	10	711	318101	COMMUNITY EDUCATION	3	8120	8	81	PART TIME FACILITY SALARY	\$ (155.00)	\$ (1,320.00)	\$ -	\$ (150.00)	\$ -
10-711-318101-8320	10	711	318101	COMMUNITY EDUCATION	3	8320	8	83	PART TIME CLASSIFIED STAFF	\$ -	\$ (170.75)	\$ -	\$ -	\$ -
10-711-318101-8620	10	711	318101	COMMUNITY EDUCATION	3	8620	8	86	FICA	\$ -	\$ (114.04)	\$ -	\$ (11.48)	\$ -

10-711-318101-9110	10	711	318101	COMMUNITY EDUCATION	9110	9	61	SUPPLIES EDUCATIONAL	\$	-	\$	-	\$	314.50	\$	1,643.50	\$	-
10-710-006000-6160	10	6160	006000	COMMUNITY EDUCATION		6	61	Revenue	\$	50,000.00	\$	50,209.00	\$	51,172.00	\$	40,759.00	\$	63,142.50
10-710-006000-6162	10	6162	006000	COMMUNITY EDUCATION OUTRCH		6	61	Revenue	\$	7,570.00	\$	4,926.00	\$	5,243.00	\$	6,121.00	\$	7,818.00
									(\$183,279.00)	(\$262,667.41)	(\$248,609.30)	(\$188,607.74)	(\$280,382.64)	(\$237,566.77)				

Avg. Actuals

ACCOUNT	Fund	Location	Department	Department Desc	1st Digit of Department	Object of Object	1st Digit of Object	1st 2 Digit of Object	OBJECT DESCRIPTION	FY 2021 BASE BUDGET	FY 2020 ACTUAL	FY 2019 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL
10-711-114306-8110	10	711	114306	MATHEMATICS	1	8110	8	81	FULL TIME FACULTY SALARY	(\$476,192.00)	(\$544,122.12)	(\$514,826.96)	(\$467,688.55)	(\$487,830.79)
10-711-114306-8112	10	711	114306	MATHEMATICS	1	8112	8	81	SABBATICAL	\$0.00	\$0.00	\$0.00	\$0.00	(\$5,929.66)
10-711-114306-8120	10	711	114306	MATHEMATICS	1	8120	8	81	PART TIME FACULTY SALARY	(\$120,463.00)	(\$91,355.83)	(\$108,530.30)	(\$120,154.56)	(\$30,926.76)
10-711-114306-8121	10	711	114306	MATHEMATICS	1	8121	8	81	SUMMER SCHOOL FACULTY	\$0.00	\$0.00	\$0.00	\$0.00	(\$9,006.00)
10-711-114306-8122	10	711	114306	MATHEMATICS	1	8122	8	81	BENEFITED PART TIME FACULTY	\$0.00	\$0.00	\$0.00	\$0.00	(\$14,174.76)
10-711-114306-8130	10	711	114306	MATHEMATICS	1	8130	8	81	EARLY RETIREMENT FACULTY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10-711-114306-8330	10	711	114306	MATHEMATICS	1	8330	8	83	OFF-SCHEDULE SALARY PAYMENTS	\$0.00	\$0.00	\$0.00	\$1,400.82	\$0.00
10-711-114306-8581	10	711	114306	MATHEMATICS	1	8581	8	85	INSTITUTIONAL STIPEND	(\$22,800.00)	(\$27,650.00)	(\$27,450.00)	(\$23,600.00)	(\$23,950.00)
10-711-114306-8610	10	711	114306	MATHEMATICS	1	8610	8	86	STATE RETIREMENT	(\$85,633.00)	(\$47,056.59)	(\$40,304.22)	(\$42,464.71)	(\$45,710.55)
10-711-114306-8611	10	711	114306	MATHEMATICS	1	8611	8	86	TIAA-CREF	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10-711-114306-8612	10	711	114306	MATHEMATICS	1	8612	8	86	S. RETIREMENT P.T. FACULTY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10-711-114306-8620	10	711	114306	MATHEMATICS	1	8620	8	86	FICA	(\$38,264.00)	(\$49,053.79)	(\$17,146.39)	(\$45,507.67)	(\$43,715.36)
10-711-114306-8630	10	711	114306	MATHEMATICS	1	8630	8	86	STATE HEALTHLIFE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10-711-114306-8632	10	711	114306	MATHEMATICS	1	8632	8	86	STATE HEALTHLIFE P.T.	(\$3,001.00)	\$0.00	\$22.50	(\$3,151.44)	(\$3,321.53)
10-711-114306-8633	10	711	114306	MATHEMATICS	1	8633	8	86	.6% RETIREE HEALTH	\$0.00	(\$120.00)	(\$405.00)	(\$40.00)	\$0.00
10-711-114306-8634	10	711	114306	MATHEMATICS	1	8634	8	86	WELLNESS BENEFIT	\$0.00	(\$711.26)	(\$722.32)	(\$665.88)	(\$803.85)
10-711-114306-8683	10	711	114306	MATHEMATICS	1	8683	8	86	VISION BENEFIT	(\$752.00)	\$0.00	\$0.00	\$0.00	\$0.00
10-711-114306-9000	10	711	114306	MATHEMATICS	1	9000	9	90	POOLED ACCOUNT	(\$2,880.00)	(\$75.66)	(\$56.96)	(\$16.27)	(\$91.43)
10-711-114306-9110	10	711	114306	MATHEMATICS	1	9110	9	91	SUPPLIES EDUCATIONAL	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10-711-114306-9123	10	711	114306	MATHEMATICS	1	9123	9	91	COMPUTER SOFTWARE	\$0.00	(\$56.00)	\$0.00	\$0.00	\$0.00
10-711-114306-9141	10	711	114306	MATHEMATICS	1	9141	9	91	GENERAL SUPPLIES	\$0.00	(\$534.32)	(\$983.38)	(\$659.72)	(\$1,012.63)
10-711-114306-9421	10	711	114306	MATHEMATICS	1	9421	9	94	STATE WORKERS COMPENSATION	\$0.00	\$2,881.66	\$0.00	\$0.00	(\$4.05)
10-711-114306-9730	10	711	114306	MATHEMATICS	1	9730	9	97	SPECIAL EVENTS	\$0.00	\$1,307.47	(\$2,261.35)	(\$3.00)	\$166.50
										(\$954,851.00)	(\$867,718.71)	(\$915,529.39)	(\$860,838.62)	(\$848,240.90)
														Avg. Actuals (\$873,081.91)

ACCOUNT	Fund	Location	Department	Department Desc	1st Digit of Department at	1st 2 Digit of Object	Object	1st Digit of Object	1st 2 Digit of Object	OBJECT DESCRIPTION	FY 2021 BASE BUDGET	FY 2020 ACTUAL	FY 2019 ACTUAL	FY 2015 ACTUAL	FY 2017 ACTUAL
10-710-147104-8120	10	710	147104	W.D. NON-CREDIT S.W.	1	8120	8	81	81	PART TIME FACULTY SALARY	(\$55,947.00)	(\$53,813.42)	(\$50,775.93)	(\$75,865.39)	(\$22,107.20)
10-710-147104-8122	10	710	147104	W.D. NON-CREDIT S.W.	1	8122	8	81	81	BENEFITED PART TIME FACULTY	(\$48,195.00)	(\$51,366.71)	(\$31,352.96)	(\$23,665.11)	(\$48,779.69)
10-710-147104-8220	10	710	147104	W.D. NON-CREDIT S.W.	1	8220	8	82	82	PART TIME PROFESSIONAL	\$0.00	(\$3,713.83)	(\$2,025.00)	\$0.00	\$0.00
10-710-147104-8310	10	710	147104	W.D. NON-CREDIT S.W.	1	8310	8	83	83	FULL TIME CLASSIFIED STAFF	(\$9,199.00)	(\$29,612.66)	(\$22,371.50)	(\$27,343.27)	(\$27,214.62)
10-710-147104-8313	10	710	147104	W.D. NON-CREDIT S.W.	1	8313	8	83	83	OVERTIME CLASSIFIED STAFF	\$0.00	(\$175.18)	(\$279.14)	(\$169.62)	(\$28.43)
10-710-147104-8320	10	710	147104	W.D. NON-CREDIT S.W.	1	8320	8	83	83	PART TIME CLASSIFIED STAFF	(\$28,926.00)	(\$28,267.17)	(\$29,357.31)	(\$20,294.40)	(\$22,154.09)
10-710-147104-8322	10	710	147104	W.D. NON-CREDIT S.W.	1	8322	8	83	83	BENEFITED PART TIME CLASSIFIED	\$0.00	(\$334.25)	(\$867.76)	\$0.00	\$0.00
10-710-147104-8350	10	710	147104	W.D. NON-CREDIT S.W.	1	8350	8	83	83	OFF-SCHEDULE SALARY PAYMENTS	\$1,425.00	(\$2,125.00)	(\$1,875.00)	(\$2,250.00)	(\$2,250.00)
10-710-147104-8420	10	710	147104	W.D. NON-CREDIT S.W.	1	8420	8	84	84	STUDENT SALARIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10-710-147104-8581	10	710	147104	W.D. NON-CREDIT S.W.	1	8581	8	85	85	INSTITUTIONAL STIPEND	\$0.00	(\$11,273.60)	(\$8,788.56)	(\$11,021.10)	(\$10,346.81)
10-710-147104-8612	10	710	147104	W.D. NON-CREDIT S.W.	1	8612	8	86	86	TIAA-CREFF	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10-710-147104-8615	10	710	147104	W.D. NON-CREDIT S.W.	1	8615	8	86	86	S. RETIREMENT P.T. FACULTY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10-710-147104-8620	10	710	147104	W.D. NON-CREDIT S.W.	1	8620	8	86	86	S. RETIREMENT P.T. CLASSIFIED	(\$12,224.00)	(\$12,535.57)	(\$11,616.65)	(\$11,121.89)	(\$10,741.57)
10-710-147104-8630	10	710	147104	W.D. NON-CREDIT S.W.	1	8630	8	86	86	STATE HEALTHLIFE	(\$80,144.00)	(\$58,684.80)	(\$33,165.80)	(\$27,072.62)	(\$22,316.63)
10-710-147104-8633	10	710	147104	W.D. NON-CREDIT S.W.	1	8633	8	86	86	.6% RETIREE HEALTH	(\$213.00)	\$0.00	(\$18.81)	(\$657.60)	(\$622.49)
10-710-147104-8634	10	710	147104	W.D. NON-CREDIT S.W.	1	8634	8	86	86	WELLNESS BENEFIT	\$0.00	(\$46.76)	(\$49.29)	\$0.00	\$0.00
10-710-147104-8683	10	710	147104	W.D. NON-CREDIT S.W.	1	8683	8	86	86	VISION BENEFIT	\$47.00	(\$62.60)	(\$59.81)	(\$70.09)	(\$70.46)
10-710-147104-9000	10	710	147104	W.D. NON-CREDIT S.W.	1	9000	9	90	90	POOLED ACCOUNT	(\$27,500.00)	\$0.00	\$0.00	\$0.00	\$0.00
10-710-147104-9110	10	710	147104	W.D. NON-CREDIT S.W.	1	9110	9	91	91	SUPPLIES EDUCATIONAL	\$0.00	(\$5,501.91)	(\$14,546.06)	(\$9,460.11)	(\$6,331.22)
10-710-147104-9123	10	710	147104	W.D. NON-CREDIT S.W.	1	9123	9	91	91	COMPUTER SOFTWARE	\$0.00	\$0.00	\$0.00	(\$1,026.85)	(\$537.00)
10-710-147104-9141	10	710	147104	W.D. NON-CREDIT S.W.	1	9141	9	91	91	GENERAL SUPPLIES	(\$57.19)	(\$2,030.92)	(\$9,166.60)	(\$2,920.96)	(\$2,920.96)
10-710-147104-9211	10	710	147104	W.D. NON-CREDIT S.W.	1	9211	9	92	92	CONTRACTED SERVICES	(\$12,500.00)	(\$1,065.12)	(\$13,941.40)	(\$10,737.55)	(\$13,423.08)
10-710-147104-9310	10	710	147104	W.D. NON-CREDIT S.W.	1	9310	9	93	93	DUES/MEMBERSHIPS	\$0.00	\$0.00	\$0.00	\$0.00	(\$986.75)
10-710-147104-9320	10	710	147104	W.D. NON-CREDIT S.W.	1	9320	9	93	93	EMPLOYEE TRAVEL-IN STATE	\$0.00	(\$3,453.91)	(\$2,215.74)	(\$3,409.40)	(\$327.04)
10-710-147104-9330	10	710	147104	W.D. NON-CREDIT S.W.	1	9330	9	93	93	EMPLOYEE TRAVEL OUT OF STATE	\$0.00	\$0.00	\$0.00	(\$1,271.14)	\$0.00
10-710-147104-9365	10	710	147104	W.D. NON-CREDIT S.W.	1	9365	9	93	93	CATERING SERVICES	\$0.00	(\$7,489.65)	(\$1,231.44)	(\$640.75)	(\$1,961.85)
10-710-147104-9421	10	710	147104	W.D. NON-CREDIT S.W.	1	9421	9	94	94	STATE WORKERS COMPENSATION	\$0.00	(\$1,048.31)	(\$1,011.26)	(\$464.72)	(\$437.22)
10-710-147104-9702	10	710	147104	W.D. NON-CREDIT S.W.	1	9702	9	97	97	OTHER OPERATING EXPENSES	\$0.00	(\$15.60)	\$0.00	(\$4,098.01)	(\$3,746.52)
10-710-147104-9709	10	710	147104	W.D. NON-CREDIT S.W.	1	9709	9	97	97	ADVERTISING	\$0.00	\$0.00	\$0.00	\$0.00	(\$168.29)
10-710-147104-9724	10	710	147104	W.D. NON-CREDIT S.W.	1	9724	9	97	97	PROFESSIONAL DEVELOPMENT	\$0.00	\$0.00	\$0.00	(\$433.00)	(\$374.03)
10-710-147105-8120	10	710	147105	MSHA TRAINING - OFF CAMPUS	1	8120	8	81	81	COMMERCIAL PRINTING	(\$1,418.00)	(\$1,835.22)	(\$1,574.29)	(\$2,132.75)	(\$12,590.43)
10-710-147105-8610	10	710	147105	MSHA TRAINING - OFF CAMPUS	1	8610	8	86	86	PART TIME FACULTY SALARY	\$0.00	\$0.00	\$0.00	(\$115.00)	\$0.00
10-710-147105-8620	10	710	147105	MSHA TRAINING - OFF CAMPUS	1	8620	8	86	86	FICA	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10-710-147105-8141	10	710	147105	MSHA TRAINING - OFF CAMPUS	1	8141	9	91	91	GENERAL SUPPLIES	\$0.00	\$0.00	\$0.00	(\$105.40)	\$0.00
10-710-147105-9142	10	710	147105	MSHA TRAINING - OFF CAMPUS	1	9142	9	91	91	STUDENT SUPPLIES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10-710-147106-8630	10	710	147106	C.E. BUSINESS S.W. COUNTY	1	8630	8	86	86	STATE HEALTHLIFE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10-710-147106-9365	10	710	147106	C.E. BUSINESS S.W. COUNTY	1	9365	9	93	93	CATERING SERVICES	\$0.00	\$0.00	\$0.00	\$0.00	(\$7.45)
10-711-14703-8310	10	711	14703	WF & COMM. DEV.	1	8310	8	83	83	FULL TIME CLASSIFIED STAFF	0	\$0.00	\$0.00	\$0.00	\$0.00
10-711-14703-8611	10	711	14703	WF & COMM. DEV.	1	8611	8	86	86	TIAA-CREFF	0	\$0.00	\$0.00	\$0.00	(\$7.01)
10-711-14703-8620	10	711	14703	WF & COMM. DEV.	1	8620	8	86	86	FICA	0	\$0.00	\$0.00	\$0.00	\$0.00
10-711-14703-8633	10	711	14703	WF & COMM. DEV.	1	8633	8	86	86	.6% RETIREE HEALTH	0	\$0.00	\$0.00	\$0.00	\$0.00
10-711-14703-9141	10	711	14703	WF & COMM. DEV.	1	9141	9	91	91	GENERAL SUPPLIES	0	\$0.00	\$0.00	(\$372.00)	\$0.00
10-711-14703-9700	10	711	14703	WF & COMM. DEV.	1	9700	9	97	97	OTHER OPERATING EXPENSES	0	\$0.00	(\$518.64)	\$0.00	\$0.00
10-711-14706-8070	10	711	124706	WORKFORCE TRAINING	1	8070	8	80	80	FULL TIME ADMIN SALARY	(\$81,947.00)	(\$81,916.68)	(\$79,509.12)	(\$37,542.45)	\$0.00
10-711-14706-8120	10	711	124706	WORKFORCE TRAINING	1	8120	8	81	81	PART TIME FACULTY SALARY	(\$64,310.00)	(\$28,086.40)	(\$57,442.64)	(\$68,606.96)	(\$14,509.99)
10-711-14706-8220	10	711	124706	WORKFORCE TRAINING	1	8220	8	82	82	BENEFITED PART TIME FACULTY	(\$74,851.00)	(\$15,074.28)	(\$89,131.06)	(\$87,143.40)	(\$118,714.05)
10-711-14706-8350	10	711	124706	WORKFORCE TRAINING	1	8350	8	83	83	PART TIME PROFESSIONAL	\$0.00	(\$3,713.83)	(\$2,025.00)	\$0.00	(\$656.00)
10-711-14706-8611	10	711	124706	WORKFORCE TRAINING	1	8611	8	86	86	OFF-SCHEDULE SALARY PAYMENTS	(\$2,850.00)	\$5,000.00	\$5,000.00	(\$1,500.00)	\$0.00
10-711-14706-8612	10	711	124706	WORKFORCE TRAINING	1	8612	8	86	86	INSTITUTIONAL STIPEND	(\$33,717.00)	(\$26,759.96)	(\$25,052.17)	(\$15,698.05)	(\$11,777.69)
10-711-14706-8614	10	711	124706	WORKFORCE TRAINING	1	8614	8	86	86	STATE RETIREMENT	\$0.00	(\$1,895.01)	(\$4,368.09)	(\$11,084.39)	(\$6,470.45)
10-711-14706-8620	10	711	124706	WORKFORCE TRAINING	1	8620	8	86	86	S. RETIREMENT P.T. FACULTY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
10-711-14706-8622	10	711	124706	WORKFORCE TRAINING	1	8622	8	86	86	S. RETIREMENT P.T. PROFESNL.	(\$17,144.00)	(\$14,258.78)	(\$17,227.17)	(\$14,574.11)	(\$10,309.21)

10-711-124706-8630	10	711	124706	WORKFORCE TRAINING	1	8630	B	86	STATE HEALTHLIFE	(\$48,047.00)	(\$43,314.08)	(\$43,747.67)	(\$39,291.24)	(\$29,044.06)
10-711-124706-8631	10	711	124706	WORKFORCE TRAINING	1	8631	B	86	STATE DEPENDENT HEALTH	\$0.00	\$0.00	\$0.00	(\$13.00)	\$0.00
10-711-124706-8633	10	711	124706	WORKFORCE TRAINING	1	8633	B	86	6% RETIREE HEALTH	(\$733.00)	\$0.00	(\$1.06)	(\$938.22)	(\$695.13)
10-711-124706-8634	10	711	124706	WORKFORCE TRAINING	1	8634	B	86	WELLNESS BENEFIT	\$0.00	\$16.76	(\$125.71)	\$0.00	\$0.00
10-711-124706-8683	10	711	124706	WORKFORCE TRAINING	1	8683	B	86	VISION BENEFIT	(\$168.00)	(\$93.96)	(\$93.96)	(\$46.98)	\$0.00
10-711-124706-9000	10	711	124706	WORKFORCE TRAINING	1	9000	B	90	POOLED ACCOUNT	(\$90,000.00)	\$0.00	\$0.00	\$0.00	\$0.00
10-711-124706-9110	10	711	124706	WORKFORCE TRAINING	1	9110	B	91	SUPPLIES EDUCATIONAL	\$0.00	\$20,910.62	(\$34,212.37)	(\$30,783.93)	(\$23,615.14)
10-711-124706-9141	10	711	124706	WORKFORCE TRAINING	1	9141	B	91	GENERAL SUPPLIES	\$0.00	(\$496.94)	(\$56.66)	(\$6,109.47)	(\$2,183.55)
10-711-124706-9211	10	711	124706	WORKFORCE TRAINING	1	9211	B	92	CONTRACTED SERVICES	(\$35,000.00)	(\$37,604.00)	(\$33,439.81)	(\$14,495.64)	(\$20,051.09)
10-711-124706-9320	10	711	124706	WORKFORCE TRAINING	1	9320	B	93	EMPLOYEE TRAVEL-IN STATE	\$0.00	\$1,168.40	\$0.00	\$0.00	\$0.00
10-711-124706-9330	10	711	124706	WORKFORCE TRAINING	1	9330	B	93	EMPLOYEE TRAVEL OUT OF STATE	\$0.00	(\$3,489.65)	\$0.00	(\$838.96)	\$0.00
10-711-124706-9365	10	711	124706	WORKFORCE TRAINING	1	9365	B	93	CATERING SERVICES	\$0.00	(\$8,641.48)	(\$49,329.16)	(\$58,258.57)	(\$25,311.45)
10-711-124706-9421	10	711	124706	WORKFORCE TRAINING	1	9421	B	94	STATE WORKERS COMPENSATION	\$0.00	(\$390.84)	(\$410.07)	(\$686.13)	(\$616.11)
10-711-124706-9700	10	711	124706	WORKFORCE TRAINING	1	9700	B	97	OTHER OPERATING EXPENSES	\$0.00	(\$2,307.78)	(\$509.56)	(\$14,571.01)	(\$3,698.61)
10-711-124706-9709	10	711	124706	WORKFORCE TRAINING	1	9709	B	97	PROFESSIONAL DEVELOPMENT	\$0.00	\$0.00	\$0.00	(\$495.00)	\$0.00
10-711-124706-9724	10	711	124706	WORKFORCE TRAINING	1	9724	B	97	COMMERCIAL PRINTING	\$0.00	(\$2,693.52)	(\$1,538.06)	(\$1,694.18)	(\$4,456.16)
10-711-147104-9700	10	710	147104	W.D. NON-CREDIT S.W.	1	9700	B	97	OTHER OPERATING EXPENSES	0	\$0.00	(\$28.36)	\$0.00	\$0.00
11-710-114703-8210	11	710	114703	WF & COMM. DEV.	1	8210	B	82	FULL TIME PROFESSIONAL SALARY	\$0.00	\$0.00	\$0.00	(\$54,756.61)	(\$52,092.96)
11-710-114703-8310	11	710	114703	WF & COMM. DEV.	1	8310	B	83	FULL TIME CLASSIFIED STAFF	(\$27,597.00)	(\$45,868.94)	(\$29,785.30)	(\$45,416.70)	(\$45,324.18)
11-710-114703-8581	11	710	114703	WF & COMM. DEV.	1	8581	B	85	OVERTIME CLASSIFIED STAFF	\$0.00	(\$152.67)	(\$28.17)	\$0.00	(\$9.48)
11-710-114703-8610	11	710	114703	WF & COMM. DEV.	1	8610	B	86	STATE RETIREMENT	(\$2,138.00)	(\$3,625.00)	(\$2,751.72)	(\$6,750.00)	(\$6,750.00)
11-710-114703-8611	11	710	114703	WF & COMM. DEV.	1	8611	B	86	TIAA-CREF	(\$5,173.00)	(\$5,352.32)	(\$1,508.13)	(\$7,865.52)	(\$9,156.48)
11-710-114703-8620	11	710	114703	WF & COMM. DEV.	1	8620	B	86	FICA	\$0.00	(\$3,385.21)	(\$4,034.61)	(\$8,171.24)	(\$8,150.49)
11-710-114703-8630	11	710	114703	WF & COMM. DEV.	1	8630	B	86	STATE HEALTHLIFE	(\$2,388.00)	(\$3,564.07)	(\$2,256.00)	(\$7,676.44)	(\$7,502.70)
11-710-114703-8633	11	710	114703	WF & COMM. DEV.	1	8633	B	86	6% RETIREE HEALTH	(\$21,717.00)	(\$16,788.31)	(\$16,510.11)	(\$31,021.83)	(\$28,045.29)
11-710-114703-8683	11	710	114703	WF & COMM. DEV.	1	8683	B	86	VISION BENEFIT	(\$71.00)	(\$109.66)	(\$86.27)	(\$190.95)	(\$590.35)
11-710-114703-9000	11	710	114703	WF & COMM. DEV.	1	9000	B	90	POOLED ACCOUNT	(\$27,000.00)	\$0.00	\$0.00	\$0.00	\$0.00
11-710-114703-9141	11	710	114703	WF & COMM. DEV.	1	9141	B	91	GENERAL SUPPLIES	\$0.00	\$0.00	\$0.00	(\$137.15)	(\$985.96)
11-710-114703-9322	11	710	114703	WF & COMM. DEV.	1	9322	B	93	EMPLOYEE MOTOR POOL IN STATE	\$0.00	\$0.00	(\$275.99)	(\$895.10)	(\$2,515.62)
11-710-114703-9330	11	710	114703	WF & COMM. DEV.	1	9330	B	93	EMPLOYEE TRAVEL OUT OF STATE	\$0.00	\$0.00	(\$269.89)	(\$2,498.08)	(\$3,332.45)
11-710-114703-9700	11	710	114703	WF & COMM. DEV.	1	9700	B	97	OTHER OPERATING EXPENSES	\$0.00	\$0.00	\$0.00	(\$570.93)	\$0.00
11-711-114703-8210	11	711	114703	WF & COMM. DEV.	1	8210	B	82	FULL TIME PROFESSIONAL SALARY	0	\$0.00	\$0.00	\$0.00	\$0.00
11-711-114703-8610	11	711	114703	WF & COMM. DEV.	1	8610	B	86	STATE RETIREMENT	0	\$0.00	\$0.00	(\$94.85)	(\$7.02)
11-711-114703-8620	11	711	114703	WF & COMM. DEV.	1	8620	B	86	FICA	0	\$0.00	\$0.00	\$0.00	\$0.00
11-711-114703-8630	11	711	114703	WF & COMM. DEV.	1	8630	B	86	STATE HEALTHLIFE	0	\$0.00	\$0.00	(\$42.34)	\$0.00
11-711-114703-8633	11	711	114703	WF & COMM. DEV.	1	8633	B	86	6% RETIREE HEALTH	0	\$0.00	\$0.00	(\$137.08)	\$0.00
11-711-114703-8683	11	711	114703	WF & COMM. DEV.	1	8683	B	86	VISION BENEFIT	0	\$0.00	\$0.00	(\$3.43)	\$0.00
10-710-06000-6151	10	710	06000	W.D. NON-CREDIT S.W.	0	6151	B	61	Revenue	\$280,000.00	\$281,851.96	\$292,959.00	\$313,923.24	\$264,755.57
10-710-06000-6171	10	710	06000	WORKFORCE TRNG FEES S.W.	0	6171	B	61	Revenue	(\$302,479.00)	(\$364,965.30)	(\$222,950.27)	(\$108,441.48)	(\$204,530.49)
														Avg. Actuals
														\$223,000.50

2015-2016

	Active Sections	Cancelled Sections	Sum:	Total Capacity	Total Enrolled	Percent Capacity
Total Sections	66	54	12	1500	824	54.93%
COMM				Average Class Size:	12	

2016-2017

	Active Sections	Cancelled Sections	Sum:	Total Capacity	Total Enrolled	Percent Capacity
Total Sections	62	49	13	1382	826	59.77%
COMM				Average Class Size:	13	

2017-2018

	Active Sections	Cancelled Sections	Sum:	Total Capacity	Total Enrolled	Percent Capacity
Total Sections	51	43	8	1112	700	62.95%
COMM				Average Class Size:	14	

2018-2019

	Active Sections	Cancelled Sections	Sum:	Total Capacity	Total Enrolled	Percent Capacity
Total Sections	45	35	10	1001	638	
COMM				Average Class Size:	14	

2019-2020

	Active Sections	Cancelled Sections	Sum:	Total Capacity	Total Enrolled	Percent Capacity
Total Sections	47	42	5	996	686	68.88%
COMM				Average Class Size:	15	

2015-2016

	Active Sections	Cancelled Sections	Sum:	Total Capacity	Total Enrolled	Percent Capacity
Total Sections	107	103	4	2552	1787	70.20%
				Average Class Size:	17	

2016-2017

	Active Sections	Cancelled Sections	Sum:	Total Capacity	Total Enrolled	Percent Capacity
Total Sections	109	100	9	2552	1776	69.59%
				Average Class Size:	16	

2017-2018

	Active Sections	Cancelled Sections	Sum:	Total Capacity	Total Enrolled	Percent Capacity
Total Sections	107	101	6	2536	1794	70.74%
				Average Class Size:	17	

2018-2019

	Active Sections	Cancelled Sections	Sum:	Total Capacity	Total Enrolled	Percent Capacity
Total Sections	111	99	12	2679	1620	60.47%
				Average Class Size:	15	

2019-2020

	Active Sections	Cancelled Sections	Sum:	Total Capacity	Total Enrolled	Percent Capacity
Total Sections	116	102	14	2774	1573	56.71%
				Average Class Size:	14	

Enrollment Statistics

August 27 2020

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Term.....: 20/FA

School.....:

Division...: BASIC

SKILLS

Department: BASIC

SKILLS

Course	Synonym	Title	Instr Meth	Max	Used	Avail
MATH_0720_01	2168	ALGEBRA SKILLS	LEC	25	14	11
MATH_0720_02	2169	ALGEBRA SKILLS	LEC	25	15	10
MATH_0720_NT	2170	ALGEBRA SKILLS	NET	25	25	0
MATH_0760_01	2172	ALGEBRA SKILLS	LEC	25	14	11
MATH_0760_02	2173	ALGEBRA SKILLS	LEC	25	15	10
MATH_0760_NT	2174	ALGEBRA SKILLS	NET	25	25	0
MATH_0900_01	2176	PRE-ALGEBRA ARI	LEC	25	14	11
MATH_0900_02	2177	PRE-ALGEBRA ARI	LEC	25	15	10
MATH_0900_NT	2178	PRE-ALGEBRA ARI	NET	25	25	0
				===== 225	===== 162	===== 63

August 27 2020

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Term.....: 20/FA

School.....:

Division...: BASIC

SKILLS

Department: HUMAN

DEVELOPMENT

Course	Synonym	Title	Instr Meth	Max	Used	Avail
HMDV_1005_01	2100	1st YEAR SUCCES	LEC	20	18	2
HMDV_1005_02	2101	1st YEAR SUCCES	LEC	30	28	2
HMDV_1005_04	2103	1st YEAR SUCCES	LEC	20	19	1
HMDV_1005_05	2104	1st YEAR SUCCES	LEC	20	21	-1
HMDV_1005_03	2105	1st YEAR SUCCES	LEC	20	21	-1
HMDV_1005_06	2106	1st YEAR SUCCES	LEC	20	19	1
HMDV_1005_07	2107	1st YEAR SUCCES	LEC	20	19	1
HMDV_1005_08	2108	1st YEAR SUCCES	LEC	20	19	1
HMDV_1005_09	2109	1st YEAR SUCCES	LEC	20	11	9
HMDV_1005_10	2110	1st YEAR SUCCES	LEC	20	18	2
HMDV_1005_11	2111	1st YEAR SUCCES	LEC	20	15	5
HMDV_1005_12	2112	1st YEAR SUCCES	LEC	25	23	2
HMDV_1005_13	2113	1st YEAR SUCCES	LEC	20	18	2

HMDV_1005_NT	2119	1st YEAR SUCCES	NET	25	25	0
HMDV_1005_NT2	2120	1st YEAR SUCCES	NET	20	20	0
HMDV_1005_NT3	2121	1st YEAR SUCCES	NET	25	25	0
HMDV_1005_NT4	2122	1st YEAR SUCCES	NET	20	20	0
HMDV_1005_NT5	2123	1st YEAR SUCCES	NET	20	19	1
HMDV_1005_NT6	2124	1st YEAR SUCCES	NET	20	20	0
HMDV_1005_NT7	2125	1st YEAR SUCCES	NET	25	26	-1
HMDV_1005_NT8	2126	1st YEAR SUCCES	NET	25	21	4
HMDV_1005_NT9	2127	1st YEAR SUCCES	NET	25	21	4
HMDV_1025_FNT	2131	INTRO TO ONLINE	NET	20	1	19
HMDV_1025_RFNT	2132	INTRO TO ONLINE	NET	20	0	20
HMDV_1025_RFNT2	2133	INTRO TO ONLINE	NET	20	0	20
HMDV_1100_DNT	2137	SPEED READING	NET	25	12	13
HMDV_1101_F1	2138	CRTCL READNG/CR	LEC	15	4	11
HMDV_1101_FNT	2139	CRTCL READNG/CR	NET	15	1	14
HMDV_1270_F1	2141	STRESS MGT & RE	LEC	16	1	15
HMDV_1515_FNT	2146	CAREER DEVELOPM	NET	25	2	23
HMDV_2475_01	2148	INTERNSHIP: TUT	INN	15	7	8
HMDV_1110_DNT	2699	COLLEGE VOCABUL	NET	25	2	23
HMDV_1060_J1	3910	ACADEMIC LISTEN	LEC	25	11	14
HMDV_1062_J1	3911	ESL WRITING AND	LEC	25	13	12
HMDV_1064_J1	3912	READING AND VOC	LEC	25	13	12
HMDV_1515_ZFNT	4119	CAREER DEVELOPM	NET	25	0	25
				=====	=====	=====
				776	513	263

August 27 2020

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Term.....: 20/FA

School....:

Division...: BUSIN

ESS & INDUSTRY

Department: ACCOU

NTING

Course	Synonym	Title	Instr Meth	Max	Used	Avail
ACCT_2010_01	1723	PRINCIPLES OF A	LEC	25	22	3
ACCT_2010_NT	1724	PRINCIPLES OF A	NET	25	25	0
ACCT_2020_01	1725	PRINCIPLES OF A	LEC	25	8	17
ACCT_2020_NT	1726	PRINCIPLES OF A	NET	25	10	15
				=====	=====	=====
				100	65	35

August 27 2020

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Term.....: 20/FA

School....:

Division...: BUSIN

ESS & INDUSTRY

Department: AUTOM

OTIVE TECHNOLOGY

Course	Synonym	Title	Instr Meth	Max	Used	Avail
AUTO_1580_SS1	1749	BASIC AUTO MAIN	LEC	15	0	15
AUTO_1580_SS2	1750	BASIC AUTO MAIN	LEC	15	0	15
AUTO_1730_Q1	1751	AUTOMATIC TRANS	LAL	15	6	9
AUTO_1740_C1	1753	BRAKE SYSTEMS	LAL	15	9	6
AUTO_1765_A1	1757	AUTOMTVE ELECTR	LAL	10	14	-4
AUTO_1765_RD1	1758	AUTOMTVE ELECTR	LAL	15	0	15
AUTO_1765_SS1	1759	AUTOMTVE ELECTR	LAL	15	0	15
AUTO_1765_VS1	1761	AUTOMTVE ELECTR	LAL	20	0	20
AUTO_1766_B1	1762	AUTOMTVE ELECT	LAL	12	12	0
AUTO_1770_C1	1763	AUTOMOTIVE ELEC	LAL	15	10	5
AUTO_1580_WS1	3800	BASIC AUTO MAIN	LEC	25	1	24
AUTO_1700_WS1	3801	ENGINE FUNDAMEN	LAL	15	0	15
AUTO_1740_WS1	3802	BRAKE SYSTEMS	LAL	15	0	15
AUTO_1765_WS1	3803	AUTOMTVE ELECTR	LAL	15	0	15
AUTO_1580_SS3	4147	BASIC AUTO MAIN	LEC	15	0	15
AUTO_1580_SS4	4148	BASIC AUTO MAIN	LEC	15	0	15
AUTO_1580_SS5	4149	BASIC AUTO MAIN	LEC	15	0	15
				=====	=====	=====
				262	52	210

August 27 2020

10:59

Term.....: 20/FA

School....:

Division...: BUSIN

ESS & INDUSTRY

Department: BUSIN

ESS ADMIN ON

Course	Synonym	Title	Instr Meth	Max	Used	Avail
BADM_1000_ENT	1766	INTRO TO BUSINE	NET	25	27	-2
BADM_2030_FNT	1768	BUSINESS ETHICS	NET	25	25	0
BADM_1000_ENT2	3904	INTRO TO BUSINE	NET	25	25	0
				=====	=====	=====
				75	77	-2

August 27 2020

10:59

Term.....: 20/FA

School....:

Division.: BUSIN ESS & INDUSTRY
 Department: BUSIN ESS OFFICE TECH

Course	Synonym Title	Instr Meth	Max	Used	Avail
BOTK_1525_FNT	1815 SOCIAL MEDIA CA	NET	25	7	18
BOTK_1640_NT	1818 KEYBOARDING APP	NET	25	6	19
BOTK_2750_NT	1820 RECORDS MGMT SY	NET	25	12	13
BOTK_2810_VS1	1822 ACCOUNTING PROC	LEC	25	0	25
BOTK_2970_01	1823 BIS INTERNSHIP	INN	1	1	0
BOTK_1515_ENT	2691 INTRO SOCIAL ME	NET	25	9	16
BOTK_2810_VS2	4133 ACCOUNTING PROC	LEC	25	0	25
BOTK_2810_VS3	4134 ACCOUNTING PROC	LEC	25	0	25
			=====	=====	=====
			176	35	141

August 27 2020
 10:59

Term.....: 20/FA
 School.....:

Division.: BUSIN ESS & INDUSTRY
 Department: BUSIN ESS

Course	Synonym Title	Instr Meth	Max	Used	Avail
BUSN_2000_FNT	2695 INTRO INTERNATI	NET	25	7	18
			=====	=====	=====
			25	7	18

August 27 2020
 10:59

Term.....: 20/FA
 School.....:

Division.: BUSIN ESS & INDUSTRY
 Department: COMPU TER APPLICATIONS

Course	Synonym Title	Instr Meth	Max	Used	Avail
CMAP_1200_01	1837 COMPUTER INFO S	LEC	25	19	6
CMAP_1200_02	1838 COMPUTER INFO S	LEC	25	22	3
CMAP_1200_D1	1839 COMPUTER INFO S	LEC	25	14	11
CMAP_1200_DNT	1840 COMPUTER INFO S	NET	25	25	0
CMAP_1200_HS1	1841 COMPUTER INFO S	LEC	25	0	25
CMAP_1200_MS1	1842 COMPUTER INFO S	LEC	25	5	20
CMAP_1200_NT	1843 COMPUTER INFO S	NET	25	26	-1

CMAP_1200_SS1	1847	COMPUTER INFO S	LEC	25	0	25
CMAP_1200_ZS1	1848	COMPUTER INFO S	LEC	25	0	25
CMAP_1500_01	1849	COMPUTER KEYBOA	OPN	25	2	23
CMAP_1530_E1	1850	EXCEL BASICS: E	OPN	25	28	-3
CMAP_1705_NT	1852	WORD PROC APPS:	NET	25	17	8
CMAP_1750_NT	1853	SPREADSHEET APP	NET	25	26	-1
CMAP_1905_DNT	1856	INTEGRATED APPL	NET	25	5	20
CMAP_2210_NT	1861	QUICKBOOKS	NET	25	14	11
CMAP_2600_NT	1862	CMPTR GRAPHICS:	NET	25	10	15
CMAP_1860_NT	2692	INTRO TO DIGITA	NET	15	16	-2
CMAP_1860_01	2693	INTRO TO DIGITA	LAL	15	5	10
CMAP_1500_SS1	4128	COMPUTER KEYBOA	OPN	25	0	25
CMAP_1200_SS2	4138	COMPUTER INFO S	LEC	25	0	25
				=====	=====	=====
				480	234	245

August 27 2020

10:59

Term.....: 20/FA

School.....:

Division..: BUSIN ESS & INDUSTRY

Department: DIESE L TECHNOLOGY

Course	Synonym	Title	Instr Meth	Max	Used	Avail
DESL_1590_Q1	1909	HEAVY DUTY POWE	LAL	15	5	10
DESL_1595_A1	1910	DIESEL FUNDAMEN	LAL	15	12	3
DESL_1625_B1	1911	DIESEL ENG MNGM	LAL	15	8	7
				=====	=====	=====
				45	25	20

August 27 2020

10:59

Term.....: 20/FA

School.....:

Division..: BUSIN ESS & INDUSTRY

Department: ECONO MICS

Course	Synonym	Title	Instr Meth	Max	Used	Avail
ECON_1010_01	1913	MACROECONOMICS	LEC	25	22	3
ECON_1010_ENT	1914	MACROECONOMICS	NET	25	24	1
ECON_1010_ENT2	1915	MACROECONOMICS	NET	25	18	7
ECON_1020_FNT	1916	MICROECONOMICS	NET	25	24	1
				=====	=====	=====

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August 27 2020

10:59

Term.....: 20/FA

School.....:

Division...: BUSIN ESS & INDUSTRY

Department: ELECT RICAL APPISHIP

Course	Synonym Title	Instr Meth	Max	Used	Avail
ELAP_1515_J1	1938 ELECTRICAL APPR	LAB	25	10	15
		LAB			
ELAP_1525_J1	1939 ELECTRICAL APPR	LAL	25	3	22
		LAL			
ELAP_1535_J1	1940 ELECTRICAL APPR	LAB	15	2	13
		LAB			
ELAP_1545_J1	1941 ELECTRICAL APPR	LAB	25	1	24
		LAB			
ELAP_1555_J1	1942 ELECTRICAL APPR	LAB	15	1	14
		LAB			
ELAP_1565_J1	1943 ELECTRICAL APPR	LAB	25	1	24
		LAB			
ELAP_1575_J1	1944 ELECTRICAL APPR	LAB	25	2	23
		LAB			
ELAP_1585_J1	1945 ELECTRICAL APPR	LAB	25	1	24
		LAB			
			=====	=====	=====
			180	21	159

August 27 2020

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Term.....: 20/FA

School.....:

Division...: BUSIN ESS & INDUSTRY

Department: ELECT RICAL TECHNOLOGY

Course	Synonym Title	Instr Meth	Max	Used	Avail
ELTR_1505_A1	1946 ELECT ASSEMBLY	LAL	9	13	-5
ELTR_1505_A2	1947 ELECT ASSEMBLY	LAL	15	10	5
ELTR_1520_B1	1950 BASIC ELECTRICI	LAL	9	12	-4
ELTR_1520_B2	1951 BASIC ELECTRICI	LAL	15	12	3
ELTR_1530_C1	1952 BASIC ELECTRICI	LAL	9	10	-2
ELTR_1530_C2	1953 BASIC ELECTRICI	LAL	15	11	4

ELTR_1840_A1	1954 INSTRUMENTATION	LAL	6	12	-6
ELTR_2470_01	1955 INTERNSHIP: ELE	INN	1	1	0
ELTR_2620_C1	1956 CONTROL SYSTEM	LAL	12	9	3
ELTR_2815_A1	1957 PROG LOGIC CONT	LAL	15	10	5
ELTR_2820_A1	1959 POWER DISTRIBUT	LAL	25	16	9
ELTR_2825_C1	1961 INDSTR L ELTRCL	LAL	12	11	1
ELTR_2840_C1	1962 MOTOR CONTROLS	LAL	6	11	-5
ELTR_2855_B1	1963 ADV PROG LOGIC	LAL	12	6	6
ELTR_2885_B1	1964 INSTRUMENTATION	LAL	6	10	-4
ELTR_2890_B1	1965 INSTRUMENTATION	LAL	12	11	1
ELTR_2980_01	1966 COOP WORK EXP:	WRK	3	0	3
			=====	=====	=====
			182	165	14

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Term.....: 20/FA

School.....:

Division...: BUSIN

ESS & INDUSTRY

Department: FINAN

CE

Course	Synonym	Title	Instr Meth	Max	Used	Avail
FIN_1000_FNT		2057 PERSONAL FINANC	NET	25	13	12
FIN_2100_NT		2058 MANAGERIAL FINA	NET	25	7	18
FIN_1000_VS1		4131 PERSONAL FINANC	LEC	25	0	25
FIN_1000_VS2		4135 PERSONAL FINANC	LEC	25	0	25
FIN_1000_VS3		4136 PERSONAL FINANC	LEC	25	0	25
				=====	=====	=====
				125	20	105

August 27 2020

10:59

Term.....: 20/FA

School.....:

Division...: BUSIN

ESS & INDUSTRY

Department: INFOR

MATION IV T

Course	Synonym	Title	Instr Meth	Max	Used	Avail
IMGT_2400_01		2151 INTRO TO INFO M	LEC	20	10	10
IMGT_2400_NT		2152 INTRO TO INFO M	NET	20	19	1
IMGT_2400_FNT		2694 INTRO TO INFO M	NET	20	20	0
				=====	=====	=====
				60	49	11

August 27 2020

10:59

Term.....: 20/FA

School....:

Division...: BUSIN

ESS & INDUSTRY

Department: INDUS

TRIAL MAII E

Course	Synonym Title	Instr Meth	Max	Used	Avail	
INDM_1510_B1	2153 INDUSTRIAL MECH	LAL		15	16	-1
INDM_1510_A1	2154 INDUSTRIAL MECH	LAL		6	13	-7
INDM_1520_A1	2155 INDUSTRIAL MECH	LAL		15	15	0
INDM_1520_B1	2156 INDUSTRIAL MECH	LAL		6	11	-5
INDM_1530_C1	2158 INDUSTRIAL MECH	LAL		12	14	-2
INDM_1530_C2	2159 INDUSTRIAL MECH	LAL		12	12	0
INDM_1570_A1	2162 INDUST HYDRAUL	LAL		15	18	-3
INDM_1590_C1	2163 INDUSTRIAL PNEU	LAL		9	11	-2
INDM_2980_01	2164 COOP WORK EXP:	WRK		1	0	1
INDM_1560_B1	2681 PREVENTIVE MAIN	LAL		9	10	-1
INDM_1580_B1	2682 INDUST HYDRAUL	LAL		15	6	9
INDM_1585_C1	2683 INDUSTRIAL HYDR	LAL		9	14	-5
			=====	=====	=====	
				124	140	-16

August 27 2020

10:59

Term.....: 20/FA

School....:

Division...: BUSIN

ESS & INDUSTRY

Department: MACHI

NE TOOL T GY

Course	Synonym Title	Instr Meth	Max	Used	Avail	
MCH_2740_J1	2230 MACHINE TOOL PR	LAL		3	3	0
		LAL				
MCH_2750_J1	2231 MACHINE TOOL PR	LAL		4	0	4
		LAL				
MCH_2760_J1	2232 ADV MACHINE TOO	LAL		3	1	2
		LAL				
MCH_2770_J1	2233 ADV MACHINE TOO	LAL		3	0	3
		LAL				
			=====	=====	=====	
				13	4	9

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Term.....: 20/FA

School.....:

Division...: BUSIN ESS & INDUSTRY

Department: MANAG EMENT

Course	Synonym	Title	Instr Meth	Max	Used	Avail
MGT_1000_FNT		2235 INTRODUCTION TO	NET	25	24	1
MGT_1040_ENT		2237 LEGAL ENVRNMNT	NET	25	28	-3
MGT_2100_FNT		2239 PRIN OF MANAGEM	NET	20	21	-1
MGT_2100_F1		2697 PRIN OF MANAGEM	LEC	20	10	10
MGT_1000_FNT2		3905 INTRODUCTION TO	NET	25	20	5
				=====	=====	=====
				115	103	12

August 27 2020

10:59

Term.....: 20/FA

School.....:

Division...: BUSIN ESS & INDUSTRY

Department: MININ G TECHNOLOGY

Course	Synonym	Title	Instr Meth	Max	Used	Avail
MINE_1850_T3		4025 MSHA SURFACE NE	LEC	12	3	9
MINE_1855_T1		4027 MSHA SURFACE AN	LEC	16	16	0
MINE_1855_T2		4028 MSHA SURFACE AN	LEC	20	15	5
MINE_1855_T3		4029 MSHA SURFACE AN	LEC	25	13	12
MINE_1875_T1		4030 MSHA UNDERGRND	LEC	12	5	7
MINE_1855_T4		4153 MSHA SURFACE AN	LEC	20	0	20
MINE_1855_T5		4154 MSHA SURFACE AN	LEC	20	0	20
MINE_1855_T6		4155 MSHA SURFACE AN	LEC	20	0	20
MINE_1850_T4		4156 MSHA SURFACE NE	LEC	20	0	20
MINE_1850_T5		4157 MSHA SURFACE NE	LEC	20	0	20
MINE_1850_T6		4158 MSHA SURFACE NE	LEC	20	0	20
MINE_1875_T2		4190 MSHA UNDERGRND	LEC	12	4	8
				=====	=====	=====
				217	56	161

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Term.....: 20/FA

School....:

Division...: BUSIN ESS & INDUSTRY

Department: MARKE TING

Course	Synonym Title	Instr Meth	Max	Used	Avail	
MKT_2100_E1	2241 MARKETING	LEC		25	24	1
MKT_2100_ENT	2242 MARKETING	NET		25	26	-2
			=====	=====	=====	
				50	50	-1

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Term.....: 20/FA

School....:

Division...: BUSIN ESS & INDUSTRY

Department: OIL & GAS PROD|TECH

Course	Synonym Title	Instr Meth	Max	Used	Avail	
OGPT_2470_01	2335 INTERNSHIP:OIL	INN		5	0	5
			=====	=====	=====	
				5	0	5

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Term.....: 20/FA

School....:

Division...: BUSIN ESS & INDUSTRY

Department: PLANT OPERATOR

Course	Synonym Title	Instr Meth	Max	Used	Avail	
PLOP_1510_A1	2700 PLANT OPERATION	LAL		15	16	-1
PLOP_1520_B1	2701 PLANT OPERATION	LAL		15	16	-1
PLOP_1505_C1	3994 PLANT OPERATION	LAL		15	10	5
			=====	=====	=====	
				45	42	3

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Term.....: 20/FA

School....:

Division...: BUSIN ESS & INDUSTRY

Department: TECHN OLOGY

Course	Synonym	Title	Instr Meth	Max	Used	Avail	
TECH_1000_Q1		2454 INTRO TO TECH M	LEC		9	14	-5
TECH_1550_A1		2455 GEN METALLURGY	LEC		12	12	0
TECH_1600_C1		2456 INDUSTRIAL SAFE	LEC		15	15	0
TECH_1680_B1		2457 READING TECHNIC	LEC		10	15	-5
				=====	=====	=====	
					46	56	-10

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Term.....: 20/FA

School.....:

Division...: BUSIN

ESS & INDUSTRY

Department: TRUCK

DRIVER TRAINING

Course	Synonym	Title	Instr Meth	Max	Used	Avail	
TTD_1500_A1		2478 NOVICE CDL TRAI	LAL		4	4	0
TTD_1500_B1		2479 NOVICE CDL TRAI	LAL		4	3	0
TTD_1500_C1		2480 NOVICE CDL TRAI	LAL		4	3	1
				=====	=====	=====	
					12	10	1

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Term.....: 20/FA

School.....:

Division...: BUSIN

ESS & INDUSTRY

Department: WELDI

NG

Course	Synonym	Title	Instr Meth	Max	Used	Avail	
WELD_1710_J1		2481 OXYACETYLENE WE	OPN		15	4	11
			OPN				
WELD_1710_LS1		2482 OXYACETYLENE WE	OPN		15	2	13
WELD_1710_MS1		2483 OXYACETYLENE WE	OPN		15	3	12
WELD_1710_RS1		2484 OXYACETYLENE WE	OPN		15	0	15
WELD_1710_ZS1		2485 OXYACETYLENE WE	OPN		15	0	15
WELD_1715_J1		2486 OXYACETYLENE CU	OPN		35	14	21
			OPN				
WELD_1715_LS1		2487 OXYACETYLENE CU	OPN		35	2	33
WELD_1715_MS1		2488 OXYACETYLENE CU	OPN		35	3	32

WELD_1715_RS1	2489 OXYACETYLENE CU	OPN	35	0	35
WELD_1715_WS1	2490 OXYACETYLENE CU	OPN	35	5	30
WELD_1755_J1	2491 SHIELDED METAL	OPN	35	27	8
		OPN			
WELD_1755_RS1	2493 SHIELDED METAL	OPN	35	0	35
WELD_1755_VJ1	2494 SHIELDED METAL	OPN	6	6	0
WELD_1755_VS1	2495 SHIELDED METAL	OPN	20	0	20
WELD_1755_WS1	2496 SHIELDED METAL	OPN	35	2	33
WELD_1755_ZS1	2497 SHIELDED METAL	OPN	35	0	35
WELD_1760_J1	2498 ADV. SHIELD MET	OPN	35	25	10
		OPN			
WELD_1760_VJ1	2499 ADV. SHIELD MET	OPN	35	1	34
WELD_1760_VS1	2500 ADV. SHIELD MET	OPN	20	0	20
WELD_1760_WS1	2501 ADV. SHIELD MET	OPN	35	0	35
WELD_1760_ZS1	2502 ADV. SHIELD MET	OPN	35	0	35
WELD_1770_J1	2503 GAS METAL ARC W	OPN	20	7	13
		OPN			
WELD_1770_VS1	2505 GAS METAL ARC W	OPN	20	0	20
WELD_1774_J1	2506 GAS METAL ARC W	OPN	15	6	9
		OPN			
WELD_1776_J1	2507 FLUX CORED ARC	OPN	15	5	10
		OPN			
WELD_1780_J1	2508 GAS TUNGSTEN AR	OPN	15	11	4
		OPN			
WELD_1840_J1	2510 GROOVE WELDING	OPN	25	20	5
		OPN			
WELD_1840_VJ1	2512 GROOVE WELDING	OPN	2	1	1
WELD_1840_VS1	2513 GROOVE WELDING	OPN	20	0	20
WELD_1840_WS1	2514 GROOVE WELDING	OPN	25	0	25
WELD_1860_VS1	2516 WELDING FABRICA	LAL	20	0	20
WELD_1950_J1	2517 SMAW STAINLESS	OPN	25	8	17
		OPN			
WELD_1960_J1	2518 SUBMERGED ARC W	OPN	15	1	14
		OPN			
WELD_2510_J1	2519 PIPE WELD I:SC	OPN	20	8	12
		OPN			
WELD_2520_J1	2520 PIPE WELD II:SC	OPN	20	7	13
		OPN			

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Term.....: 20/FA

School....:

Division...: BUSIN

ESS & INDUSTRY

Department: WELDI

NG

Instr

Course	Synonym Title	Meth	Max	Used	Avail	
WELD_2530_J1	2521 DOWNHILL PIPE W	OPN		10	4	6
WELD_2540_J1	2522 PIPE LAYOUT AND	OPN		10	6	4
WELD_2630_J1	2523 WELDING FOR THE	OPN		25	4	21
WELD_2635_J1	2524 WELDING FOR THE	OPN		25	0	25
WELD_2650_J1	2525 GAS TUNGSTEN AR	OPN		10	4	6
WELD_2660_J1	2526 STAINLESS STEEL	OPN		10	6	4
WELD_2810_J1	2527 CERTIFICATION T	OPN		25	1	24
WELD_1760_RS1	4137 ADV SHIELD META	OPN		35	0	35
WELD_1710_CS1	4144 OXYACETYLENE WE	OPN		25	0	25
WELD_1760_CS1	4145 ADV SHIELD META	OPN		25	0	25
			=====	=====	=====	
			1033	193	840	

August 27 2020

11:00

Term.....: 20/FA

School....:

Division..: HEALT H SCIENCE: LIC SERVICE
 Department: EMERG ENCY MED HNOLOGY

Course	Synonym Title	Instr Meth	Max	Used	Avail	
EMT_1690_01	1969 EMERGENCY MEDIC	LEC		15	11	4
EMT_2530_01	1971 INTMD EMER MED	LAL		15	6	9
			=====	=====	=====	
			30	17	13	

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Term.....: 20/FA

School....:

Division..: HEALT H SCIENCE: LIC SERVICE
 Department: HEALT H EDUCATION

Instr

Course	Synonym Title	Meth	Max	Used	Avail
HLED_1003_NT	2084 WELLNESS	NET	25	25	0
HLED_1140_NT2	2086 NUTRITION	NET	25	22	3
HLED_1140_J2	2087 NUTRITION	LEC	25	16	9
HLED_1140_NT	2088 NUTRITION	NET	25	25	0
HLED_1225_FNT	2090 FIRST AID AND C	NET	25	13	12
			=====	=====	=====
			125	101	24

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11:00

Term.....: 20/FA

School.....:

Division...: HEALT

H SCIENCE: LIC SERVICE

Department: HEALT

H SCIENCE L

Course	Synonym Title	Instr Meth	Max	Used	Avail
HLTK_1200_NT	2092 MEDICAL TERMINO	NET	25	25	0
HLTK_1200_NT2	2093 MEDICAL TERMINO	NET	25	25	0
HLTK_1200_WS1	2094 MEDICAL TERMINO	LEC	25	7	18
HLTK_1650_L1	2096 ADV CPR/AED FOR	LEC	25	0	25
HLTK_1650_LS1	2097 ADV CPR/AED FOR	LEC	25	11	14
HLTK_1200_FNT	2947 MEDICAL TERMINO	NET	25	22	3
			=====	=====	=====
			150	90	60

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11:00

Term.....: 20/FA

School.....:

Division...: HEALT

H SCIENCE: LIC SERVICE

Department: NURSI

NG

Course	Synonym Title	Instr Meth	Max	Used	Avail
NURS_1100_01	2294 PROF NURS CARE	LEC	8	8	0
NURS_1100_02	2295 PROF NURS CARE	LEC	7	8	-1
NURS_1100_03	2296 PROF NURS CARE	LEC	8	8	0
NURS_1100_04	2297 PROF NURS CARE	LEC	8	8	0
NURS_1100_05	2298 PROF NURS CARE	LEC	8	8	0
NURS_1115_A	2299 PROF NURS CARE	LAB	40	40	0
NURS_1510_ENT	2300 NURSE ASSISTANT	NET	12	10	2
NURS_1510_FNT	2301 NURSE ASSISTANT	NET	8	8	0

NURS_1510_LS1	2304 NURSE ASSISTANT	LAL	12	11	1
NURS_1510_QNT	2305 NURSE ASSISTANT	NET	12	4	8
NURS_1510_RNT	2306 NURSE ASSISTANT	NET	12	0	12
NURS_1510_VENT	2309 NURSE ASSISTANT	NET	8	5	3
NURS_1510_VFNT	2310 NURSE ASSISTANT	NET	8	0	8
NURS_1510_VNT	2311 NURSE ASSISTANT	NET	11	7	4
NURS_1511_ENT	2312 NURSE ASSISTANT	LAB	12	10	2
NURS_1511_FNT	2313 NURSE ASSISTANT	LAB	8	8	0
NURS_1511_LSA	2316 NURSE ASSISTANT	LAB	12	11	1
NURS_1511_QNT	2317 NURSE ASSISTANT	LAB	12	4	8
NURS_1511_RNT	2318 NURSE ASSISTANT	NET	12	0	12
NURS_1511_VENT	2321 NURSE ASSISTANT	NET	8	5	3
NURS_1511_VFNT	2322 NURSE ASSISTANT	NET	8	0	8
NURS_1511_VNT	2323 NURSE ASSISTANT	LAB	11	7	4
NURS_2300_04	2325 PROF NURS CARE	LEC	10	10	0
NURS_2300_02	2326 PROF NURS CARE	LEC	10	10	0
NURS_2300_03	2327 PROF NURS CARE	LEC	10	10	0
NURS_2300_05	2328 PROF NURS CARE	LEC	10	9	1
NURS_2315_A	2329 PROF NRS ACUTE	LAB	40	39	1
			=====	=====	=====
			325	248	77

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: HEALT H SCIENCE: LIC SERVICE

Department: OUTDO OR EDUCA'IVITIES

Course	Synonym Title	Instr Meth	Max	Used	Avail
OEAC_1230_F1	2331 WLDRNS FIRST AI	LAL	14	3	11
			=====	=====	=====
			14	3	11

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: HEALT H SCIENCE: LIC SERVICE

Department: PHYSI CAL ACTIVITY

Course	Synonym Title	Instr Meth	Max	Used	Avail
PEAC_1273_Q1	2338 WEIGHT TRAINING	LAB	15	14	1

PEAC_1280_Q1	2339 FLY FISHING I	LAB	15	9	6
PEAC_1290_Q1	2341 PHYS COND:BODY	LAB	20	3	17
PEAC_1294_Q1	2344 BEGINNING YOGA	LAB	15	15	0
PEAC_1294_D1	2345 BEGINNING YOGA	LAB	15	15	0
PEAC_1294_NT	2346 BEGINNING YOGA	NET	15	12	3
PEAC_1309_Q1	2348 HIKE-CAMP-FISH	LAB	12	12	0
PEAC_1387_J1	2349 INDOOR ROCK CLI	LAB	10	9	1
PEAC_2017_Q1	2351 WATER SAFETY IN	LAB	14	2	12
PEAC_2018_Q1	2352 LIFEGUARD TRAIN	LAB	18	6	12

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 149 97 52

August 27 2020
 11:00

Term.....: 20/FA
 School.....:
 Division...: HEALT H SCIENCE: LIC SERVICE
 Department: VARSI TY ATHLETICS

Course	Synonym Title	Instr Meth	Max	Used	Avail
PEAT_1072_01	2355 VRSTY WRSTLNG I	LAB	25	2	23
PEAT_1073_01	2356 VRSTY WRSTLNG I	LAB	25	5	20
PEAT_2073_02	2368 VRSTY SOCCER II	LAB	25	6	19
PEAT_2074_02	2370 VRSTY SOCCER IV	LAB	25	4	21
PEAT_2075_01	2371 VRSTY BSKTBLL I	LAB	25	7	18
PEAT_2075_02	2372 VRSTY BSKTBLL I	LAB	25	1	24
PEAT_2076_01	2373 VRSTY BSKTBLL I	LAB	25	0	25
PEAT_2076_02	2374 VRSTY BSKTBLL I	LAB	25	3	22
PEAT_2080_01	2375 VRSTY VLLYBLL I	LAB	25	1	24
PEAT_2085_01	2376 VRSTY VLLYBLL I	LAB	25	2	23
			===== 250	===== 31	===== 219

August 27 2020
 11:00

Term.....: 20/FA
 School.....:
 Division...: HEALT H SCIENCE: LIC SERVICE
 Department: PHYSI CAL EDUC IONAL

Course	Synonym Title	Instr Meth	Max	Used	Avail
PEPR_1130_J1	2377 TCHNG INDV & GR	LAL	15	21	-6
PEPR_2130_01	2378 FUND OF EXER SC	LEC	25	24	1

PEPR_2470_01	2379 EXER SCI PRACT	INN	20	20	0
PEPR_2471_01	2380 EXER SCI PRACT	INN	20	3	17
			=====	=====	=====
			80	68	12

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: HEALT

H SCIENCE: LIC SERVICE

Department: PHLEB

OTOMY

Course	Synonym Title	Instr Meth	Max	Used	Avail
PHLB_1810_01	2877 PHLEBOTOMY PRIN	LAL	15	9	6
PHLB_1810_02	2878 PHLEBOTOMY PRIN	LAL	15	7	8
PHLB_1810_R1	2879 PHLEBOTOMY PRIN	LAL	15	0	15
PHLB_1810_W1	3793 PHLEBOTOMY PRIN	LAL	8	5	3
			=====	=====	=====
			53	21	32

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: HEALT

H SCIENCE: LIC SERVICE

Department: PARAM

EDIC TECHNOLOGY

Course	Synonym Title	Instr Meth	Max	Used	Avail
PTEP_2500_01	2430 INTRO TO PARAME	LAL	12	5	7
PTEP_2825_01	2970 TRAUMA EMERG IN	LEC	12	7	5
			=====	=====	=====
			24	12	12

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: HUMAN

ITIES

Department: ART

Course	Synonym Title	Instr Meth	Max	Used	Avail
			-----	-----	-----

ART_1005_J1	1733 DRAWING I	LAL	25	10	15
ART_1110_J1	1734 DESIGN: 2D	STU	25	10	15
ART_1150_J1	1735 PHOTOGRAPHY I	LAL	9	9	0
ART_2010_NT	1739 ART HISTORY I	NET	25	13	12
ART_2210_J1	1740 PAINTING I	STU	25	8	17
ART_2410_J1	1741 CERAMICS I	STU	20	6	14
ART_2410_J2	1742 CERAMICS I	STU	20	4	16
ART_2410_J3	1743 CERAMICS I	STU	20	7	13
ART_2420_J1	1744 CERAMICS II	STU	20	2	18
ART_2430_J1	1745 CERAMICS III	STU	20	3	17
ART_2440_J1	1746 CERAMICS IV	STU	20	1	19
ART_2445_J1	1747 CERAMIC STUDIO	STU	25	7	18
ART_1150_J2	2820 PHOTOGRAPHY I	LAL	15	8	7
ART_2005_J1	2821 DRAWING II	LAL	25	0	25
ART_1178_J1	2925 DIGITAL IMAGING	LAL	20	6	14
			=====	=====	=====
			314	94	220

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: HUMAN

ITIES

Department: AMERI

CAN SIGN I E

Course	Synonym	Title	Instr Meth	Max	Used	Avail	
ASL_1200_01		1748 AMERICAN SIGN L	LEC		25	21	4
ASL_1200_02		4053 AMERICAN SIGN L	LEC		25	15	10
				=====	=====	=====	
				50	36	14	

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: HUMAN

ITIES

Department: COMMU

NICATION

Course	Synonym	Title	Instr Meth	Max	Used	Avail	
COMM_1030_02		1864 INTERPERSONAL C	LEC		25	15	10
COMM_1030_01		1865 INTERPERSONAL C	LEC		25	21	4
COMM_1030_NT2		1866 INTERPERSONAL C	NET		25	22	3
COMM_1030_DNT		1867 INTERPERSONAL C	NET		25	12	13

COMM_1030_ENT	1868	INTERPERSONAL C	NET	25	11	14
COMM_1030_NT	1869	INTERPERSONAL C	NET	25	25	0
COMM_1040_NT	1871	INTRO HUMAN COM	NET	25	10	15
COMM_2010_02	1872	PUBLIC SPEAKING	LEC	20	20	0
COMM_2010_04	1873	PUBLIC SPEAKING	LEC	20	17	3
COMM_2010_NT4	1874	PUBLIC SPEAKING	NET	20	4	16
COMM_2010_06	1876	PUBLIC SPEAKING	LEC	20	10	10
COMM_2010_NT3	1877	PUBLIC SPEAKING	NET	20	17	3
COMM_2010_ENT	1878	PUBLIC SPEAKING	NET	20	12	8
COMM_2010_DNT	1879	PUBLIC SPEAKING	NET	20	16	4
COMM_2010_NT	1881	PUBLIC SPEAKING	NET	20	20	0
COMM_1000_NT	2685	INTRO TO MASS M	NET	25	18	7
COMM_2110_NT	2686	NONVERBAL COMMU	NET	25	25	0
COMM_2010_NT2	2822	PUBLIC SPEAKING	NET	15	6	9
COMM_1030_FNT	3788	INTERPERSONAL C	NET	25	15	10
COMM_2010_G1	3903	PUBLIC SPEAKING	LEC	20	13	7

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445 309 136

August 27 2020

11:00

Term.....: 20/FA

School....:

Division..: HUMAN ITIES

Department: DANCE

Course	Synonym	Title	Instr Meth	Max	Used	Avail	
DANC_1410_E1	1903	BALLET I/I	LAB		15	6	9
DANC_1430_J1	1904	MODERN DANCE I/	LAB		15	2	13
DANC_2480_J1	1907	JAZZ DANCE II	LAB		15	4	11
DANC_1480_E1	2688	JAZZ DANCE I	LAB		25	6	19
DANC_1210_01	4022	DANCE ENSEMBLE	LAB		15	1	14
				===== 85	===== 19	===== 66	

August 27 2020

11:00

Term.....: 20/FA

School....:

Division..: HUMAN ITIES

Department: ENGLI SH

Course	Synonym	Title	Instr Meth	Max	Used	Avail
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ENGL_1010_01	1972 ENGLISH COMPOSI	LEC	20	16	4
ENGL_1010_01EW	1973 ENGLISH COMPOSI	LEC	20	17	3
ENGL_1010_02	1974 ENGLISH COMPOSI	LEC	20	19	1
ENGL_1010_02EW	1975 ENGLISH COMPOSI	LEC	20	20	0
ENGL_1010_03	1976 ENGLISH COMPOSI	LEC	20	19	1
ENGL_1010_03EW	1977 ENGLISH COMPOSI	LEC	20	20	0
ENGL_1010_04	1978 ENGLISH COMPOSI	LEC	20	17	3
ENGL_1010_05	1979 ENGLISH COMPOSI	LEC	20	8	12
ENGL_1010_10	1984 ENGLISH COMPOSI	LEC	20	15	5
ENGL_1010_11	1985 ENGLISH COMPOSI	LEC	20	12	8
ENGL_1010_DNT	1988 ENGLISH COMPOSI	NET	20	20	0
ENGL_1010_D1	1990 ENGLISH COMPOSI	LEC	20	5	15
ENGL_1010_FNT	1991 ENGLISH COMPOSI	NET	20	17	3
ENGL_1010_GS1	1993 ENGLISH COMPOSI	LEC	20	16	4
ENGL_1010_GS2	1994 ENGLISH COMPOSI	LEC	20	15	5
ENGL_1010_GS3	1995 ENGLISH COMPOSI	LEC	20	14	6
ENGL_1010_LS1	1996 ENGLISH COMPOSI	LEC	20	18	2
ENGL_1010_LS2	1997 ENGLISH COMPOSI	LEC	20	13	7
ENGL_1010_MS1	1998 ENGLISH COMPOSI	LEC	20	12	8
ENGL_1010_NT	1999 ENGLISH COMPOSI	NET	20	20	0
ENGL_1010_NT2	2000 ENGLISH COMPOSI	NET	20	20	0
ENGL_1010_NT3	2001 ENGLISH COMPOSI	NET	20	20	0
ENGL_1010_NT4	2002 ENGLISH COMPOSI	NET	20	20	0
ENGL_1010_NT5	2003 ENGLISH COMPOSI	NET	20	20	0
ENGL_1010_NT7	2005 ENGLISH COMPOSI	NET	20	20	0
ENGL_1010_NT8	2006 ENGLISH COMPOSI	NET	20	20	0
ENGL_1010_NTEW	2008 ENGLISH COMPOSI	NET	20	20	0
ENGL_1010_RFS1	2011 ENGLISH COMPOSI	LEC	20	0	20
ENGL_1010_SS1	2012 ENGLISH COMPOSI	LEC	20	0	20
ENGL_1010_SS2	2013 ENGLISH COMPOSI	LEC	20	0	20
ENGL_1010_SS3	2014 ENGLISH COMPOSI	LEC	20	0	20
ENGL_1010_V1	2015 ENGLISH COMPOSI	LEC	20	15	5
ENGL_1010_VS1	2016 ENGLISH COMPOSI	LEC	20	0	20
ENGL_1010_VS2	2017 ENGLISH COMPOSI	LEC	20	0	20
ENGL_1010_VS3	2018 ENGLISH COMPOSI	LEC	20	0	20
ENGL_1010_W1	2019 ENGLISH COMPOSI	LEC	25	21	4
ENGL_1010_W2	2020 ENGLISH COMPOSI	LEC	20	18	2
ENGL_1010_YS1	2021 ENGLISH COMPOSI	LEC	20	10	10
ENGL_1011_01EW	2022 WRITING ENHNCMN	LEC	20	17	3
ENGL_1011_02EW	2023 WRITING ENHNCMN	LEC	20	20	0
ENGL_1011_03EW	2024 WRITING ENHNCMN	LEC	20	20	0
ENGL_1011_NTEW	2025 WRITING ENHNCMN	NET	20	20	0
ENGL_1020_01	2026 ENGLISH COMPOSI	LEC	20	14	6
ENGL_1020_03	2028 ENGLISH COMPOSI	LEC	20	13	7
ENGL_1020_DNT	2029 ENGLISH COMPOSI	NET	20	20	0
ENGL_1020_FNT	2030 ENGLISH COMPOSI	NET	20	7	13
ENGL_1020_NT	2031 ENGLISH COMPOSI	NET	20	17	3

ENGL_1020_NT2	2032 ENGLISH COMPOSI	NET	20	19	1
ENGL_1020_V1	2033 ENGLISH COMPOSI	LEC	20	3	17

August 27 2020
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Term.....: 20/FA
School.....:
Division...: HUMAN ITIES
Department: ENGLI SH

Course	Synonym Title	Instr Meth	Max	Used	Avail
ENGL_2005_01	2035 TECHNICAL WRITI	LEC	20	8	12
ENGL_2005_02	2036 TECHNICAL WRITI	LEC	20	18	2
ENGL_2005_FNT	2037 TECHNICAL WRITI	NET	20	13	7
ENGL_2005_NT	2038 TECHNICAL WRITI	NET	20	20	0
ENGL_2005_NT2	2039 TECHNICAL WRITI	NET	20	17	3
ENGL_2065_FNT	2044 CREATIVE WRITIN	NET	25	3	22
ENGL_2091_NT	2045 CREATIVE WRTNG:	NET	24	2	22
ENGL_2250_NT	2047 WOMEN IN LITERA	NET	25	26	-3
ENGL_2310_NT	2689 AMERICAN LITERA	NET	25	16	9
ENGL_2040_01	2690 CREATIVE WRITIN	LEC	20	11	9
ENGL_2040_W1	3794 CREATIVE WRITIN	LEC	20	8	12
ENGL_1010_PS1	3816 ENGLISH COMPOSI	LEC	25	22	3
ENGL_1011_V1	3914 WRITING ENHNCMN	LEC	20	4	16
ENGL_1010_NT10	4143 ENGLISH COMPOSI	NET	20	17	3
			=====	=====	=====
			1289	872	415

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Term.....: 20/FA
School.....:
Division...: HUMAN ITIES
Department: FRENC H

Course	Synonym Title	Instr Meth	Max	Used	Avail
FREN_1010_VS1	2059 FIRST YEAR FREN	LEC	20	0	20
			=====	=====	=====
			20	0	20

August 27 2020
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Term.....: 20/FA

School.....:

Division..: HUMANITIES

Department: MUSIC

Course	Synonym	Title	Instr Meth	Max	Used	Avail
MUSC_0200_F1		2247 MUSIC CONVOCATI	LEC	25	7	18
MUSC_1000_NT		2248 INTRO TO MUSIC	NET	25	11	14
MUSC_1010_NT		2249 MUSIC FUNDAMENT	NET	25	3	22
MUSC_1030_E1		2250 WRITTEN THEORY	LEC	10	3	7
MUSC_1035_E1		2251 AURAL THEORY I	LAB	25	3	22
MUSC_1070_E1		2253 APPLIED MUSIC C	LSN	15	0	15
MUSC_1150_01		2254 GUITAR I	LAB	12	1	11
MUSC_1290_01		2255 CLASS PIANO I	LAB	12	1	11
MUSC_1290_02		2256 CLASS PIANO I	LAB	12	2	10
MUSC_1295_01		2257 CLASS PIANO III	LAB	25	2	23
MUSC_1390_F1		2258 JAZZ ENSEMBLE	LAB	25	2	23
MUSC_1400_01		2259 COLLEGIATE CHOR	LAB	75	12	63
MUSC_1450_F1		2260 VOCAL ENSEMBLE	LAB	25	9	16
MUSC_1485_01		2261 INSTRUMENTAL EN	STU	25	0	25
MUSC_1490_01		2263 PIANO ENSEMBLE	LAB	25	0	25
MUSC_2015_FNT		2264 INTRO MUSIC OF	NET	20	2	18
MUSC_2030_E1		2265 WRITTEN THEORY	LEC	25	5	20
MUSC_2035_E1		2266 AURAL THEORY II	LAB	25	4	21
MUSC_2050_FNT		2267 MUSIC HISTORY S	NET	25	3	22
MUSC_2071_03		2270 APPLIED MUSIC G	LSN	8	1	7
MUSC_2071_04		2271 APPLIED MUSIC G	LSN	8	0	8
MUSC_2073_01		2272 APPLIED MUSIC P	LSN	10	5	5
MUSC_2073_02		2273 APPLIED MUSIC P	LSN	10	2	8
MUSC_2073_03		2274 APPLIED MUSIC P	LSN	10	3	7
MUSC_2073_04		2275 APPLIED MUSIC P	LSN	10	0	10
MUSC_2074_01		2276 APPLIED MUSIC V	LSN	10	6	4
MUSC_2074_02		2277 APPLIED MUSIC V	LSN	10	9	1
MUSC_2074_03		2278 APPLIED MUSIC V	LSN	10	0	10
MUSC_2074_04		2279 APPLIED MUSIC V	LSN	10	0	10
MUSC_2075_01		2280 APPLIED MUSIC S	LSN	4	1	3
MUSC_2075_02		2281 APPLIED MUSIC S	LSN	4	0	4
MUSC_2075_03		2282 APPLIED MUSIC S	LSN	4	0	4
MUSC_2075_04		2283 APPLIED MUSIC S	LSN	4	0	4
MUSC_2076_01		2284 APPLIED MUSIC B	LSN	10	0	10
MUSC_2076_02		2285 APPLIED MUSIC B	LSN	10	0	10
MUSC_2077_01		2286 APPLIED MUSIC W	LSN	10	0	10
MUSC_2077_02		2287 APPLIED MUSIC W	LSN	10	0	10
MUSC_2078_01		2288 APPLIED MUSIC P	LSN	5	0	5
MUSC_2078_02		2289 APPLIED MUSIC P	LSN	5	0	5
MUSC_2078_03		2290 APPLIED MUSIC P	LSN	5	0	5

MUSC_2078_04	2291 APPLIED MUSIC P	LSN	5	0	5
MUSC_2150_01	2292 GUITAR II	LAB	10	1	9
MUSC_2395_01	2293 PIANO PROFICIEN	OPN	25	0	25
			=====	=====	=====
			663	98	565

August 27 2020
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Term.....: 20/FA
School.....:
Division...: HUMAN ITIES
Department: PHILO SOPHY

Course	Synonym Title	Instr Meth	Max	Used	Avail
PHIL_1000_NT	2381 INTRODUCTION TO	NET	20	13	7
			=====	=====	=====
			20	13	7

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Term.....: 20/FA
School.....:
Division...: HUMAN ITIES
Department: SPANI SH

Course	Synonym Title	Instr Meth	Max	Used	Avail
SPAN_1010_01	2442 FIRST YEAR SPAN	LEC	25	22	3
SPAN_1010_02	2443 FIRST YEAR SPAN	LEC	25	13	12
SPAN_1010_NT3	2444 FIRST YEAR SPAN	NET	25	24	1
SPAN_1010_NT	2445 FIRST YEAR SPAN	NET	25	24	1
SPAN_1020_NT	2447 FIRST YEAR SPAN	NET	25	15	10
SPAN_2030_NT	2448 SECOND YEAR SPA	NET	25	11	14
			=====	=====	=====
			150	109	41

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11:00

Term.....: 20/FA
School.....:
Division...: HUMAN ITIES
Department: THEAT RE

Instr

Course	Synonym Title	Meth	Max	Used	Avail	
THEA_1100_01	2458 BEGINNING ACTIN	LEC		25	9	16
THEA_1100_02	2459 BEGINNING ACTIN	LEC		25	6	19
THEA_1115_ENT	2460 PLAY SCRIPT ANA	NET		25	8	17
THEA_2050_J1	2461 THEATRE PRACTIC	LAB		20	6	14
THEA_2050_J2	2462 THEATRE PRACTIC	LAB		20	7	13
THEA_2050_J3	2463 THEATRE PRACTIC	LAB		20	5	15
THEA_2100_J1	2464 ACTING II	LEC		25	6	19
THEA_2220_01	2465 STAGECRAFT	LEC		15	6	9
THEA_2220_02	2466 STAGECRAFT	LEC		15	7	8
THEA_2270_01	2468 BEG LIGHTING DE	LEC		15	8	7
THEA_2340_J2	2471 MUSICAL THEATRE	LEC		10	9	1
THEA_2971_01	2475 TECHNICAL THEAT	INN		25	0	25
THEA_2972_01	2476 THEATRE MANAGEM	INN		25	0	25
THEA_2973_01	2477 REHEARSAL ACCOM	INN		25	0	25
THEA_1360_ENT	2823 FUND OF MUSIC F	NET		25	2	23
THEA_1040_01	3989 PRODUCTION CREW	LAB		15	0	15
			=====	=====	=====	
				330	79	251

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: MATH

& SCIENCE

Department: BIOLO

GY

Course	Synonym Title	Instr Meth	Max	Used	Avail	
BIOL_1003_01	1771 CURRENT ISSUES	LEC		24	20	4
BIOL_1003_02	1772 CURRENT ISSUES	LEC		24	11	13
BIOL_1003_DNT	1773 CURRENT ISSUES	NET		24	24	0
BIOL_1004_A	1775 CURRENT ISSUES	LAB		24	20	4
BIOL_1004_B	1776 CURRENT ISSUES	LAB		24	11	13
BIOL_1004_DNT	1777 CURRENT ISSUES	NET		24	24	0
BIOL_1010_01	1779 GENERAL BIOLOGY	LEC		24	19	5
BIOL_1010_02	1780 GENERAL BIOLOGY	LEC		24	23	1
BIOL_1010_03	1782 GENERAL BIOLOGY	LEC		24	20	4
BIOL_1010_06	1783 GENERAL BIOLOGY	LEC		24	23	0
BIOL_1010_NT	1785 GENERAL BIOLOGY	NET		24	24	0
BIOL_1010_NT2	1786 GENERAL BIOLOGY	NET		24	24	0
BIOL_1010_NT3	1787 GENERAL BIOLOGY	NET		24	24	0
BIOL_1011_A	1788 GENERAL BIOLOGY	LAB		24	21	3
BIOL_1011_B	1789 GENERAL BIOLOGY	LAB		24	23	1
BIOL_1011_C	1791 GENERAL BIOLOGY	LAB		24	18	6

BIOL_1011_F	1792 GENERAL BIOLOGY	LAB	24	23	0
BIOL_1011_NT	1794 GENERAL BIOLOGY	LAB	24	24	0
BIOL_1011_NT2	1795 GENERAL BIOLOGY	LAB	24	24	0
BIOL_1011_NT3	1796 GENERAL BIOLOGY	LAB	24	24	0
BIOL_1390_01	1797 INTRO TO SCIENC	LAL	5	0	5
		LAL			
		LAL			
BIOL_2010_01	1798 HUMAN ANATOMY &	LEC	24	20	4
BIOL_2010_02	1799 HUMAN ANATOMY &	LEC	24	15	9
BIOL_2010_NT	1800 HUMAN ANATOMY &	NET	24	24	0
BIOL_2010_NT2	1801 HUMAN ANATOMY &	NET	24	24	0
BIOL_2011_A	1802 HUMAN ANATOMY &	LAB	24	19	5
BIOL_2011_B	1803 HUMAN ANATOMY &	LAB	24	16	8
BIOL_2011_NT	1804 HUMAN ANATOMY &	NET	24	24	0
BIOL_2011_NT2	1805 HUMAN ANATOMY &	NET	24	24	0
BIOL_2015_01	1806 HUMAN ANATOMY &	LEC	24	19	5
BIOL_2016_A	1807 HUMAN ANAT & PH	LAB	24	19	5
BIOL_2023_01	1808 PLANT AND FUNGA	LEC	24	6	18
BIOL_2024_A	1809 PLANT AND FUNGA	LAB	24	6	18
BIOL_2390_01	1810 INTRO TO SCIENC	LAL	5	0	5
		LAL			
		LAL			
BIOL_2400_01	1811 GENERAL ECOLOGY	LEC	8	6	2
BIOL_2410_01	1812 INTRO TO FIELD	LAB	8	6	2
			=====	=====	=====
			794	652	140

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: MATH

& SCIENCE

Department: CHEMI

STRY

Course	Synonym	Title	Instr Meth	Max	Used	Avail
CHEM_1000_NT	1824	INTRODUCTORY CH	NET	12	13	-1
CHEM_1000_NT2	1825	INTRODUCTORY CH	NET	12	10	2
CHEM_1001_NT	1826	INTRO CHEMISTRY	NET	12	13	-1
CHEM_1001_NT2	1827	INTRO CHEMISTRY	NET	12	10	2
CHEM_1020_01	1828	GENERAL CHEMIST	LEC	18	16	1
CHEM_1020_02	1829	GENERAL CHEMIST	LEC	18	16	2
CHEM_1021_A	1831	GENERAL CHEMIST	LAB	12	11	0
CHEM_1021_B	1832	GENERAL CHEMIST	LAB	12	10	1
CHEM_1021_C	1833	GENERAL CHEMIST	LAB	12	11	1
CHEM_1030_01	1834	GENERAL CHEMIST	LAL	18	5	13

CHEM_2320_01	1835 ORGANIC CHEMIST	LEC	18	8	10
CHEM_2321_A	1836 ORGANIC CHEMIST	LAB	18	8	10
			=====	=====	=====
			174	131	40

August 27 2020
11:00

Term.....: 20/FA
School....:
Division...: MATH & SCIENCE
Department: COMPU TER SCIENCE

Course	Synonym Title	Instr Meth	Max	Used	Avail
COSC_1010_QNT	1886 INTRO TO COMPUT	NET		15	17
COSC_1010_QNT2	1887 INTRO TO COMPUT	NET		15	14
COSC_1350_DNT	1889 WEB DEVELOPMENT	NET		25	26
COSC_2030_QNT	1892 COMP SCIENCE II	NET		24	14
			=====	=====	=====
			79	71	8

August 27 2020
11:00

Term.....: 20/FA
School....:
Division...: MATH & SCIENCE
Department: ENGIN EERING SCIENCE

Course	Synonym Title	Instr Meth	Max	Used	Avail
ES_1000_J1	2048 ORIENT TO ENGIN	LEC		24	23
ES_1070_NT2	2049 SOLID MODELING	NET		24	16
ES_1070_ZS1	2051 SOLID MODELING	LAL		24	0
ES_2120_01	2052 DYNAMICS	LAL		21	5
ES_2210_01	2053 ELEC CIRCUIT AN	LEC		20	4
			=====	=====	=====
			113	48	65

August 27 2020
11:00

Term.....: 20/FA
School....:
Division...: MATH & SCIENCE
Department: GEOGR APHY & REN

Course	Synonym Title	Instr Meth	Max	Used	Avail
G&R_1050_NT	2060 INTRO TO NATURA	NET	24	24	0
			=====	=====	=====
			24	24	0

August 27 2020
11:00

Term.....: 20/FA
School.....:
Division...: MATH & SCIENCE
Department: GEOLGY

Course	Synonym Title	Instr Meth	Max	Used	Avail
GEOL_1100_01	2061 PHYSICAL GEOLOG	LAL	24	9	15
GEOL_1100_NT	2062 PHYSICAL GEOLOG	NET	24	14	10
GEOL_2470_J1	4146 INTERNSHIP: GEO	LEC	1	0	1
			=====	=====	=====
			49	23	26

August 27 2020
11:00

Term.....: 20/FA
School.....:
Division...: MATH & SCIENCE
Department: MATHEMATICS

Course	Synonym Title	Instr Meth	Max	Used	Avail
MATH_0920_01	2179 BEGINNING ALGEB	LEC	20	20	0
MATH_0920_NT3	2180 BEGINNING ALGEB	NET	25	23	1
MATH_0920_NT	2183 BEGINNING ALGEB	NET	25	26	-1
MATH_0921_JMW	2186 BEG ALG WRKSHP	LEC	25	10	15
MATH_0930_J1	2187 INTERMEDIATE AL	LEC	25	11	14
MATH_0930_NT3	2188 INTERMEDIATE AL	NET	25	25	0
MATH_0930_E1	2189 INTERMEDIATE AL	LEC	25	22	3
MATH_0930_NT	2191 INTERMEDIATE AL	NET	25	25	0
MATH_0931_JMW	2194 INT ALG WRKSHP	LEC	25	12	13
MATH_1000_J1	2195 PROBLEM SOLVING	LEC	25	20	5
MATH_1000_JMW	2196 PROBLEM SOLVING	LEC	25	10	15
MATH_1000_NT2	2197 PROBLEM SOLVING	NET	25	25	0
MATH_1000_NT	2198 PROBLEM SOLVING	NET	25	24	0
MATH_1100_01	2200 NMBR & OPERTNS	LEC	25	13	12

MATH_1100_NT	2201 NMBR & OPERTNS	NET	25	13	12
MATH_1400_J2	2202 COLLEGE ALGEBRA	LEC	25	26	-1
MATH_1400_JMW	2203 COLLEGE ALGEBRA	LEC	25	12	13
MATH_1400_J1	2205 COLLEGE ALGEBRA	LEC	25	26	-1
MATH_1400_O2	2206 COLLEGE ALGEBRA	LEC	25	24	1
MATH_1400_F1	2207 COLLEGE ALGEBRA	LEC	25	22	3
MATH_1400_GS1	2208 COLLEGE ALGEBRA	LEC	25	21	4
MATH_1400_NT	2209 COLLEGE ALGEBRA	NET	25	25	-1
MATH_1400_NT2	2210 COLLEGE ALGEBRA	NET	25	26	-1
MATH_1400_NT3	2211 COLLEGE ALGEBRA	NET	25	29	-5
MATH_1400_NT4	2212 COLLEGE ALGEBRA	NET	25	24	0
MATH_1400_R1	2213 COLLEGE ALGEBRA	LEC	25	25	0
MATH_1400_R2	2214 COLLEGE ALGEBRA	LEC	25	17	8
MATH_1405_J1	2216 TRIGONOMETRY	LEC	25	17	8
MATH_1405_NT	2218 TRIGONOMETRY	NET	25	25	0
MATH_2120_NT	2220 GEOMTRY & MSRMN	NET	25	16	9
MATH_2200_J1	2221 CALCULUS I	LEC	25	24	1
MATH_2200_NT	2222 CALCULUS I	NET	25	23	2
MATH_2205_O1	2223 CALCULUS II	LEC	25	6	19
MATH_2210_J1	2224 CALCULUS III	LEC	25	7	18
MATH_2250_J1	2225 ELEM LINEAR ALG	LEC	25	6	19
MATH_2350_J1	2226 BUSINESS CALCUL	LEC	25	11	14
MATH_2355_NT	2228 BUSINESS CALCUL	NET	25	12	13
MATH_2200_R1	2819 CALCULUS I	LEC	24	17	7
MATH_0934_J1	2966 BEG AND INTERME	LEC	25	25	0
MATH_1400_NT5	4127 COLLEGE ALGEBRA	NET	25	25	0
MATH_0934_J2	4129 BEG AND INTERME	LEC	12	12	0

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1006 782 219

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: MATH & SCIENCE

Department: MOLEC ULAR BIOLOGY

Course	Synonym Title	Instr Meth	Max	Used	Avail
MOLB_2210_O1	2243 GENERAL MICROBI	LEC	24	10	14
MOLB_2210_NT	2244 GENERAL MICROBI	NET	24	8	16
MOLB_2211_A	2245 GEN MICROBIOLOG	LAB	24	10	14
MOLB_2211_NT	2246 GEN MICROBIOLOG	LAB	24	8	16
			===== 96	===== 36	===== 60

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: MATH & SCIENCE

Department: PHYSI CS

Course	Synonym Title	Instr Meth	Max	Used	Avail
PHYS_1050_01	2392 CONCEPTS OF PHY	LEC		24	9 15
PHYS_1051_A	2393 CONCEPTS OF PHY	LAB		24	9 15
PHYS_1110_01	2394 GENERAL PHYSICS	LEC		21	7 14
PHYS_1111_A	2395 GENERAL PHYSICS	LAB		21	7 14
PHYS_1310_01	2396 COLLEGE PHYSICS	LEC		24	18 6
PHYS_1311_A	2397 COLLEGE PHYSICS	LAB		24	18 6
			=====	=====	=====
			138	68	70

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: MATH & SCIENCE

Department: STATI STICS

Course	Synonym Title	Instr Meth	Max	Used	Avail
STAT_2010_DNT	2449 BUSINESS STATIS	NET		25	10 15
STAT_2050_J1	2450 FUNDAMENTALS OF	LEC		25	25 0
STAT_2050_DNT	2451 FUNDAMENTALS OF	NET		25	25 0
STAT_2070_DNT	2452 STATISTICS FOR	NET		25	23 2
			=====	=====	=====
			100	83	17

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: SOCIA L SCIENCES CATION

Department: ANTHR OPOLOGY

Course	Synonym Title	Instr Meth	Max	Used	Avail
ANTH_1200_JNT	1731 INTRO CULTURAL	NET		25	23 2

ANTH_1300_01	2875 INTRO ARCHAEOLO	LEC	25	10	15
			=====	=====	=====
			50	33	17

August 27 2020
11:00

Term.....: 20/FA
School.....:
Division...: SOCIA L SCIENCES CATION
Department: CRIMI NAL JUSTICE

Course	Synonym	Title	Instr Meth	Max	Used	Avail
CRMJ_1001_ENT		1894 INTRO TO CRIMIN	NET	25	24	1
CRMJ_1001_NT		1895 INTRO TO CRIMIN	NET	25	24	0
CRMJ_2210_ENT		1898 CRIMINAL LAW	NET	25	18	7
CRMJ_2400_NT		1899 CRIMINOLOGY	NET	25	23	2
CRMJ_2450_FNT		1901 ETHICS IN CRIMI	NET	30	10	20
CRMJ_2155_ENT		2786 CRNT EVNTS & IS	NET	25	10	15
				=====	=====	=====
				155	109	45

August 27 2020
11:00

Term.....: 20/FA
School.....:
Division...: SOCIA L SCIENCES CATION
Department: EDUCA TION CUR & INST

Course	Synonym	Title	Instr Meth	Max	Used	Avail
EDCI_2440_J2		1922 INTRO TO CLASSR	LEC	14	14	0
EDCI_2440_J1		1923 INTRO TO CLASSR	LEC	14	11	3
EDCI_2440_NT		1924 INTRO TO CLASSR	NET	14	14	0
EDCI_1200_01		2961 INTRODUCTION TO	LEC	25	19	6
EDCI_1200_DNT		2963 INTRODUCTION TO	NET	25	23	2
EDCI_1200_V1		3818 INTRODUCTION TO	LEC	16	16	0
EDCI_2440_NT2		4098 INTRO TO CLASSR	NET	14	8	6
				=====	=====	=====
				122	105	17

August 27 2020
11:00

Term.....: 20/FA

School....:

Division...: SOCIA L SCIENCES CATION

Department: EDUCA TION EARL HOOD

Course	Synonym Title	Instr Meth	Max	Used	Avail	
EDEC_1020_NT	1925 INTRO EARLY CHI	NET		25	17	8
EDEC_1020_V1	3913 INTRO EARLY CHI	LEC		20	15	5
			===== 45	===== 32	===== 13	

August 27 2020

11:00

Term.....: 20/FA

School....:

Division...: SOCIA L SCIENCES CATION

Department: EDUCA TION ELEMENTARY

Course	Synonym Title	Instr Meth	Max	Used	Avail	
EDEL_1410_01	1926 MATH FOR ELEM S	LEC		25	13	12
EDEL_1410_NT	1927 MATH FOR ELEM S	NET		25	13	12
EDEL_2280_NT	1928 LITERATURE FOR	NET		25	11	14
			===== 75	===== 37	===== 38	

August 27 2020

11:00

Term.....: 20/FA

School....:

Division...: SOCIA L SCIENCES CATION

Department: EDUC EXCEP CHILD

Course	Synonym Title	Instr Meth	Max	Used	Avail	
EDEX_2484_NT	1929 INTRO TO SPECIA	NET		24	24	0
			===== 24	===== 24	===== 0	

August 27 2020

11:00

Term.....: 20/FA

School....:

Division...: SOCIA L SCIENCES CATION

Department: EDUCA TION FOUNDATIONS

Course	Synonym Title	Instr Meth	Max	Used	Avail
EDFD_2020_01	1931 FOUNDATIONS OF	LAL		20	11 9
EDFD_2100_NT	1933 EDUCATIONAL PSY	NET		25	12 13
			====	====	====
			45	23	22

August 27 2020
11:00

Term.....: 20/FA
School.....:
Division...: SOCIA L SCIENCES CATION
Department: EDUCA TION GEN

Course	Synonym Title	Instr Meth	Max	Used	Avail
EDUC_1520_FNT	1935 SUBSTITUTE TEAC	NET		24	6 18
			====	====	====
			24	6	18

August 27 2020
11:00

Term.....: 20/FA
School.....:
Division...: SOCIA L SCIENCES CATION
Department: HISTO RY

Course	Synonym Title	Instr Meth	Max	Used	Avail
HIST_1211_NT	2065 U.S. TO 1865	NET		25	25 0
HIST_1211_DNT	2066 U.S. TO 1865	NET		25	25 0
HIST_1211_ENT	2067 U.S. TO 1865	NET		25	25 0
HIST_1211_MS1	2069 U.S. TO 1865	LEC		25	6 19
HIST_1211_MS2	2070 U.S. TO 1865	LEC		25	17 8
HIST_1211_PS1	2071 U.S. TO 1865	LEC		25	13 12
HIST_1211_SS1	2074 U.S. TO 1865	LEC		25	0 25
HIST_1221_NT	2075 U.S. FROM 1865	NET		25	25 0
HIST_1251_NT2	2076 WYOMING HISTORY	NET		25	25 0
HIST_1251_NT	2077 WYOMING HISTORY	NET		25	24 0
HIST_1320_FNT	2078 WORLD HISTORY T	NET		25	18 7
HIST_2005_NT	2967 ERA OF THE AMER	NET		25	6 19
HIST_1251_WS1	3798 WYOMING HISTORY	LEC		25	13 12
HIST_1211_SS2	4139 U.S. TO 1865	LEC		25	0 25

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 350 222 127

August 27 2020

11:00

Term.....: 20/FA

School....:

Division...: SOCIA L SCIENCES CATION

Department: INSTR UCTIONAL OGY

Course	Synonym	Title	Instr Meth	Max	Used	Avail
ITEC_2360_01		2165 TEACHING WITH T	LEC	24	9	15
ITEC_2360_NT		2166 TEACHING WITH T	NET	24	19	5
				===== 48	===== 28	===== 20

August 27 2020

11:00

Term.....: 20/FA

School....:

Division...: SOCIA L SCIENCES CATION

Department: POLIT ICAL SCIENCE

Course	Synonym	Title	Instr Meth	Max	Used	Avail
POLS_1000_E1		2398 AMER & WYO GOVE	LEC	25	25	0
POLS_1000_F1		2399 AMER & WYO GOVE	LEC	25	21	4
POLS_1000_D1		2400 AMER & WYO GOVE	LEC	25	25	0
POLS_1000_ENT		2401 AMER & WYO GOVE	NET	25	25	0
POLS_1000_GNT		2402 AMER & WYO GOVE	NET	25	22	3
POLS_1000_MS1		2404 AMER & WYO GOVE	LEC	25	14	11
POLS_1000_MS2		2405 AMER & WYO GOVE	LEC	25	0	25
POLS_1000_NT		2406 AMER & WYO GOVE	NET	25	24	1
POLS_1000_NT2		2407 AMER & WYO GOVE	NET	25	25	0
POLS_1100_ENT		2411 WYOMING GOVERN	NET	25	7	18
POLS_1200_01		2704 NON-WESTERN POL	LEC	25	10	15
POLS_2460_01		2787 INTRO TO POLITI	LEC	25	5	20
POLS_1000_W1		3799 AMER & WYO GOVE	LEC	20	6	14
POLS_1000_NT3		4120 AMER & WYO GOVE	NET	25	25	0
POLS_1000_ZS1		4140 AMER & WYO GOVE	LEC	25	10	15
				===== 370	===== 244	===== 126

August 27 2020

11:00

Term.....: 20/FA

School....:

Division...: SOCIA L SCIENCES CATION

Department: PSYCH OLOGY

Course	Synonym Title	Instr Meth	Max	Used	Avail
PSYC_1000_01	2413 GENERAL PSYCHOL	LEC	25	24	1
PSYC_1000_03	2414 GENERAL PSYCHOL	LEC	25	25	0
PSYC_1000_02	2415 GENERAL PSYCHOL	LEC	25	25	0
PSYC_1000_04	2416 GENERAL PSYCHOL	LEC	25	25	0
PSYC_1000_DNT	2417 GENERAL PSYCHOL	NET	25	24	1
PSYC_1000_ENT	2418 GENERAL PSYCHOL	NET	25	25	0
PSYC_1000_FNT	2419 GENERAL PSYCHOL	NET	25	25	0
PSYC_1000_VS1	2421 GENERAL PSYCHOL	LEC	20	0	20
PSYC_2210_01	2423 DRUGS AND BEHAV	LEC	30	22	8
PSYC_2300_ENT	2425 DEVELOPMENTAL P	NET	25	24	1
PSYC_2340_NT	2426 ABNORMAL PSYCHO	NET	25	25	0
PSYC_2380_01	2427 SOCIAL PSYCHOLO	LEC	30	13	17
PSYC_2470_01	2429 INTERNSHIP: PSY	INN	2	2	0
PSYC_2300_01	2705 DEVELOPMENTAL P	LEC	20	10	10
PSYC_2080_NT	2706 BIOLOGICAL PSYC	NET	25	7	18
PSYC_1000_DNT2	4122 GENERAL PSYCHOL	NET	25	25	0
			=====	=====	=====
			377	301	76

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11:00

Term.....: 20/FA

School....:

Division...: SOCIA L SCIENCES CATION

Department: SOCIO LOGY

Course	Synonym Title	Instr Meth	Max	Used	Avail
SOC_1000_01	2431 SOCIOLOGICAL PR	LEC	25	15	10
SOC_1000_NT	2432 SOCIOLOGICAL PR	NET	25	25	0
SOC_1000_FNT	2433 SOCIOLOGICAL PR	NET	25	12	13
SOC_1100_01	2435 SOCIAL PROBLEMS	LEC	20	8	12
SOC_2200_01	2436 SOC OF HUMAN SE	LEC	30	10	20
SOC_2350_NT	2437 RACE & ETHNIC R	NET	25	21	4
			=====	=====	=====
			150	91	59

August 27 2020

11:00

Term.....: 20/FA

School.....:

Division...: SOCIA L SCIENCES CATION

Department: SOCIA L WORK

Course	Synonym	Title	Instr Meth	Max	Used	Avail	
SOWK_1001_NT	2439	INTELLECTUAL CO	NET		25	25	0
SOWK_2000_01	2440	INTRO TO SOCIAL	LEC		25	6	19
SOWK_2400_02	3990	DS:INTRO ETHICA	LEC		1	1	0
				=====	=====	=====	
				51	32	19	

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
0	0	0	2	28	0
0	0	0	2	30	0
0	0	0	2	50	0
0	0	0	2	28	0
0	0	0	2	30	0
0	0	0	2	50	0
0	0	0	3	42	0
0	0	0	3	45	0
0	0	0	3	75	0
=====	=====				
0	0				

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
0	0	0	1	18	0
0	0	0	1	28	0
0	0	0	1	19	0
0	0	0	1	21	0
0	0	0	1	21	0
0	0	0	1	19	0
0	0	0	1	19	0
0	0	0	1	19	0
0	0	0	1	11	0
0	0	0	1	18	0
0	0	0	1	15	0
0	0	0	1	23	0
0	0	0	1	18	0

0	0	1	25	0
0	0	1	20	0
1	0	1	25	0
0	0	1	20	0
0	0	1	19	0
0	0	1	20	0
1	0	1	26	0
0	0	1	21	0
0	0	1	21	0
0	0	1	1	0
0	0	1	0	0
0	0	1	0	0
0	0	1	12	0
0	0	3	12	0
0	0	3	3	0
0	0	1	1	0
0	0	2	4	0
0	0	1	7	0
0	0	1	2	0
0	0	3	33	0
0	0	3	39	0
0	0	3	39	0
0	0	2	0	0

=====
2 0

Wait	Cens	Creds	Total CEUs	Total Crec CEUs	
0	0	0	4	88	0
0	0	0	4	100	0
0	0	0	4	32	0
0	0	0	4	40	0
0	0	0			

=====
0 0

Wait	Cens	Creds	Total CEUs	Total Crec	Total CEUs
0	0	0	2	0	0
0	0	0	2	0	0
0	0	0	6	36	0
0	0	0	3	27	0
2	0	0	3	42	0
0	0	0	3	0	0
0	0	0	3	0	0
0	0	0	3	0	0
1	0	0	3	36	0
0	0	0	3	30	0
0	0	0	2	2	0
0	0	0	6	0	0
0	0	0	3	0	0
0	0	0	3	0	0
0	0	0	2	0	0
0	0	0	2	0	0
0	0	0	2	0	0
=====	=====				
3	0				

P age 5

Wait	Cens	Creds	Total CEUs	Total Crec	Total CEUs
0	0	0	3	81	0
1	0	0	3	75	0
0	0	0	3	75	0
=====	=====				
1	0				

P age 6

Wait	Cens	Creds	Total CEUs	Total Cret	Total CEUs
-----	-----	-----	-----	-----	-----
	0	0	1	7	0
	0	0	3	18	0
	0	0	3	36	0
	0	0	3	0	0
	0	0	1	1	0
	0	0	2	18	0
	0	0	3	0	0
	0	0	3	0	0
=====	=====				
	0	0			

P age 7

Wait	Cens	Creds	Total CEUs	Total Cret	Total CEUs
-----	-----	-----	-----	-----	-----
	0	0	3	21	0
=====	=====				
	0	0			

P age 8

Wait	Cens	Creds	Total CEUs	Total Cret	Total CEUs
-----	-----	-----	-----	-----	-----
	0	0	3	57	0
	0	0	3	66	0
	0	0	3	42	0
	2	0	3	75	0
	0	0	3	0	0
	0	0	3	15	0
	0	0	3	78	0

0	0	3	0	0
0	0	3	0	0
0	0	1	2	0
3	0	1	28	0
0	0	3	51	0
0	0	3	78	0
0	0	3	15	0
0	0	3	42	0
0	0	3	30	0
2	0	3	48	0
0	0	3	15	0
0	0	1	0	0
0	0	3	0	0
=====	=====			
7	0			

P age 9

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
0	0	6	30	0	0
0	0	3	36	0	0
0	0	3	24	0	0
=====	=====				
0	0				

P age 10

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
0	0	3	66	0	0
0	0	3	72	0	0
0	0	3	54	0	0
1	0	3	72	0	0
=====	=====				

1 0

P age 11

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
0	0	0	3	30	0
0	0	0	3	9	0
0	0	0	3	6	0
0	0	0	3	3	0
0	0	0	3	3	0
0	0	0	3	3	0
0	0	0	3	6	0
0	0	0	3	3	0
=====	=====				
0	0				

P age 12

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
3	0	0	3	39	0
1	0	0	3	30	0
2	0	0	3	36	0
0	0	0	3	36	0
1	0	0	3	30	0
0	0	0	3	33	0

0	0	3	36	0
0	0	1	1	0
0	0	3	27	0
0	0	3	30	0
0	0	3	48	0
0	0	3	33	0
0	0	3	33	0
0	0	3	18	0
0	0	3	30	0
0	0	3	33	0
0	0	1	0	0
=====	=====			
7	0			

P age 13

Wait	Cens	Creds	Total CEUs	Total Crec	Total CEUs
0	0	3	39	0	0
0	0	3	21	0	0
0	0	3	0	0	0
0	0	3	0	0	0
0	0	3	0	0	0
=====	=====				
0	0				

P age 14

Wait	Cens	Creds	Total CEUs	Total Crec	Total CEUs
0	0	3	30	0	0
0	0	3	57	0	0
2	0	3	60	0	0
=====	=====				
2	0				

Wait	Cens	Creds	Total CEUs	Total Crec CEUs	
	4	0	3	48	0
	4	0	3	39	0
	0	0	3	45	0
	2	0	3	33	0
	1	0	3	42	0
	3	0	3	36	0
	2	0	3	54	0
	3	0	3	33	0
	0	0	1	0	0
	0	0	3	30	0
	0	0	3	18	0
	1	0	3	42	0
=====	=====				
	20	0			

Wait	Cens	Creds	Total CEUs	Total Crec CEUs	
	3	0	4	12	0
	0	0	4	0	0
	0	0	3	3	0
	0	0	3	0	0
=====	=====				
	3	0			

P age 17

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	
-----	-----	-----	-----	-----	
	0	0	3	72	0
	0	0	3	84	0
	3	0	3	63	0
	0	0	3	30	0
	0	0	3	60	0
=====	=====				
	3	0			

P age 18

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	
-----	-----	-----	-----	-----	
	0	0	1.5	4.5	0
	0	0	0.5	8	0
	0	0	0.5	7.5	0
	0	0	0.5	6.5	0
	0	0	0.5	2.5	0
	0	0	0.5	0	0
	0	0	0.5	0	0
	0	0	0.5	0	0
	0	0	1.5	0	0
	0	0	1.5	0	0
	0	0	1.5	0	0
	0	0	0.5	2	0
=====	=====				
	0	0			

P age 19

Wait	Cens	Creds	Total CEUs	Total Crec	Total CEUs
	0	0	3	72	0
	1	0	3	78	0
=====	=====				
	1	0			

P age 20

Wait	Cens	Creds	Total CEUs	Total Crec	Total CEUs
	0	0	1	0	0
=====	=====				
	0	0			

P age 21

Wait	Cens	Creds	Total CEUs	Total Crec	Total CEUs
	1	0	3	48	0
	0	0	3	48	0
	0	0	3	30	0
=====	=====				
	1	0			

P age 22

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
	2	0	3	42	0
	0	0	3	36	0
	15	0	3	45	0
	9	0	3	45	0
=====	=====				
	26	0			

P age 23

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
	2	0	6	24	0
	1	0	6	18	0
	0	0	6	18	0
=====	=====				
	3	0			

P age 24

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
	0	0	2	8	0
	0	0	2	4	0
	0	0	2	6	0
	0	0	2	0	0
	0	0	2	0	0
	0	0	1	14	0
	0	0	1	2	0
	0	0	1	3	0

0	0	1	0	0
0	0	1	5	0
0	0	3	81	0
0	0	3	0	0
0	0	3	18	0
0	0	3	0	0
0	0	3	6	0
0	0	3	0	0
0	0	3	75	0
0	0	3	3	0
0	0	3	0	0
0	0	3	0	0
0	0	3	0	0
0	0	3	21	0
0	0	3	0	0
0	0	3	18	0
0	0	3	15	0
0	0	4	44	0
0	0	3	60	0
0	0	3	3	0
0	0	3	0	0
0	0	3	0	0
0	0	3	0	0
0	0	3	24	0
0	0	2	2	0
0	0	3	24	0
0	0	3	21	0

P age 25

Total Total

Wait	Cens	Creds	CEUs	Cre	CEUs
0	0	0	3	12	0
0	0	0	4	24	0
0	0	0	3	12	0
0	0	0	3	0	0
0	0	0	3	12	0
0	0	0	3	18	0
0	0	0	0.5	0.5	0
0	0	0	3	0	0
0	0	0	2	0	0
0	0	0	3	0	0
0	0	0			
0	0	0			

P age 26

Wait	Cens	Creds	Total CEUs	Total Cre	Total CEUs
0	0	0	8	88	0
0	0	0	8	48	0
0	0	0			

P age 27

Total Total

Wait	Cens	Creds	CEUs	Crec	CEUs
1	0	3	75	0	
0	0	3	66	0	
0	0	3	48	0	
5	0	3	75	0	
0	0	2	26	0	
=====	=====				
6	0				

P age 28

Wait	Cens	Creds	Total CEUs	Total Crec	Total CEUs
3	0	2	50	0	
0	0	2	50	0	
0	0	2	14	0	
0	0	1	0	0	
0	0	1	11	0	
0	0	2	44	0	
=====	=====				
3	0				

P age 29

Wait	Cens	Creds	Total CEUs	Total Crec	Total CEUs
0	0	9	72	0	
0	0	9	72	0	
0	0	9	72	0	
0	0	9	72	0	
0	0	9	72	0	
0	0	0	0	0	
0	0	4	40	0	
0	0	4	32	0	

0	0	4	44	0
0	0	4	16	0
0	0	4	0	0
0	0	4	20	0
0	0	4	0	0
0	0	4	28	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	10	100	0
0	0	10	100	0
0	0	10	100	0
0	0	10	90	0
0	0	0	0	0
=====	=====			
0	0			

P age 30

Wait	Cens	Creds	Total CEUs	Total Creds	Total CEUs
-----	-----	-----	-----	-----	-----
0	0	0	3	9	0
=====	=====				
0	0				

P age 31

Wait	Cens	Creds	Total CEUs	Total Creds	Total CEUs
-----	-----	-----	-----	-----	-----
0	0	0	1	14	0

0	0	1	9	0
0	0	1	3	0
0	0	1	15	0
1	0	1	15	0
0	0	1	12	0
2	0	2	24	0
0	0	1	9	0
0	0	1	2	0
0	0	1	6	0
=====	=====			
3	0			

Wait	Cens	Creds	Total CEUs	Total Crec CEUs	
----	----	----	-----	-----	
0	0	0	1	2	0
0	0	0	1	5	0
0	0	0	1	6	0
0	0	0	1	4	0
0	0	0	1	7	0
0	0	0	1	1	0
0	0	0	1	0	0
0	0	0	1	3	0
0	0	0	1	1	0
0	0	0	1	2	0
=====	=====				
0	0				

Wait	Cens	Creds	Total CEUs	Total Crec CEUs	
----	----	----	-----	-----	
0	0	0	3	63	0
0	0	0	4	96	0

	0	0	0.5	10	0
	0	0	0.5	1.5	0
=====	0	0			

P age 34

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	Total CEUs
----	----	----	-----	-----	-----
	0	0	4	36	0
	0	0	4	28	0
	0	0	4	0	0
	0	0	4	20	0
=====	0	0			

P age 35

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	Total CEUs
----	----	----	-----	-----	-----
	0	0	9	45	0
	0	0	9	63	0
=====	0	0			

P age 36

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	Total CEUs
----	----	----	-----	-----	-----

0	0	3	30	0
0	0	3	30	0
1	0	3	27	0
0	0	3	39	0
0	0	3	24	0
0	0	3	18	0
0	0	3	12	0
0	0	3	21	0
0	0	3	6	0
0	0	3	9	0
0	0	3	3	0
0	0	1	7	0
0	0	3	24	0
0	0	3	0	0
0	0	3	18	0
=====	=====			
1	0			

P age 37

Wait	Cens	Creds	Total CEUs	Total Crec CEUs	
-----	-----	-----	-----	-----	
	0	0	4	84	0
	0	0	4	60	0
=====	=====				
	0	0			

P age 38

Wait	Cens	Creds	Total CEUs	Total Crec CEUs	
-----	-----	-----	-----	-----	
	0	0	3	45	0
	0	0	3	63	0
	0	0	3	66	0
	0	0	3	36	0

0	0	3	33	0
0	0	3	75	0
0	0	3	30	0
0	0	3	60	0
0	0	3	51	0
0	0	3	12	0
0	0	3	30	0
0	0	3	51	0
0	0	3	36	0
0	0	3	48	0
1	0	3	60	0
0	0	3	54	0
1	0	3	75	0
0	0	3	18	0
0	0	3	45	0
0	0	3	39	0
=====	=====			
2	0			

P age 39

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	Total CEUs
-----	-----	-----	-----	-----	-----
0	0	0	2	12	0
0	0	0	2	4	0
0	0	0	2	8	0
0	0	0	2	12	0
0	0	0	1	1	0
=====	=====				
0	0				

P age 40

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	Total CEUs
-----	-----	-----	-----	-----	-----

0	0	3	48	0
0	0	3	51	0
0	0	3	57	0
0	0	3	60	0
0	0	3	57	0
0	0	3	60	0
0	0	3	51	0
0	0	3	24	0
0	0	3	45	0
0	0	3	36	0
0	0	3	60	0
0	0	3	15	0
0	0	3	51	0
0	0	3	48	0
0	0	3	45	0
0	0	3	42	0
0	0	3	54	0
0	0	3	39	0
0	0	3	36	0
0	0	3	60	0
0	0	3	60	0
1	0	3	60	0
2	0	3	60	0
0	0	3	60	0
0	0	3	60	0
0	0	3	60	0
0	0	3	0	0
0	0	3	0	0
0	0	3	0	0
0	0	3	0	0
0	0	3	45	0
0	0	3	0	0
0	0	3	0	0
0	0	3	0	0
0	0	3	63	0
0	0	3	54	0
0	0	3	30	0
0	0	2	34	0
0	0	2	40	0
0	0	2	40	0
0	0	2	40	0
0	0	3	42	0
0	0	3	39	0
0	0	3	60	0
0	0	3	21	0
0	0	3	51	0

0	0	3	57	0
0	0	3	9	0

P age 41

Wait	Cens	Creds	Total CEUs	Total Cred CEUs
0	0	3	24	0
0	0	3	54	0
0	0	3	39	0
0	0	3	60	0
0	0	3	51	0
0	0	3	9	0
0	0	1	2	0
2	0	3	78	0
0	0	3	48	0
0	0	3	33	0
0	0	3	24	0
0	0	3	66	0
0	0	2	8	0
0	0	3	51	0
=====	=====			
5	0			

P age 42

Wait	Cens	Creds	Total CEUs	Total Cred CEUs
0	0	4	0	0
=====	=====			
0	0			

P age 43

0	0	2	0	0
0	0	1	1	0
0	0	0	0	0
=====	=====			
0	0			

P age 44

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	
-----	-----	-----	-----	-----	
0	0	0	3	39	0
=====	=====				
0	0				

P age 45

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	
-----	-----	-----	-----	-----	
0	0	0	4	88	0
0	0	0	4	52	0
0	0	0	4	96	0
0	0	0	4	96	0
0	0	0	4	60	0
0	0	0	4	44	0
=====	=====				
0	0				

P age 46

Total Total

Wait	Cens	Creds	CEUs	Cred	CEUs
0	0	0	3	27	0
0	0	0	3	18	0
0	0	0	3	24	0
0	0	0	1	6	0
0	0	0	1	7	0
0	0	0	1	5	0
0	0	0	3	18	0
0	0	0	3	18	0
0	0	0	3	21	0
0	0	0	3	24	0
0	0	0	1	9	0
0	0	0	1	0	0
0	0	0	1	0	0
0	0	0	1	0	0
0	0	0	3	6	0
0	0	0	0.5	0	0
=====	=====				
0	0				

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	
0	0	0	4	80	0
0	0	0	4	44	0
0	0	0	4	96	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	4	76	0
0	0	0	4	92	0
0	0	0	4	80	0
0	0	0	4	92	0
3	0	0	4	96	0
1	0	0	4	96	0
1	0	0	4	96	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0

0	0	0	0	0
2	0	0	0	0
1	0	0	0	0
1	0	0	0	0
0	0	4	0	0

0	0	4	80	0
0	0	4	60	0
0	0	4	96	0
0	0	4	96	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
0	0	4	76	0
0	0	0	0	0
0	0	4	24	0
0	0	0	0	0
0	0	4	0	0

0	0	3	18	0
0	0	2	12	0

=====
 9 0

Wait	Cens	Creds	Total CEUs	Total Crec CEUs
1	0	4	52	0
0	0	4	40	0
1	0	0	0	0
0	0	0	0	0
1	0	4	64	0
0	0	4	64	0
1	0	0	0	0
1	0	0	0	0
0	0	0	0	0
0	0	4	20	0

	0	0	4	32	0
	0	0	0	0	0
=====	=====				
	5	0			

P age 49

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	Total CEUs
-----	-----	-----	-----	-----	-----
	0	0	4	68	0
	0	0	4	56	0
	5	0	3	78	0
	0	0	4	56	0
=====	=====				
	5	0			

P age 50

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	Total CEUs
-----	-----	-----	-----	-----	-----
	0	0	1	23	0
	0	0	3	48	0
	0	0	3	0	0
	0	0	3	15	0
	0	0	3	12	0
=====	=====				
	0	0			

P age 51

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
-----	-----	-----	-----	-----	-----
	1	0	3	72	0
=====	=====				
	1	0			

P age 52

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
-----	-----	-----	-----	-----	-----
	0	0	4	36	0
	0	0	4	56	0
	0	0	1	0	0
=====	=====				
	0	0			

P age 53

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
-----	-----	-----	-----	-----	-----
	2	0	4	80	0
	1	0	4	92	0
	1	0	4	104	0
	0	0	2	20	0
	0	0	4	44	0
	0	0	4	100	0
	0	0	4	88	0
	0	0	4	100	0
	0	0	2	24	0
	0	0	3	60	0
	0	0	3	30	0
	1	0	3	75	0
	5	0	3	72	0
	0	0	3	39	0

0	0	3	39	0
0	0	3	78	0
0	0	3	36	0
0	0	3	78	0
0	0	3	72	0
0	0	3	66	0
0	0	3	63	0
5	0	3	75	0
0	0	3	78	0
4	0	3	87	0
0	0	3	72	0
0	0	3	75	0
0	0	3	51	0
0	0	3	51	0
0	0	3	75	0
0	0	3	48	0
0	0	4	96	0
0	0	4	92	0
0	0	4	24	0
0	0	4	28	0
0	0	4	24	0
0	0	4	44	0
0	0	4	48	0
0	0	4	68	0
4	0	5	125	0
1	0	3	75	0
1	0	5	60	0

=====

25 0

Wait	Cens	Creds	Total CEUs	Total Cret CEUs	
0	0	0	4	40	0
0	0	0	4	32	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	0			
0	0	0			

P age 55

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
0	0	0	4	36	0
0	0	0	0	0	0
0	0	0	4	28	0
0	0	0	0	0	0
0	0	0	4	72	0
0	0	0	0	0	0
0	0	0			
0	0	0			

P age 56

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
0	0	0	4	40	0
0	0	0	4	100	0
1	0	0	4	100	0
0	0	0	4	92	0
1	0	0			

P age 57

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
0	0	0	3	69	0

	0	0	3	30	0
=====	=====				
	0	0			

P age 58

Wait	Cens	Creds	Total CEUs	Total Crec CEUs	
-----	-----	-----	-----	-----	
	3	0	3	72	0
	4	0	3	72	0
	0	0	3	54	0
	0	0	3	69	0
	0	0	3	30	0
	0	0	3	30	0
=====	=====				
	7	0			

P age 59

Wait	Cens	Creds	Total CEUs	Total Crec CEUs	
-----	-----	-----	-----	-----	
	0	0	2	28	0
	0	0	2	22	0
	0	0	2	28	0
	0	0	3	57	0
	0	0	3	69	0
	0	0	3	48	0
	0	0	2	16	0
=====	=====				
	0	0			

P age 60

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
-----	-----	-----	-----	-----	-----
	0	0	3	51	0
	0	0	3	45	0
=====	=====				
	0	0			

P age 61

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
-----	-----	-----	-----	-----	-----
	0	0	1	13	0
	0	0	1	13	0
	0	0	3	33	0
=====	=====				
	0	0			

P age 62

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
-----	-----	-----	-----	-----	-----
	0	0	3	72	0
=====	=====				
	0	0			

P age 63

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
-----	-----	-----	-----	-----	-----
	0	0	4	44	0
	0	0	4	48	0
=====	=====				
	0	0			
			P	age 64	

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
-----	-----	-----	-----	-----	-----
	0	0	2	12	0
=====	=====				
	0	0			
			P	age 65	

Wait	Cens	Creds	Total CEUs	Total Cred	Total CEUs
-----	-----	-----	-----	-----	-----
	1	0	3	75	0
	0	0	3	75	0
	0	0	3	75	0
	0	0	3	18	0
	0	0	3	51	0
	0	0	3	39	0
	0	0	3	0	0
	0	0	3	75	0
	1	0	3	75	0
	1	0	3	72	0
	0	0	3	54	0
	0	0	3	18	0
	0	0	3	39	0
	0	0	3	0	0

=====
 3 0

P age 66

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	Total CEUs
0	0	0	3	27	0
0	0	0	3	57	0
0	0	0			

P age 67

Wait	Cens	Creds	Total CEUs	Total Cred CEUs	Total CEUs
0	0	0	3	75	0
0	0	0	3	63	0
1	0	0	3	75	0
1	0	0	3	75	0
0	0	0	3	66	0
0	0	0	3	42	0
0	0	0	3	0	0
0	0	0	3	72	0
0	0	0	3	75	0
0	0	0	1	7	0
0	0	0	3	30	0
0	0	0	3	15	0
0	0	0	3	18	0
0	0	0	3	75	0
0	0	0	3	30	0
2	0	0			

P age 68

Wait	Cens	Creds	Total CEUs	Total Crec CEUs	
	0	0	3	72	0
	1	0	3	75	0
	0	0	3	75	0
	1	0	3	75	0
	0	0	3	72	0
	1	0	3	75	0
	1	0	3	75	0
	0	0	3	0	0
	0	0	3	66	0
	0	0	3	72	0
	0	0	3	75	0
	0	0	3	39	0
	0	0	1	2	0
	0	0	3	30	0
	0	0	3	21	0
	1	0	3	75	0
=====	=====				
	5	0			

Wait	Cens	Creds	Total CEUs	Total Crec CEUs	
	0	0	3	45	0
	0	0	3	75	0
	0	0	3	36	0
	0	0	3	24	0
	0	0	3	30	0
	0	0	3	63	0
=====	=====				
	0	0			

Wait	Cens	Creds	Total CEUs	Total Crec CEUs	
-----	-----	-----	-----	-----	
	0	0	3	75	0
	0	0	3	18	0
	0	0	1	1	0
=====	=====				
	0	0			

HMDV_1515_FNT	3367 CAREER	DEVE	LOPM	NET	25	1	24	0	1	2	2	0
HMDV_2475_01	3370 INTERNS	HIP:	TUT	INN	15	2	13	0	1	1	2	0
HMDV_2475_R1	3371 INTERNS	HIP:	TUT	INN	15	2	13	0	0	1	2	0
HMDV_1515_WQ1	3826 CAREER	DEVE	LOPM	LEC	20	5	15	0	0	2	10	0
HMDV_1065_01	4246 ACADMC	LIST	ENIN	LEC	25	9	16	0	6	3	27	0
HMDV_1070_01	4261 US CULT	URE		LEC	25	10	15	0	7	2	20	0
					390	225	163	10	65			
January 22 2021				TISTICS						P	age 3	
9:47												
Term.....: 21/SP												
School.....:												
Division...: BUSIN	ESS & INDUSTRY											
Department: ACCOU	NTING											
Course	Synonym	Title	Instr	Meth	Max	Used	Avail	Wait	Cens	Creds	Total	Total
ACCT_2010_01		2973 PRINCIP	LES	OFA	25	18	7	0	12	4	72	0
ACCT_2010_NT		2974 PRINCIP	LES	OFA	25	25	0	2	15	4	100	0
ACCT_2020_01		2975 PRINCIP	LES	OFA	25	9	16	0	7	4	36	0
ACCT_2020_NT		2976 PRINCIP	LES	OFA	25	10	15	0	8	4	40	0
ACCT_1005_FNT		4248 PRACTIC	AL A	CCOU	25	19	6	0	17	3	57	0
ACCT_3080_FNT		4557 ACCOUNT	ING	FOR	25	2	23	0	0	3	6	0
					150	83	67	2	59			
January 22 2021				TISTICS						P	age 4	
9:47												
Term.....: 21/SP												
School.....:												
Division...: BUSIN	ESS & INDUSTRY											
Department: AUTOM	OTIVE TECHNOLOGY											
Course	Synonym	Title	Instr	Meth	Max	Used	Avail	Wait	Cens	Creds	Total	Total
AUTO_1580_WS1		3004 BASIC A	UTO	MAIN	15	3	12	0	0	2	6	0
AUTO_1700_Q1		3005 ENGINE	FUND	AMEN	15	5	10	0	3	6	30	0
AUTO_1740_GS1		3006 BRAKE S	YSTE	MS	15	3	12	0	0	3	9	0
AUTO_1740_R1		3007 BRAKE S	YSTE	MS	15	0	15	0	0	3	0	0

WELD_1760_WS1	3759	ADV SHI	ELD	META	OPN	35	0	35	0	0	0	3	0	0
WELD_1760_YS1	3760	ADV SHI	ELD	META	OPN	35	0	35	0	0	0	3	0	0
WELD_1760_ZS1	3761	ADV SHI	ELD	META	OPN	35	0	35	0	0	0	3	0	0
WELD_1770_J1	3762	GAS MET	ALA	RC W	OPN	20	7	13	0	4	3	3	21	0
WELD_1770_GS1	3763	GAS MET	ALA	RC W	OPN	20	18	2	0	0	3	3	54	0
WELD_1770_VJ1	3764	GAS MET	ALA	RC W	OPN	2	1	1	0	0	3	3	3	0
WELD_1770_VS1	3765	GAS MET	ALA	RC W	OPN	20	2	18	0	0	3	3	6	0
WELD_1774_J1	3766	GAS MET	ALA	RC W	OPN	15	4	11	0	1	3	3	12	0
WELD_1776_J1	3767	FLUX CO	RED	ARC	OPN	15	1	14	0	0	3	3	3	0
WELD_1780_J1	3768	GAS TUN	GSTE	N AR	OPN	15	0	15	0	0	4	4	0	0
WELD_1840_J1	3769	GROOVE	WELD	ING	OPN	25	12	13	0	6	3	3	36	0
WELD_1840_SS1	3770	GROOVE	WELD	ING	OPN	25	5	20	0	0	3	3	15	0
WELD_1840_VJ1	3771	GROOVE	WELD	ING	OPN	2	0	2	0	0	3	3	0	0
WELD_1840_VS1	3772	GROOVE	WELD	ING	OPN	25	0	25	0	0	3	3	0	0
WELD_1840_WS1	3773	GROOVE	WELD	ING	OPN	25	1	24	0	0	3	3	3	0
January 22 2021					TISTICS							P	age 27	
9:47														
Term.....: 21/SP														
School.....:														
Division...: BUSIN														
Department: WELDI														
Course	Synonym	Title	Instr	Meth	Max	Used	Avail	Wait	Cens	Creds	Total	Total	Total	Total
WELD_1860_VJ1		3774 WELDING	FAB	RICA	1	0	1	0	0	0	3	0	0	0
WELD_1860_VS1		3775 WELDING	FAB	RICA	25	4	21	0	0	0	3	12	0	0
WELD_1950_J1		3776 SMAW ST	AINL	ESS	25	4	21	0	0	4	3	12	0	0
WELD_1960_J1		3777 SUBMERG	ED A	RC W	15	1	14	0	0	0	2	2	0	0
WELD_2510_J1		3778 PIPE WE	LD I	:SCH	20	6	14	0	0	3	3	18	0	0
WELD_2520_J1		3779 PIPE WE	LD I	!-SC	20	1	19	0	0	1	3	3	0	0
WELD_2530_J1		3780 DOWNHIL	L PI	PE W	10	2	8	0	0	1	3	6	0	0

School.....	H SCIENCES & PUB CAL ACTIVITY	LIC SERV	ICE	Instr	Max	Used	Avail	Wait	Cens	Creds	Total CEUs	Total Cred CEUs
Division...: HEALT	Department: PHYSI	Title		Meth								
Course	Synonym											
PEAC_1015_Q1	3566 BEGINNI	NG S	KIN	LAB	12	5	7	0	3	1	5	0
PEAC_1290_KQ1	3574 PHYS CO	ND:	BOOT	LAB	20	8	12	0	0	1	8	0
PEAC_1294_J1	3576 BEGINNI	NG Y	OGA	LAB	15	7	8	0	6	1	7	0
PEAC_1294_DNT	3577 BEGINNI	NG Y	OGA	NET	20	16	4	0	5	1	16	0
PEAC_1294_NT	3578 BEGINNI	NG Y	OGA	NET	20	18	2	0	15	1	18	0
PEAC_1308_Q1	3579 HIKE &	FISH		LAL	12	7	5	0	6	1	7	0
PEAC_1387_Q1	3580 INDOOR	ROCK	CLI	LAB	12	11	1	0	3	1	11	0
PEAC_2005_Q1	3581 PERSONA	LIZE	D FI	LAL	15	7	8	0	7	2	14	0
PEAC_2012_Q1	3582 ADVANCE	D SC	UBA	LAB	12	3	9	0	2	1	3	0
PEAC_2017_Q1	3583 WATER S	AFET	Y IN	LAB	14	3	11	0	1	1	3	0
PEAC_2018_Q1	3584 LIFEGUA	RD T	RAIN	LAB	18	3	15	0	1	1	3	0
PEAC_2025_F1	3585 WILDERN	ESS	NAVI	LAB	8	1	7	0	1	1	1	0
PEAC_2280_Q1	3587 FLY FIS	HING	II	LAB	15	5	10	0	1	2	10	0
PEAC_1294_J2	3824 BEGINNI	NG Y	OGA	LAB	15	11	4	0	6	1	11	0
PEAC_1287_Q1	4258 ROCK CL	IMBI	NG I	LAB	7	7	0	1	3	1	7	0
January 22 2021					215	112	103	1	60			
9:47				TISTICS							P	age 35
Term.....: 21/SP												
School.....												
Division...: HEALT	H SCIENCES & PUB	LIC SERV	ICE									
Department: VARS1	TY ATHLETICS											
Course	Synonym	Title		Instr	Max	Used	Avail	Wait	Cens	Creds	Total CEUs	Total Cred CEUs
PEAT_1072_01	3590 VRSTY W	RSTL	NG I	LAB	25	8	17	0	6	1	8	0
PEAT_1073_01	3591 VRSTY W	RSTL	NG I	LAB	25	2	23	0	0	1	2	0
PEAT_2073_02	3603 VRSTY S	OCCE	R II	LAB	25	4	21	0	3	1	4	0
PEAT_2074_02	3604 VRSTY S	OCCE	R IV	LAB	25	2	23	0	3	1	2	0
PEAT_2075_01	3606 VRSTY B	SKTB	LL I	LAB	25	8	17	0	0	1	8	0
PEAT_2075_02	3607 VRSTY B	SKTB	LL I	LAB	25	2	23	0	2	1	2	0

PEAT_2076_01	3608 VRSTY B	SKTB	LL I	LAB	25	3	22	0	3	1	3	0
PEAT_2076_02	3609 VRSTY B	SKTB	LL I	LAB	25	3	22	0	2	1	3	0
PEAT_2080_01	3610 VRSTY V	LLYB	LL I	LAB	25	4	21	0	2	1	4	0
PEAT_2085_01	3611 VRSTY V	LLYB	LL I	LAB	25	1	24	0	0	1	1	0
					=====	=====	=====	=====	=====	=====	=====	=====
					250	37	213	0	21			
January 22 2021				TISTICS						P	age 36	
9:47												
Term.....: 21/SP												
School.....:												
Division...: HEALT	H SCIENCES & PUB	ICE										
Department: PHYSI	CAL EDUC PROFESS	IONAL										
Course	Synonym	Title		Instr	Max	Used	Avail	Wait	Cens	Creds	Total	Total
PEPR_2037_NT		INTRO T	ORT	NET		11	14		0	9	3	33
PEPR_2140_QNT		PERSONA	TR	NET	25	0	25	0	0	0	1	0
PEPR_2230_01		APPLD E	XER	LAL	25	7	18	0	11	4	28	0
PEPR_2400_01		FUND OF	EXE	LAL	20	2	18	0	2	4	8	0
PEPR_2470_01		EXER SC	IPR	INN	20	4	16	0	9	0.5	2	0
PEPR_2471_01		EXER SC	IPR	INN	20	3	17	0	1	0.5	1.5	0
					=====	=====	=====	=====	=====	=====	=====	=====
					135	27	108	0	32			
January 22 2021				TISTICS						P	age 37	
9:47												
Term.....: 21/SP												
School.....:												
Division...: HEALT	H SCIENCES & PUB	ICE										
Department: PHLEB	OTOMY											
Course	Synonym	Title		Instr	Max	Used	Avail	Wait	Cens	Creds	Total	Total
PHLB_1810_01		PHLEBOT	OMY	LAL	15	10	5	0	7	4	40	0
PHLB_1810_02		PHLEBOT	OMY	LAL	15	10	5	0	5	4	40	0
PHLB_1810_R1		PHLEBOT	OMY	LAL	15	15	0	3	11	4	60	0
PHLB_1810_W1		PHLEBOT	OMY	LAL	8	8	0	0	3	4	32	0
					=====	=====	=====	=====	=====	=====	=====	=====
					53	43	10	3	26			

ART_2245_NT	4247 DIGITAL	PHO	TOGR	NET	18	12	6	0	7	3	36	0
ART_2245_NT2	4305 DIGITAL	PHO	TOGR	NET	18	6	12	0	1	3	18	0
					=====	=====	=====	=====	=====			
					269	117	152	0	70			
January 22 2021				TISTICS						P	age 40	
Term.....: 21/SP												
School.....:												
Division...: HUMAN	ITIES											
Department: AMERI	CAN SIGN LANGUAG	E										
Course	Synonym	Title	Instr	Meth	Max	Used	Avail	Wait	Cens	Creds	Total	Total
ASL_1220_01	3003 AMER SI	GN L	ANGU	LEC	=====	=====	=====	=====	=====	=====	=====	=====
					25	8	17	0	9	4	32	0
					=====	=====	=====	=====	=====			
January 22 2021				TISTICS						P	age 41	
Term.....: 21/SP												
School.....:												
Division...: HUMAN	ITIES											
Department: COMMU	NICATION											
Course	Synonym	Title	Instr	Meth	Max	Used	Avail	Wait	Cens	Creds	Total	Total
COMM_1005_G1	3126 INTERCU	LTUR	AL C	LEC	=====	=====	=====	=====	=====	=====	=====	=====
COMM_1030_01	3127 INTERPE	RSON	AL C	LEC	25	18	7	0	18	3	54	0
COMM_1030_NT2	3128 INTERPE	RSON	AL C	LEC	25	13	12	0	5	3	39	0
COMM_1030_DNT	3131 INTERPE	RSON	AL C	NET	25	20	5	0	7	3	60	0
COMM_1030_ENT	3132 INTERPE	RSON	AL C	NET	25	22	3	0	6	3	66	0
COMM_2010_NT3	3133 PUBLIC	SPEA	KING	NET	25	12	13	0	8	3	36	0
COMM_2010_02	3134 PUBLIC	SPEA	KING	LEC	20	15	5	0	7	3	45	0
COMM_2010_03	3136 PUBLIC	SPEA	KING	LEC	20	20	0	0	7	3	60	0
COMM_2010_NT	3137 PUBLIC	SPEA	KING	LEC	20	12	8	0	5	3	36	0
COMM_2010_NT2	3138 PUBLIC	SPEA	KING	NET	20	20	0	3	20	3	60	0
COMM_2010_DNT	3139 PUBLIC	SPEA	KING	NET	20	19	1	0	17	3	57	0
COMM_2010_FNT	3140 PUBLIC	SPEA	KING	NET	20	16	4	0	8	3	48	0
COMM_2470_01	3144 INTERNS	HIP:	CO	INN	20	8	12	0	5	3	24	0
					10	6	4	0	2	1	6	0

ENGL_1010_NT3	3239	ENGLISH	COM	POSI	NET	20	20	0	1	15	3	60	0
ENGL_1010_NT4	3240	ENGLISH	COM	POSI	NET	20	19	1	1	5	3	57	0
ENGL_1010_NTEW	3241	ENGLISH	COM	POSI	NET	20	20	0	4	13	3	60	0
ENGL_1011_NTEW2	3246	WRITING	ENH	NCMN	NET	20	7	13	0	3	2	14	0
ENGL_1011_NTEW	3247	WRITING	ENH	NCMN	NET	20	20	0	4	13	2	40	0
ENGL_1020_01	3248	ENGLISH	COM	POSI	LEC	20	20	0	2	18	3	60	0
ENGL_1020_02	3249	ENGLISH	COM	POSI	LEC	20	9	11	0	6	3	27	0
ENGL_1020_05	3252	ENGLISH	COM	POSI	LEC	20	20	0	0	19	3	60	0
ENGL_1020_DNT	3254	ENGLISH	COM	POSI	NET	20	20	0	1	9	3	60	0
ENGL_1020_FNT	3256	ENGLISH	COM	POSI	NET	20	10	10	0	6	3	30	0
ENGL_1020_GS1	3257	ENGLISH	COM	POSI	LEC	20	13	7	0	13	3	39	0
ENGL_1020_GS2	3258	ENGLISH	COM	POSI	LEC	20	14	6	0	13	3	42	0
ENGL_1020_GS3	3259	ENGLISH	COM	POSI	LEC	20	12	8	0	12	3	36	0
ENGL_1020_LS1	3261	ENGLISH	COM	POSI	LEC	20	15	5	0	0	3	45	0
ENGL_1020_LS2	3262	ENGLISH	COM	POSI	LEC	20	16	4	0	0	3	48	0
ENGL_1020_MS1	3263	ENGLISH	COM	POSI	LEC	20	16	4	0	14	3	48	0
ENGL_1020_NT	3264	ENGLISH	COM	POSI	NET	20	19	1	4	20	3	57	0
ENGL_1020_NT2	3265	ENGLISH	COM	POSI	NET	20	17	3	4	20	3	51	0
ENGL_1020_NT3	3266	ENGLISH	COM	POSI	NET	20	19	1	0	11	3	57	0
ENGL_1020_NT4	3267	ENGLISH	COM	POSI	NET	20	10	10	0	7	3	30	0
ENGL_1020_SS1	3269	ENGLISH	COM	POSI	LEC	30	19	11	0	0	3	57	0
ENGL_1020_SS2	3270	ENGLISH	COM	POSI	LEC	30	20	10	0	0	3	60	0
ENGL_1020_SS3	3271	ENGLISH	COM	POSI	LEC	30	19	11	0	0	3	57	0
ENGL_1020_V1	3272	ENGLISH	COM	POSI	LEC	15	3	12	0	2	3	9	0
ENGL_1020_VS1	3273	ENGLISH	COM	POSI	LEC	20	17	3	0	0	3	51	0
ENGL_1020_VS2	3274	ENGLISH	COM	POSI	LEC	20	18	2	0	0	3	54	0
ENGL_1020_VS3	3275	ENGLISH	COM	POSI	LEC	25	23	2	0	0	3	69	0
ENGL_1020_W1	3276	ENGLISH	COM	POSI	LEC	20	16	4	0	2	3	48	0
ENGL_1020_YS1	3277	ENGLISH	COM	POSI	LEC	20	7	13	0	1	3	21	0
ENGL_2005_01	3278	TECHNIC	AL W	RITI	LEC	20	13	7	0	10	3	39	0
ENGL_2005_NT5	3279	TECHNIC	AL W	RITI	NET	20	8	12	0	0	3	24	0
ENGL_2005_02	3280	TECHNIC	AL W	RITI	LEC	20	6	14	0	5	3	18	0
ENGL_2005_03	3281	TECHNIC	AL W	RITI	LEC	20	12	8	0	9	3	36	0
ENGL_2005_04	3282	TECHNIC	AL W	RITI	LEC	20	9	11	0	11	3	27	0
ENGL_2005_QNT	3284	TECHNIC	AL W	RITI	NET	20	10	10	0	3	3	30	0
ENGL_2005_NT	3286	TECHNIC	AL W	RITI	NET	20	19	1	1	20	3	57	0
ENGL_2005_NT2	3287	TECHNIC	AL W	RITI	NET	20	20	0	0	20	3	60	0
ENGL_2005_NT3	3288	TECHNIC	AL W	RITI	NET	20	21	-1	0	20	3	63	0
ENGL_2005_NT4	3289	TECHNIC	AL W	RITI	NET	20	19	1	0	10	3	57	0
ENGL_2065_F1	3292	CREATIV	E WR	ITIN	LEC	20	5	15	0	0	3	15	0
ENGL_2100_NT	3294	LITERAR	Y JR	NL P	NET	20	3	17	0	0	1	3	0
ENGL_2340_01	3296	NATIVE	AMER	ICAN	NET	20	13	7	0	9	3	39	0

Department: MUSIC	Synonym	Title	Instr	Max	Used	Avail	Wait	Cens	Creds	Total	Total
Course			Meth							CEUs	Cred
										CEUs	Cred
MUSC_0200_F1	3470 MUSIC C	ONVO	LEC	25	5	20	0	3	0	0	0
MUSC_1000_NT	3471 INTRO T	O MU	NET	25	25	0	2	22	3	75	0
MUSC_1010_NT	3472 MUSIC F	UNDA	NET	25	4	21	0	2	3	12	0
MUSC_1040_E1	3474 WRITTEN	THE	ORY	10	0	10	0	0	3	0	0
MUSC_1045_E1	3475 AURAL T	HEOR	Y II	10	0	10	0	0	1	0	0
MUSC_1150_01	3477 GUITAR	I	LAB	12	2	10	0	2	1	2	0
MUSC_1296_01	3480 CLASS P	IANO	IV	10	1	9	0	0	1	1	0
MUSC_1390_F1	3481 JAZZ EN	SEMB	LE	25	1	24	0	0	1	1	0
MUSC_1400_E1	3482 COLLEGI	ATE	CHOR	75	3	72	0	2	1	3	0
MUSC_1415_NT	3483 AUDIO B	SCS&	LIVE	25	1	24	0	1	3	3	0
MUSC_1450_F1	3485 VOCAL E	NSEM	BLE	25	5	20	0	1	1	5	0
MUSC_2010_FNT	3489 POPULAR	MUS	ICS	25	2	23	0	1	3	6	0
MUSC_2040_E1	3490 WRITTEN	THE	ORY	25	4	21	0	0	3	12	0
MUSC_2045_E1	3491 AURAL T	HEOR	Y IV	25	4	21	0	0	1	4	0
MUSC_2055_FNT	3492 MUSIC H	ISTO	RY S	20	2	18	0	0	3	6	0
MUSC_2073_01	3497 APPLIED	MUS	IC P	10	8	2	0	5	1	8	0
MUSC_2073_02	3498 APPLIED	MUS	IC P	10	1	9	0	0	2	2	0
MUSC_2073_NT	3499 APPLIED	MUS	IC P	10	2	8	0	0	1	2	0
MUSC_2074_01	3501 APPLIED	MUS	IC V	10	6	4	0	2	1	6	0
MUSC_2074_02	3502 APPLIED	MUS	IC V	10	5	5	0	3	2	10	0
MUSC_2074_NT	3503 APPLIED	MUS	IC V	10	1	9	0	1	1	1	0
MUSC_2078_01	3517 APPLIED	MUS	IC P	5	1	4	0	1	1	1	0
MUSC_2395_01	3520 PIANO P	ROFI	CIEN	25	1	24	0	0	0	0	0
				452	84	368	2	46			
January 22 2021			TISTICS							P	age 47
9:47											
Term.....: 21/SP											
School.....:											
Division...: HUMAN											
Department: PHILO											
Course	Synonym	Title	Instr	Max	Used	Avail	Wait	Cens	Creds	Total	Total
			Meth							CEUs	Cred
										CEUs	Cred
PHIL_1000_NT	3618 INTRODU	CTIO	NET	20	14	6	0	8	3	42	0

THEA_1360_ENT	4274 FUND OF	MUS	IC F	NET	20	6	14	0	3	3	18	0
THEA_2490_01	4275 TOPIC:	INTR	O CO	LEC	12	6	6	0	2	3	18	0
					251	79	172	0	43			
January 22 2021				TISTICS						P	age 50	
Term.....: 21/SP												
School.....:												
Division...: MATH												
Department: BIOL												
Course	Synonym	Title	Instr	Meth	Max	Used	Avail	Wait	Cens	Creds	Total	Total
											CEUs	Cred
											CEUs	Cred
BIOL_1003_01		3019 CURRENT	UES	LEC	24	17	7	0	17	4	68	0
BIOL_1003_02		3020 CURRENT	UES	LEC	24	15	9	0	8	4	60	0
BIOL_1004_A		3023 CURRENT	UES	LAB	24	18	6	0	18	0	0	0
BIOL_1004_B		3024 CURRENT	UES	LAB	24	14	10	0	7	0	0	0
BIOL_1010_01		3027 GENERAL	LOGY	LEC	24	14	10	0	9	4	56	0
BIOL_1010_02		3028 GENERAL	LOGY	LEC	24	14	10	0	11	4	56	0
BIOL_1010_03		3029 GENERAL	LOGY	LEC	24	21	3	0	17	4	84	0
BIOL_1010_E1		3030 GENERAL	LOGY	LEC	24	10	14	0	4	4	40	0
BIOL_1010_NT		3031 GENERAL	LOGY	LEC	24	21	3	4	24	4	84	0
BIOL_1010_NT2		3032 GENERAL	LOGY	LEC	24	23	1	4	14	4	92	0
BIOL_1011_A		3034 GENERAL	LOGY	LAB	24	14	10	0	9	0	0	0
BIOL_1011_B		3035 GENERAL	LOGY	LAB	24	14	10	0	11	0	0	0
BIOL_1011_C		3036 GENERAL	LOGY	LAB	24	21	3	0	17	0	0	0
BIOL_1011_EA		3037 GENERAL	LOGY	LAB	24	10	14	0	4	0	0	0
BIOL_1011_NT		3038 GENERAL	LOGY	LAB	24	21	3	4	24	0	0	0
BIOL_1011_NT2		3039 GENERAL	LOGY	LAB	24	23	1	4	14	0	0	0
BIOL_1390_01		3041 INTRO T	IENC	LAL	5	0	5	0	0	4	0	0
				LAL								
				LAL								
BIOL_2010_F1		3042 HUMAN A	MY &	LEC	24	21	3	0	24	4	84	0
BIOL_2010_F2		3043 HUMAN A	MY &	LEC	24	23	1	1	18	4	92	0
BIOL_2010_F3		3044 HUMAN A	MY &	LEC	24	10	14	0	3	4	40	0
BIOL_2011_FA		3046 HUMAN A	MY &	LAB	24	22	2	0	22	0	0	0
BIOL_2011_FB		3047 HUMAN A	MY &	LAB	24	23	1	0	20	0	0	0
BIOL_2011_FC		3048 HUMAN A	MY &	LAB	24	9	15	0	3	0	0	0
BIOL_2015_01		3050 HUMAN A	MY &	LEC	24	11	13	0	10	4	44	0
BIOL_2015_E1		3051 HUMAN A	MY &	LEC	24	15	9	0	15	4	60	0

BIOL_2015_E2	3052	HUMAN A	NATO	MY &	LEC	24	6	18	0	5	4	24	0
BIOL_2015_NT	3053	HUMAN A	NATO	MY &	LEC	24	21	3	2	24	4	84	0
BIOL_2015_NT2	3054	HUMAN A	NATO	MY &	LEC	24	23	1	1	20	4	92	0
BIOL_2016_A	3055	HUMAN A	NAT	& PH	LAB	24	11	13	0	10	0	0	0
BIOL_2016_EA	3056	HUMAN A	NAT	& PH	LAB	24	10	14	0	10	0	0	0
BIOL_2016_EB	3057	HUMAN A	NAT	& PH	LAB	24	11	13	0	10	0	0	0
BIOL_2016_NT	3058	HUMAN A	NAT	& PH	LAB	24	21	3	3	24	0	0	0
BIOL_2016_NT2	3059	HUMAN A	NAT	& PH	LAB	24	23	1	1	20	0	0	0
BIOL_2022_01	3060	ANIMAL	BIOL	OGY	LEC	24	13	11	0	12	4	52	0
BIOL_2032_A	3062	ANIMAL	BIOL	OGY	LAB	24	13	11	0	9	0	0	0
BIOL_2390_01	3064	INTRO T	O SC	IENC	LAL	5	0	5	0	0	4	0	0
					LAL								
					LAL								
BIOL_1006_DNT	4253	BIOLOGY	FOR	NON	NET	24	12	12	0	10	4	48	0
BIOL_2010_NT	5399	HUMAN A	NATO	MY &	NET	24	18	6	0	0	4	72	0
BIOL_2011_NT	5400	HUMAN A	NATO	MY &	LAB	24	18	6	0	0	0	0	0
						898	604	294	24	477			
January 22 2021					TISTICS						P	age 51	
Term.....: 21/SP													
School.....:													
Division...: MATH													
Department: CHEMI													
Course	Synonym	Title			Instr	Max	Used	Avail	Wait	Cens	Creds	Total	Total
CHEM_1000_NT		INTRODU	CTOR	Y CH	NET	18	16	2	0	18	4	64	0
CHEM_1000_NT2		INTRODU	CTOR	Y CH	NET	18	10	8	0	5	4	40	0
CHEM_1001_NT		INTRO C	HEMI	STRY	NET	18	16	2	0	18	0	0	0
CHEM_1001_NT2		INTRO C	HEMI	STRY	NET	18	10	8	0	5	0	0	0
CHEM_1020_01		GENERAL	CHE	MIST	LEC	18	15	3	0	14	4	60	0
CHEM_1020_02		GENERAL	CHE	MIST	LEC	18	5	13	0	1	4	20	0
CHEM_1021_A		GENERAL	CHE	MIST	LAB	18	4	14	0	4	0	0	0
CHEM_1021_B		GENERAL	CHE	MIST	LAB	18	12	6	0	6	0	0	0
CHEM_1021_C		GENERAL	CHE	MIST	LAB	18	4	14	0	5	0	0	0
CHEM_1030_01		GENERAL	CHE	MIST	LEC	18	12	6	0	10	4	48	0
CHEM_2300_01		INTRO O	RGAN	IC C	LEC	24	4	20	0	4	4	16	0
CHEM_2340_01		ORGANIC	CHE	MIST	LEC	24	8	15	0	8	4	32	0
CHEM_2341_A		ORGANIC	CHE	MIST	LAB	24	8	16	0	8	0	0	0

STAT_2050_01	3697 FUNDAME	NATAL	S OF	LEC	25	25	0	2	21	4	100	0
STAT_2050_DNT	3698 FUNDAME	NATAL	S OF	NET	25	25	0	2	25	4	100	0
STAT_2050_DNT2	3699 FUNDAME	NATAL	S OF	NET	25	24	1	2	16	4	96	0
STAT_2070_JNT	3700 STATIST	ICS	FOR	NET	25	24	1	0	17	4	96	0
					100	98	2	6	79			
January 22 2021				TISTICS						P	age 60	
Term.....: 21/SP												
School.....:												
Division...: SOCIA	L SCIENCES & EDU											
Department: ANTHR	OPOLOGY											
Course	Synonym	Title	Instr	Meth	Max	Used	Avail	Wait	Cens	Creds	Total CEUs	Total CEUs
ANTH_1200_DNT		2977 INTRO C	ULTU	RAL	25	22	3	0	19	3	66	0
ANTH_2410_01		2981 ANTH RE	SEAR	CH M	25	1	24	0	1	1	1	0
ANTH_2470_01		2982 INTERNS	HIP:	ANT	5	1	4	0	1	1	1	0
ANTH_1300_DNT		4209 INTRO A	RCHA	ELO	25	20	5	0	12	3	60	0
ANTH_1200_01		4243 INTRO C	ULTU	RAL	25	9	16	0	7	3	27	0
					105	53	52	0	40			
January 22 2021				TISTICS						P	age 61	
Term.....: 21/SP												
School.....:												
Division...: SOCIA	L SCIENCES & EDU											
Department: CRIMI	NAL JUSTICE											
Course	Synonym	Title	Instr	Meth	Max	Used	Avail	Wait	Cens	Creds	Total CEUs	Total CEUs
CRMJ_1001_NT		3153 INTRO T	O CR	IMIN	25	23	2	0	6	3	69	0
CRMJ_1001_ENT		3154 INTRO T	O CR	IMIN	25	18	7	0	11	3	54	0
CRMJ_2400_FNT		3156 CRIMINO	LOGY	NET	25	25	0	2	15	3	75	0
CRMJ_2420_ENT		3157 JUVENIL	E JU	STIC	25	12	13	0	6	3	36	0
CRMJ_2550_E1		3158 CRIMINA	L IN	VEST	25	14	11	0	9	3	42	0
CRMJ_2685_ENT		3159 RESEARC	H ME	THOD	25	9	16	0	7	3	27	0

Course	Synonym	Title	Inst	Meth	Max	Used	Avail	Wait	Cens	Creds	Total	Total
											CEUs	Cred CEUs
EDEL_2280_NT	3187 LITERAT	URE FOR	NET	NET	25	21	4	0	14	3	63	0
					25	21	4	0	14			
January 22 2021	9:47		TISTICS								P	age 65
Term.....: 21/SP												
School.....:												
Division...: SOCIA	L SCIENCES & EDU	CATION										
Department: EDUC	EXCEP CHILD											
Course	Synonym	Title	Inst	Meth	Max	Used	Avail	Wait	Cens	Creds	Total	Total
EDEX_2484_NT	3188 INTRO T	O SP ECIA	NET	NET	24	24	0	0	14	3	72	0
					24	24	0	0	14			
January 22 2021	9:47		TISTICS								P	age 66
Term.....: 21/SP												
School.....:												
Division...: SOCIA	L SCIENCES & EDU	CATION										
Department: EDUCA	TION FOUNDATIONS											
Course	Synonym	Title	Inst	Meth	Max	Used	Avail	Wait	Cens	Creds	Total	Total
EDFD_2020_01	3189 FOUNDAT	IONS OF	LAL	LAL	20	13	7	0	15	4	52	0
EDFD_2020_NT	3190 FOUNDAT	IONS OF	NET	NET	20	20	0	0	15	4	80	0
EDFD_2100_01	3191 EDUCATI	ONAL PSY	LEC	LEC	25	12	13	0	10	4	48	0
EDFD_2100_V1	5487 EDUCATI	ONAL PSY	LAL	LAL	15	4	11	0	0	4	16	0
EDFD_2020_V1	5488 FOUNDAT	IONS OF	LAL	LAL	15	6	9	0	0	4	24	0
					95	55	40	0	40			
January 22 2021	9:47		TISTICS								P	age 67

SOC_2095_01	3684	INTRO T	O SO	CLGC	LEC	40	1	39	0	1	1	1	0
SOC_2325_NT	3685	MARRIAG	E AN	D TH	NET	40	20	20	0	9	3	60	0
SOC_2470_01	3686	INTERNS	HIP:	SOC	INN	1	0	1	0	0	1	0	0
						181	95	86	4	60			
January 22 2021					TISTICS						P	age 73	
Term.....: 21/SP													
School.....:													
Division...: SOCIA													
Department: SOCIA													
Course		Synonym			Instr							Total	Total
					Meth	Max	Used	Avail	Wait	Cens	Creds	CEUs	CEUs
					NET	25	25	27	-2	1	21	3	81
SOWK_2300_NT		4245	DOMESTI	C VI	OL/S								0
						25	27	-2	1	21			

Position Count
 FT Chair-Faculty Status: 1
 Full-time Faculty: 13
 Adjunct: 8

School of Manufacturing and Industrial Technology

Automotive Technology
 Full-time: 1
 Adjunct: 0

CDL
 Full-time: 1
 Adjunct: 0

Compression Technology
 Full-time: 1
 Adjunct: 0

Diesel Technology
 Full-time: 1
 Adjunct: 0

Electrical & Instrumentation Technology
 Full-time: 2
 Adjunct: 1

Gas Operations/Oil & Gas
 Full-time: 1
 Adjunct: 3

Industrial Maintenance
 Full-time: 2
 Adjunct: 0

Plant Operations
 Full-time: 1
 Adjunct: 1

Welding Technology
 Full-time: 2
 Adjunct: 3

Powerline/TBD
 Full-time: 1

Position Count
 FT Chair-Faculty Status: 1
 Full-time Faculty: 8
 Adjunct: 41

School of Social Sciences and Education

Anthropology
 Full-time: 0.5
 Adjunct: 0

Education
 Full-time: 2
 Adjunct: 12

Criminal Justice
 Full-time: 1
 Adjunct: 7

History
 Full-time: 0
 Adjunct: 3

Political Science
 Full-time: 1
 Adjunct: 6

Psychology
 Full-time: 2
 Adjunct: 7

Sociology/Social Work
 Full-time: 1.5
 Adjunct: 5

Position Count
 FT Chair-Faculty Status: 1
 Full-time Faculty: 14
 Full-time Paraprofessional: 1
 Adjunct: 52

School of Health Sciences and Wellness

EMS/Paramedicine
 Full-time: 2
 Adjunct: 15

Exercise Science
 Full-time: 2
 Adjunct: 20

Nursing
 Full-time: 10
 Adjunct: 17

Position Count
 FT Chair-Faculty Status: 1
 Full-time Faculty: 14.5
 Full-time Paraprofessional: 1
 Adjunct: 39

School of Arts and Humanities

Art
 Full-time: 2
 Adjunct: 2

Communication
 Full-time: 2
 Adjunct: 8

Dance
 Full-time: 1
 Adjunct: 1

English Composition
 Full-time: 6
 Adjunct: 12

Foreign Language
 Full-time: 0.5
 Part-time: 1

Music
 Full-time: 0
 Adjunct: 13

Theatre/Musical Theatre
 Full-time: 3
 Adjunct: 2

Position Count
 FT Chair-Faculty Status: 1
 Full-time Faculty: 16.5
 PTB Faculty: 1
 Adjunct: 10

School of Math and Science

Biological Sciences
 Full-time: 5
 Adjunct: 3

Chemistry
 Full-time: 1
 Adjunct: 1

Engineering
 Full-time: 1
 Adjunct: 1

Geology
 Full-time: 0.5
 Adjunct: 1

Mathematics
 Full-time: 8
 Adjunct: 5

Physics
 Full-time: 1
 Adjunct: 0

Position Count
 FT Chair-Faculty Status: 1
 Full-time Faculty: 7
 Full-time Paraprofessional: 1
 PTB Faculty: 1
 PTNB Paraprofessional: 3
 Adjunct: 14

School of Business and Computer Technology

Business
 Full-time: 3
 Adjunct: 8

Business Info Systems
 Full-time: 3
 PTB Faculty: 1
 Adjunct: 4

Computer Science
 Full-time: 1
 Adjunct: 2

6 Schools

Pre Budget Reduction

01.25.2021

Position Count
 FT Chair-Faculty Status: 1
 Full-time Faculty: 13
 Adjunct: 8

School of Manufacturing and Industrial Technology

Automotive Technology
 Full-time: 1
 Adjunct: 0

CDL
 Full-time: 1
 Adjunct: 0

Compression Technology
 Full-time: 1
 Adjunct: 0

Diesel Technology
 Full-time: 1
 Adjunct: 0

Electrical & Instrumentation Technology
 Full-time: 2
 Adjunct: 1

Gas Operations/Oil & Gas
 Full-time: 1
 Adjunct: 3

Industrial Maintenance
 Full-time: 2
 Adjunct: 0

Plant Operations
 Full-time: 1
 Adjunct: 1

Welding Technology
 Full-time: 2
 Adjunct: 3

Powerline/TBD
 Full-time: 1

Position Count
 FT Chair-Faculty Status: 1
 Full-time Faculty: 7.5
 Adjunct: 40

School of Social Sciences and Education

Education
 Full-time: 2
 Adjunct: 12

ESL Studies
 Full-time: 1
 Adjunct: 0

Criminal Justice
 Full-time: 1
 Adjunct: 7

Psychology
 Full-time: 2
 Adjunct: 7

Social Sciences
 Full-time: 1.5
 Adjunct: 14

Position Count
 FT Chair-Faculty Status: 1
 Full-time Faculty: 14
 Full-time Paraprofessional: 1
 PTNB Paraprofessional: 3
 Adjunct: 52

School of Health Sciences and Wellness

Nursing
 Full-time: 10
 Adjunct: 17

EMS/Paramedicine
 Full-time: 2
 Adjunct: 15

Exercise Science
 Full-time: 2
 Adjunct: 20

Full-time Paraprofessional: 1
 PTNB Paraprofessional: 3

Position Count
 FT Chair-Faculty Status: 1
 Full-time Faculty: 11.5
 Full-time Paraprofessional: 1
 Adjunct: 39

School of Arts and Humanities

Art
 Full-time: 2
 Adjunct: 2

Communication
 Full-time: 1
 Adjunct: 8

English Composition
 Full-time: 6
 Adjunct: 12

Foreign Language
 Full-time: 0.5
 Part-time: 1

Performing Arts
 Full-time: 2
 Adjunct: 16

Full-time Paraprofessional: 1

Position Count
 FT Chair-Faculty Status: 1
 Full-time Faculty: 14
 PTB Professional: 1
 Adjunct: 23

School of Math and Science

Biological Sciences
 Full-time: 5
 Adjunct: 4

Chemistry
 Full-time: 1
 Adjunct: 1

Engineering
 Full-time: 1
 Adjunct: 1

Geology
 Full-time: 0
 Adjunct: 1

Mathematics
 Full-time: 6
 Adjunct: 5

Transitional Studies
 Adjuncts: 11

Physics
 Full-time: 1
 Adjunct: 0

PTB Professional: 1

Position Count
 FT Chair-Faculty Status: 1
 Full-time Faculty: 7
 PTB Paraprofessional: 1
 PTNB Paraprofessional: 3
 Adjunct: 14

School of Business and Computer Technology

Business
 Full-time: 3
 Adjunct: 8

Business Info Systems
 Full-time: 3
 PTB Faculty: 0.5
 Adjunct: 4

Computer Science
 Full-time: 1
 Adjunct: 2

PTB Paraprofessional: 1
 PTNB Paraprofessional: 3

6 Schools

Post Budget Reduction

01.25.2021

	FY21-Vacant only	FY22
Tuition/Fees	\$ 6,532,705.00	\$ 6,666,723.85
State Appro	\$ 9,184,289.00	\$ 8,201,389.75
Local Appro	\$ 9,999,430.00	\$ 8,499,430.00
Other	\$ 75,000.00	\$ 75,000.00
	\$ 25,791,424.00	\$ 23,442,543.60
		Budget shortfall
		\$ 2,348,880.40
Salary/Benefits	\$ 20,003,264.79	\$ 20,003,264.79
Operating	\$ 5,672,077.49	\$ 5,599,620.00
Cap. Outlay	\$ 113,510.00	\$ 113,510.00
	\$ 25,788,852.28	\$ 25,716,394.79
	\$ 2,571.72	\$ (2,273,851.19)
		Combined BY impact
		\$ (2,271,279.47)

Scenario #1	FY22	FY23
Tuition/Fees	2.5%	2.5%
Tuition/Fees	\$ 6,532,705.00	\$ 6,797,378.00
State Appro	\$ 9,184,289.00	\$ 8,001,389.75
Local Appro	\$ 9,999,430.00	\$ 8,999,430.00
Other	\$ 75,000.00	\$ 75,000.00
	\$ 25,791,424.00	\$ 23,873,197.75
		\$ 1,918,226.25
Salary/Benefits	\$ 20,003,264.79	\$ 18,510,694.18
Operating	\$ 5,672,077.49	\$ 5,599,620.00
Cap. Outlay	\$ 113,510.00	\$ 113,510.00
	\$ 25,788,852.28	\$ 24,223,824.18
	\$ 2,571.72	\$ (350,626.43)
Running total impact	\$ (528,708.86)	\$ (879,335.28)

3% reduction in enrollment in FY22
 1% reduction in enrollment in FY23
 Get \$200,000 in match in FY21; get \$200,000 in match in FY22
 \$1.5M reduction in local in FY22
 \$1M reduction in local for FY23
 Reduce stipend by another \$300 in FY22 (\$600 total)
 Reduce retirement contribution by another 1.5% in FY22 (3.5% total)
 Eliminate or discontinue 15 additional positions for FY22 (end of FY21 contract)
 \$170,000 salary/benefits saving for VPSS for FY22
 \$250,000 savings from travel FY22

Budget Cuts Approved by Governor Gordon total more than \$250 Million

Governor signs Executive Order to consolidate Human Resources Personnel for additional savings

July 13, 2020

CHEYENNE, Wyo. – Governor Mark Gordon has announced deep budget cuts for the current two-year budget cycle totaling more than \$250 million, or nearly 10% of the state's general fund budget. This comes after revenue projections showed an almost \$1 billion shortfall for the general fund and another \$500 million for school funding. The budget reductions will include state employees losing their jobs, as well as mandatory furloughs, a reduction in major maintenance spending and the consolidation of human resources personnel across state agencies.

"This is an incredibly difficult task but we must respond to the financial circumstances the state is facing," Governor Gordon said. "These cuts will impact families across the state, will affect the services we provide and will have an effect on dollars that flow into the private sector."

The Governor approved 10% cuts for most state agencies, boards and commissions. The Department of Health, with the state's largest budget, will see a 9% cut totaling approximately \$90 million. He stressed that the impacts of the budget cuts will be felt outside of state government as well. The budget cuts include significant general fund dollars that enter the private sector in the form of contracts, and also mean some services available to the state's seniors, disabled and low-income residents won't be available or will be reduced.

"The repercussions to our communities and the businesses of our state are significant," Governor Gordon added. "While they are necessary, these cuts weaken our ability to deliver the critical services and functions of our state government that Wyomingites depend on."

To help create additional budget savings, the Governor has instituted a mandatory furlough day for six months beginning in August for those executive branch employees on the higher end of the pay scale. As an additional cost-saving measure, Governor Gordon signed an Executive Order on Friday directing the Director of the Department of Administration and Information (A&I) to coordinate the immediate consolidation of all human resources personnel to be housed under the Department. The process is expected to take several months and will eventually lead to a reduction in state human resources personnel.

The budget cuts still leave a forecasted budget shortfall of more than \$600 million. The Governor has directed agencies to prepare preliminary proposals to cut an additional 10% from their budgets and submit those concepts to him. He has previously stated that he will be considering a range of options to fund an appropriate level of government services, since merely cutting services will not be enough to address the scope of the shortfall.

-END-

Governor Calls First 10% State Budget Cuts “Devastating but Necessary”

August 26, 2020

CHEYENNE, Wyo. – Governor Mark Gordon has finalized the first round of state budget cuts totaling more than \$250 million, with an additional \$80 million in cuts to maintenance of state buildings and those at the university and community colleges. The 10% cuts to state agencies, boards and commissions will have significant effects on Wyoming communities and citizens, as the cuts will impact important services that people depend on and will reduce general fund dollars that enter the private sector.

The Department of Health, with the state’s largest budget, will see a 9% cut totaling approximately \$90 million. Department of Health programs facing cuts and elimination include those that serve senior citizens, disabled individuals and those with very low incomes. Among the cuts are the phased elimination of the Wyoming Home Services program, an Aging Division program which provides services to individuals who are at risk of premature institutionalization; elimination of some immunization funding for children; and a reduction in funding for early childhood developmental and educational programs.

The University of Wyoming and the state’s community colleges had their budgets cut by 10% as well. As the Boards of Trustees implement those cuts and address other revenue shortfalls, program cuts have already occurred and more are likely. These cuts will mean reduced higher education options for Wyoming students. One program cut was to Wyoming Works, an initiative the Governor supported to help enhance the state’s workforce.

The Department of Family Services is eliminating vacant positions in the state office and field offices across the state, including at the Boys School in Worland and the Girls School in Sheridan. Additionally, this means fewer people to work on foster care and child protection. DFS cuts also mean the defunding of the Community Juvenile Services Boards, which are county-based diversion programs to prevent juvenile incarceration, and the burial program, which pays up to \$500 to funeral homes for burial expenses for the indigent.

The Department of Corrections will also see significant cuts to programs that keep the public safe. Parole agents will now be required to supervise additional offenders, and programs that help inmates re-enter Wyoming communities and not reoffend will see reductions in funding.

“These cuts that we have made are devastating, but necessary given the state’s fiscal picture,” Governor Gordon said. “A third of our revenue has dried up since the beginning of the year. I am Constitutionally required to balance the budget. Our state cannot deficit spend the way the Federal Government can. Just to manage this crisis, difficult decisions had to be made.”

“None of them are easy, nor are they designed to highlight critical programs for political effect,” the Governor continued. “These are the types of cuts we will continue to have to make to get our

budget in balance. These hurt, and what comes next hurts more. I recognize the impact these cuts will have on Wyoming families and I am truly saddened that we had to make them.”

The Department of Health, Corrections, Family Services, the University of Wyoming and the community colleges make up two-thirds of the state’s general fund budget.

The Governor continues to consider options for addressing the remaining \$500 million shortfall, an amount just slightly larger than the entire contribution from the State to the University of Wyoming. State agencies have already developed proposals on further cuts to services, and the Governor is working with legislators on other options, all of which require legislative action.

On top of these cuts the Governor has put in place furloughs for higher paid state employees and is consolidating human resources across government.

Additional details on each agency's budget cuts are now posted on the Budget Division’s website [here](#).

A Wyoming Bust Cycle – College Budget Cuts

Kimberly Dale <kdale@westernwyoming.edu>

Mon 6/22/2020 12:32 PM

To: All Employees <employees@westernwyoming.edu>

Western Colleagues,

I hope everyone is enjoying their summer and is planning on joining us for our 1 p.m. Commencement celebration this Saturday, June 27. A lot of planning has gone into creating an event that recognizes the historical accomplishments of our graduates, the first Western graduating class during a worldwide pandemic! Details of this event can be found at

www.westernwyoming.edu/resources/commencement.php.

Now for some sombering news. It has been highly publicized that the State of Wyoming is facing a fiscal crisis, due to declining oil prices and the COVID-19 pandemic. A few months ago, all State agencies were directed by the Governor to implement a number of spending restrictions to help offset declining revenues and increasing expenses. While Western is not a State agency in this context, the Wyoming Community College Commission is, and the Commission provides Western approximately 40% of its annual revenue.

We have received confirmation from the Governor's Office that all Wyoming community colleges will realize at least a 10% cut in its State aid for this upcoming budget year (exact amount still yet to be determined). We are also to anticipate another at least 10% cut in the following 2021-2022 budget year (20% for the biennium). This amount is already on top of the 9% that Western cut to balance its proposed budget for fiscal year 2020-2021. We also recently received word from the State that costs for our health benefits will increase 18%. And for a triple whammy, COVID-19 has hit our financial picture hard, and enrollments for fall are tracking 30% behind from where we were last year. This news comes weeks before we are to present our annual budget to Western's Board of Trustees.

Western's President's Cabinet will be meeting today to find another \$1 million to cut from our budget, to present to our Board of Trustees this Thursday, June 25. This is very difficult to do in such a short time frame and impossible to do through a college-wide collaborative and transparent process. We will likely utilize some reserves until additional cuts can be determined in the coming months, having time to engage stakeholders in this process.

To this end, I am sponsoring one new task force and one existing committee with determining criteria for analyzing how and where we may best realize fiscal efficiencies and make budget cuts without deeply hindering college effectiveness. These teams will be made up of the following individuals:

Academic Program Efficiency Rubric – Dr. Cliff Wittstruck (Project Manager), Mark Rembacz, AVP for Institutional Effectiveness, Division Chairs, Faculty Representative from Each Division*

*Note: Faculty representatives are currently being solicited by Senate.

Non-Academic Department Efficiency Rubric – Burt Reynolds (Project Manager), Western Leadership Council

By September 15, each team will provide President's Cabinet with their rubric in which to analyze college operations from an efficiency perspective. President's Cabinet will utilize these tools to inform how and where to best realize additional college savings. An important note here is that there may be other important considerations when analyzing cost reductions, so utilizing the rubric may be one of several tools in decision-making.

Western, we have some tough times ahead of us, and you have my word that we will engage stakeholders whenever possible as we navigate these cuts. Obviously none of us want to be placed in this situation, but it is expected by our State leadership that there is a role for every agency to play in weathering this fiscal storm.

Next Monday, June 29, at 12:00 p.m., I will be holding a virtual Town Hall Meeting for all employees to discuss proposed cuts and feedback from our Board of Trustees meeting. The COVID-19 team will also be present to provide an update on summer, fall and spring reopening plans. I hope everyone can carve out an hour to participate during the holiday week.

As I head into my second year as Western's president, I pause to reflect that in spite of our challenges and uncertainty, there is no place I would rather be. Thank you for your continued confidence and support, and thank you for embodying Western's grit as we navigate these rough roads ahead.

Best,

Kim

Kim Kuster Dale, Ph.D.
President
Western Wyoming Community College
307-389-0202

Kim

Kim Kuster Dale, Ph.D.
President
Western Wyoming Community College
kdale@westernwyoming.edu
307-382-1602





Policy 4230A

LAYOFF

The College may discontinue any position because of a lack of enrollment, a lack of funds, a lack of work, or other events beyond the College's control.

Procedure 4230A

LAYOFF

Before laying off an employee, the College will first consider an internal transfer. If this alternative is not available or suitable, the College will give the employee notice.

Seeking Alternative Solutions

Before laying off an employee, the College will consider transferring that employee to a suitable available vacancy.

Giving Notice

If an employee will be laid off, the President of the College will give that employee at least 90 calendar days written notice. A copy of that notice will be sent to the Vice President for Administrative Services.

Adopted November 19, 1981

Reformatted October 7, 1986

Reformatted February 2012

4000 Series: Personnel

[Policy 4110A](#)

[Policy 4110B](#)

[Policy 4120A](#)

[Policy 4210A](#)

[Policy 4210B](#)

[Policy 4210C](#)

[Policy 4210E](#)

[Policy 4220B](#)

[Policy 4220C](#)

[Policy 4220D](#)

[Policy 4220E](#)

Academic Program (AP) Rubric

The AP rubric contains six efficiency measures each of which are weighted to produce a possible score of 100.

1. Net Revenue (40 points)
2. Student Full Time Equivalent (FTE)/Full Time Faculty at the course level (10)
3. Cost per FTE at the degree level (10)
4. Cost per FTE at the course level (15)
5. Course Fill Rate (10)
6. Aggregate Graduates over the past three years (15)

For each efficiency measure programs are divided into quartiles, each quartile is scored according to the following scale (top=100%, 2nd=75%, 3=50%, bottom=25%)

For the purposes of this rubric the term "Program" includes three elements

1. **Budget Level**, budget description in the 10 fund (in a limited number of instances faculty salaries are paid from 21 funds, in these cases the additional amounts were added to the expenditure totals).
2. **Degrees Level**, all of the associate degree pathways that fall within the budgetary description.
3. **Course Level**, all of the courses that are taught by the faculty in the applicable 10 fund budget.

Example;

Budget Level	Degree Level	Course Level
Business Administration Marketing Economics	AS Business Administration AAS Business Management	Accounting Business Administration Economics Finance Management Marketing Business

Each efficiency is calculated using the following formulas;

Net Revenue

- $(((\text{tuition} + \text{fees}) + \text{FTE revenue}) - \text{operating expenditures})$ *all numbers from AY20*
 - Tuition and fees are calculated by multiplying the total course level FTE's by the expected tuition/fee revenue per FTE (\$1700)
 - Course level FTE's calculated by adding all credits enrolled on census date (12% of course complete) in all program courses and dividing by 12.
 - FTE revenue is calculated by multiplying the total course level FTE's by the program's base FTE revenue.

- Each FTE has a starting value of \$1865, this value is multiplied by the average *Level of Instruction (LOI)** for courses within the program (1=1, 2=1.25, 3=1.5, 4=.8) resulting in the program's base FTE revenue, for example $(\$1865 * 1.25) = \2331

- Operating expenditures are the actual expenditures for programs in AY20.

Student Full Time Equivalent (FTE)/Full Time Faculty

- (FTE/FT Faculty) calculated by dividing the total FTE's in all program courses by the total Full Time Faculty teaching in that program in AY20.

Cost per FTE at the Degree Level

- (Expenditures/program level FTE's) calculated by dividing the programs expenditures by the total degree level FTE's in AY20
 - Degree level FTE's are calculated by taking all students in a degree pathway and summing all of their credits enrolled on census date (in the given academic year) and dividing by 12. For students pursuing multiple degrees a fractional calculation is used to give an FTE credit to each applicable program. For example, a student majoring in Business and Communication enrolled in 12 credits (1 FTE), each program would get credit for .5 FTE.

Cost per FTE at the Course Level

- (Expenditures/course level FTE's) is calculated by dividing the programs expenditures by the total course level FTE's in AY20.

Course Fill Rate

- (Capacity/enrolled students). Average fill rate for all courses within a program. Calculated by summing capacity for all applicable courses and dividing by the total enrollment in those courses on census date. The number is the average for the previous TWO academic years FA/SP.

Aggregate Graduates

- Total number of graduates for all degrees in a given program within the past THREE years.

**LOI is determined by the Wyoming Community College Commission and is based on the relative cost of course content delivery.*

- *Level 1 are typically face to face or hybrid courses without a lab component.*
- *Level 2 are typically F2F or hybrid courses with an accompanying lab.*
- *Level 3 are typically F2F courses of a highly technical nature with high levels of hands-on experiences.*
- *Level 4 are courses where more than 75% of the instruction is online.*

I. Support of Western's Mission, Vision, and Guiding Principles

1. The alignment of the department with the mission, vision and guiding principles of the college.

1. The department has limited alignment with the mission, vision and guiding principles of the college. These departments are considered tertiary functions.
2. The department supports the mission, vision and guiding principles of the college. These departments are considered ancillary functions.
3. The department aligns with the mission, vision and guiding principles of the college. These departments are considered important functions.
4. The department directly supports the mission, vision and guiding principles of the college. These departments are considered essential functions.
5. The department substantially supports the mission, values and guiding principles of the college. These departments are considered "core" functions.

2. The impact of this department on the academic programs of the college.

1. The department does not directly impact academic programs.
2. The department has a limited impact on academic programs.
3. The department impacts academic programs.
4. The department has a direct impact on academic programs.
5. The department has a significant impact on academic programs.

3. The impact of this department on the student

1. The department does not have a direct impact on students and is not utilized by students.
2. The department has a limited impact on students and is not regularly utilized by students.
3. This department impacts students although it may or may not be regularly used by students.
4. The department has a direct impact on students and is utilized by students.
5. The department has a significant impact on students and has high utilization rates by students.

4. The impact of the department's services on other areas within the college.

1. The department does not have an impact on the operation of other areas in the college.
2. The department has a limited impact on the operation of other areas in the college.
3. The department has a moderate impact on the operation of other areas in the college.
4. The department has a direct impact on the operation of other areas in the college. The scope of this impact may be significant in a limited number of areas or limited in impact but impact a significant number of areas.
5. The department has a significant impact on the operation of other areas in the college, the scope of this impact has both depth and breadth.

5. The responsibility of the department for external or statutory requirements. *Note: External or statutory requirements include external accrediting agencies, external financial auditors and state or federal regulators, etc.

1. The department is not responsible for external or statutory requirements.
2. The department may have responsibility, but no oversight of external or statutory requirements.
3. The department has responsibility and has limited oversight of external or statutory requirements.
4. The department has clear responsibility and some direct oversight of external or statutory requirements.
5. The department is directly responsible and has direct oversight of external or statutory requirements.

II. Budget Growth

6. The position growth of this department in the past five years

1. The department has added additional FT staff in the past five years.
2. The department has had some increases to its staffing budget (e.g. reclassifications, PT position(s) becoming benefitted or increased contract length) in the past five years.
3. The department has added additional position(s) in the form of part-time employees or student workers in the past five years.
4. The department has not added any additional positions in the past five years.
5. The department has lost position(s) in the past five years.

III. Expansion of Demand and Need

7. Changes in the demand for the department in the past five years

1. The department has seen a decline in the demand for the services it provides in the past five years.
2. The department has seen no increases in the demand for the services it provides in the past five years.
3. The department has seen limited increases in the demand for services it provides in the past five years.
4. The department has seen moderate increases in the demand for the services it provides in the past five years.
5. The department has seen a significant increase in the demand for services it provides in the past five years.

8. Changes in the scope of the work for this department in the past five years.

1. The department has seen a decline in the scope of its work in the past five years
2. The department has seen no increases in the scope of its work in the past five years.

3. The department has seen limited increases in the scope of its work in the past five years and those increase have had some impact on the operations of the department.
4. The department has seen moderate increases in the scope of its work in the past five years and the nature of those increases have had impacts on the operations for the department.
5. The department has seen a significant increase in the scope of its work in the past five years and the nature of those increases have had significant impacts on the operations of the department.

IV. Revenue Growth

9. **The ability of the department to increase revenue.**
 1. The department does not have the ability to increase revenue.
 2. The department has a limited ability to increase revenue, but this ability will require significant additional resources to realize.
 3. The department has an ability to increase revenue, but this ability will require additional resources to realize.
 4. The department has an ability to increase revenue and this ability can be realized with limited additional resources.
 5. The department has an ability to significantly increase revenue; this ability can be realized immediately and with no or very limited additional resources.

V. Candidate for Consolidation/Outsourcing

10. **The opportunity to consolidate and/or outsource.**
 1. The department is a strong candidate for outsourcing or consolidation; this will result in a cost savings and no interruption in services.
 2. The department is a suitable candidate for outsourcing or consolidation and cost savings will likely be gained with minimal interruption to services.
 3. The department is a potential candidate for outsourcing or consolidation some cost savings is possible but there will be an impact on services.
 4. The department could be outsourced or consolidated; however, cost savings will be low and/or service will be directly impacted.
 5. The department is not a suitable candidate for outsourcing or consolidation.

Rubric Scoring

Phase 1- Prioritization Ranking

- Each question scored 1-5 (60 points possible)
 - Question 1 weighted x4 (20)
 - Question 2 weighted x2 (10)
 - Question 3 weighted x2 (10)
 - Question 4 (5)
 - Question 5 x2 (10)

**highest ranked programs are most closely aligned with the college's core functions*

Phase 2 - Position Growth

- Each question scored 1-5
 - Question 6

**highest ranked programs have not added staff*

Phase 3 - Expansion & Demand

- Each question scored 1-5 (10 points possible)
 - Question 7 (5)
 - Question 8 (5)

**highest ranked programs have had increases to scope and demand*

Phase 4 - Revenue Potential

- Question 9 (5)

**highest ranked programs have high potential to increase revenue*

Phase 5 - Consolidation/Outsourcing

- Question 10 (5)
- All programs scoring 1 or 2 reviewed for consolidation or outsourcing

Initial Screening Round

1. Phase 1, all programs in lower 3 quartiles move to next phase
2. Phase 2, all programs 3 or below move to next phase
3. Phase 3, all programs in lower 3 quartiles move to next phase
4. Phase 4, all programs scoring a 4 or less move to next phase
5. Phase 5 all programs scoring 1 or 2 reviewed for consolidation or outsourcing

Second Screening Round (programs previously identified as consolidation or outsourcing candidates removed)

1. Phase 1, all programs previously identified in lower 3 quartiles move to next phase
2. Phase 3, all programs in lower 3 quartiles move to next phase
3. Phase 4, all programs scoring a 4 or less move to next phase
4. Phase 5 all programs scoring 1 or 2 reviewed for consolidation or outsourcing

Third Screening Round (programs previously identified as consolidation or outsourcing candidates removed)

1. Phase 1, all programs previously identified in lower 3 quartiles move to next phase
2. Phase 3, all programs in lower 3 quartiles move to next phase
3. Phase 5 all programs scoring 1 or 2 reviewed for consolidation or outsourcing



For Immediate Release

Western Plans to Streamline Structure During Challenging Financial Times

WYOMING – August 19, 2020

Western Wyoming Community College announced to employees on August 17, that in order to maintain institutional stability and due to state budget cuts, declining enrollment, and the impact of COVID-19, the institution will move toward eliminating some positions and degree pathways.

Because the majority of the College's budget is dedicated to salary and benefits, the only meaningful way to cut expenses is a reduction in workforce. The decision to eliminate positions rather than furloughing or temporarily cutting salaries is to implement a sustainable plan during this crisis and in the future. The College is looking to streamline its structure and to resolve areas of inefficiency with a focus on boosting enrollment.

"As a new president, this was not how I wanted to start our journey. I'm keenly aware that there are people attached to these decisions. I've asked our Western Family for compassion and understanding during this transition," stated Dr. Kim Dale, President of Western.

Over the summer, two internal committees drafted two rubrics, academic and administration, to assist in determining what positions and degrees will be impacted. These rubrics were given to the Cabinet, which consists of the President, Vice Presidents, and Human Resources. Besides labor, the Cabinet will examine workflow, organizational design, academic affairs, technology, and IT services, facilities, auxiliaries, spending, and contracts for inefficiencies. The Cabinet is currently working through this process

and will partner with the Board of Trustees to make an official announcement in September.

"After learning of the State mandate for a 10% cut to Western's funding, the Board conducted a Special Meeting in June. President Dale and her staff presented a strategic and data-led proposal to review how the college would sustain these ongoing budget cuts. We knew this would be difficult and are very pleased with the work that has been done to date," stated Board President Regina Clark.

On July 13, 2020, amidst the COVID-19 pandemic, Governor Gordon announced statewide budget cuts of \$250 million. Through the Wyoming Community College Commission, state funding for all Wyoming community colleges was cut by 10%. This is in addition to the 9% cut that Western had already budgeted for during the 20-21 academic year. It is projected that the community colleges may undergo additional state-funding cuts within the next year or two.

Western serves Carbon, Lincoln, Sublette, Sweetwater and Uinta counties. Western has seen a 26% decline in its enrollment in the past 10 years. While community colleges nationwide have seen enrollment declines, Western's decline exceeds the national and statewide averages. This translates into a loss of revenue of 4.9 million dollars (2020 dollars). The new President, Dr. Kim Dale, visited these counties last Fall and will continue to reach-out to key stakeholders for strategic solutions.

Western has not had a collegewide reduction in force in 20 years. Despite these challenges, Western welcomes students to campus on Monday August 24, for the fall semester. Additionally, two new grants are available for students who have been impacted by COVID-19 to help pay for college.

For more information on Western's restructuring contact Kandy Frink at kfrink@westernwyoming.edu.

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IMPORTANT: Budget Reductions

Kimberly Dale <kdale@westernwyoming.edu>

Tue 9/8/2020 11:47 AM

To: All Employees <employees@westernwyoming.edu>

Good morning, Western.

It is with a heavy heart that I write to you this morning. As we suspected, things have changed since my State of the College Inservice presentation a few weeks ago. The Governor recently issued a press release and conducted a [press conference outlining "devastating but necessary"](#) cuts to State agency budgets. This includes a 10% cut to the Wyoming Community College Commission (WCCC), totaling \$25.7 million, which translates to a 10% cut in Western's State appropriation to our general fund.

Unfortunately, we learned from this press conference that the original impact to our annual budget is greater than we originally anticipated, due to additional adjustments in state aid, employee health insurance and major maintenance (the pot of money that supports our facilities). This means we will need to cut more than what was originally anticipated. We also have been notified by the Governor's Office and WCCC to prepare for up to another 10% cut, retroactive to this year's budget or for fiscal year 2021-2022. This is all heartbreaking news to share with you.

To this end, Western's administration is requesting that the Board of Trustees declare a college financial emergency at their regular September 10 meeting. This act directs administration to find ways to balance the current budget, something we are statutorily required to do each year. It also empowers administration to prepare for the potential for additional cuts, should they be necessary.

On September 17, the Board of Trustees will hold a special meeting with an executive session for administration to present options for balancing the budget. Several scenarios will be presented for their consideration. Upon conclusion of this executive session, the Board will ratify their decisions and administration will notify impacted employees the following week. This will include communication to the entire college community on decisions that impact everyone (e.g. a cut in benefits) but those who's positions are impacted will remain private. This is to show respect and dignity towards our fellow Mustangs.

I know this news creates fear and anxiety within our college and for that I apologize. However, I have agreed to share with you as many details as possible, and this is where we are at in the process.

The following is a list of questions Cabinet members have received, with answers to date:

1. When will individual people be notified of position elimination? **No later than September 24. Board Policy deems that employees are given 90 days notice.**
2. How long will these individuals continue to work in their role? **Until the end of the Fall semester (dates may vary).**
3. Will programs be cut? **Yes. It is likely that many "Pathways" will be consolidated into generalized "Program" areas. But Cabinet has not determined the timing or process in which this will occur.**
4. Can we use COVID-19 money to help balance the budget? **No, CARES Act is one-time funds that must be spent by December 31, 2020 on COVID-specific expenses.**
5. Will early retirement be offered this year? **Cabinet will recommend to the Board of Trustees at their September 10th meeting that early retirement be offered this year in its current format. Information regarding early retirement benefits will be distributed to eligible employees as soon as possible following Board approval.**
6. Will early retirements help mitigate elimination of positions that current people hold? **Some, depending on a variety of factors. The primary source for making cuts is through data analysis. Cabinet has knowledge of who is eligible for retirement but no way of knowing who will apply.**

12/20/2020

Mail - Kimberly Dale - Outlook

7. I see some vacant positions being posted. Will they be eliminated? **No, Cabinet approves EVERY vacant position before it is posted, so these positions are deemed essential at this time.**
8. What if my position is cut? Can I apply for a vacant position? **Yes. The Board Policy allows administration to assign employees, whose positions have been eliminated, into a similar position when possible.**

Western family, please know that the President's Cabinet is completely committed to reviewing a variety of ways to balance the budget and ensuring the reduction-in-force process is done with dignity and respect in mind for every individual who is impacted by these decisions. We ask that you do the same as we navigate one of the most difficult times our College has encountered in recent history.

I will continue to keep you posted as more information becomes available.

Best,

Kim

Kim Kuster Dale, Ph.D.
President
Western Wyoming Community College
307-389-0202



Agenda Item Details

Meeting	Sep 10, 2020 - REVISED: Board of Trustees Regular Workshop and Meeting
Category	12. Recommended Action - New Business
Subject	A. Declaration of Financial Emergency - Dr. Kim Dale
Type	Action
Recommended Action	That the Board of Trustees declares a financial emergency as a result of the withdrawal/reduction of general funding during the 20-21 fiscal year by the Wyoming Community College Commission, mandated by the Governor of the State of Wyoming; and, That as a result of the withdrawal of funds allocated to Western Wyoming Community College by the State of Wyoming, the Board of Trustees directs the College President to reduce Western's FY21 general fund budget by \$875,000. In addition, the College President is directed to prepare a plan to reduce an additional \$935,000 from the FY21 general fund budget in the event there are further funding reductions/withdrawals by the State of Wyoming.

The state of Wyoming is currently enduring an unprecedented economic crisis. Communications from the state indicate a \$1.5 billion shortfall due to what some are calling a double "black swan" event. The first "black swan" event was the reduction of income from extraction industries including coal, oil and natural gas. The second "black swan" event was the emergence of COVID-19.

At the request of Governor Mark Gordon, Western will be reducing its FY21 general fund budget to align with reductions in funding mandated by the State of Wyoming. It is recommended that the Board of Trustees directs the College President to reduce Western's general fund budget by \$875,000. In addition, it is recommended that the Board of Trustees directs the College President to prepare a plan to reduce an additional \$935,000 from the FY21 general fund budget in the event there are further funding reductions/withdrawals by the State of Wyoming.

As Western evaluates how to accommodate the budget reductions, the College President and her Cabinet are analyzing the following areas for budget reductions and efficiencies:

1. Labor
2. Organizational Design
3. Academic Affairs
4. Technology and IT Support
5. Facilities and Auxiliary Services
6. Spending and Contracts

The Presidents' Cabinet is asking the Board to declare a financial emergency. It should be noted that a declaration of a financial emergency is not an indication of financial exigency, a distinction recognized by the Higher Learning Commission.

Recommendations:

That the Board of Trustees declares a financial emergency as a result of the withdrawal/reduction of general funding during the 20-21 fiscal year by the Wyoming

Community College Commission, mandated by the Governor of the State of Wyoming;
and,

That as a result of the withdrawal of funds allocated to Western Wyoming Community College by the State of Wyoming, the Board of Trustees directs the College President to reduce Western's FY21 general fund budget by \$875,000. In addition, the College President is directed to prepare a plan to reduce an additional \$935,000 from the FY21 general fund budget in the event there are further funding reductions/withdrawals by the State of Wyoming.



Agenda Item Details

Meeting Sep 10, 2020 - REVISED: Board of Trustees Regular Workshop and Meeting

Category 12. Recommended Action - New Business

Subject F. Voluntary Early Retirement Benefit FY21 - Burt Reynolds

Type Action

Recommended Action To approve the Early Retirement Benefit for FY2021 with the College paying \$7,797 annually for the insurance benefit.

Per procedure 4230E; Each year by the September Board of Trustees meeting, the Administrative Services office will determine whether or not the Early Retirement Benefit can be offered as defined herein for the upcoming application year and will make a recommendation to the Board for their approval at the September meeting. Administrative Services will notify all eligible candidates the week following the Board of Trustees meeting of the Board’s decision if the benefit will be offered.

Administrative Services has completed the feasibility study and is recommending that the Early Retirement Benefit be offered in FY2021 with the College paying \$7,797 annually or 80% of the current’s years insurance benefit (consistent with 80% in FY2020). Candidates must submit a completed application no later than November 1st and the Board will decide on each completed application not later than the regularly scheduled December Board meeting. All eligible candidates will be notified of the Board’s decision.

Due to the recent budget cuts and the uncertainty of future cuts, the Administration intends to conduct a thorough review of the early retirement policy and procedure to ensure the long-term viability of this benefit.

Recommendation:

To approve the Early Retirement Benefit for FY2021 with the College paying \$7,797 annually for the insurance benefit.



Agenda Item Details

Meeting	Sep 21, 2020 - Board of Trustees Special Meeting
Category	4. Recommended Action - New Business
Subject	A. Approval of Budget Reduction Plan - Dr. Kim Dale
Type	Action
Recommended Action	To direct the President to implement the following actions: Immediately eliminating vacant positions as follows; Custodian II PC Support Technician Facility Use/Purchasing Office Assistant Workforce Services Office Assistant Costume Designer History Faculty Chemistry Faculty Music Faculty Biology/Natural Science Faculty Student Success Advisor (effective December 11, 2020)

Reducing the institutional employee stipend by \$300 per year effective January 1, 2021;
Reducing the employee retirement contribution by 2% per year effective January 1, 2021;
and
Eliminating \$200,000 in budgeted pay corrections recommendations from the market compensation study;

During the September 10, 2020 regular meeting, the Western Wyoming Community College Board of Trustees (the "Board") voted to declare a financial emergency and directed the President to reduce Western's FY21 general fund budget by \$875,000.00. To that end, the President's Cabinet is presenting a variety of scenarios to meet this expectation considering the short- and long-term impact on students, employees and the institution as a whole.

If this plan is approved, at this time, no currently-filled positions will be laid off in the 2020-2021 fiscal/contract year. However, this may change at any time with new budget reduction directives from the State. **It is also important to note that this scenario is currently forecasting a deficit of approximately \$2,400,000 for fiscal year 2021-22.**

Recommendation:

1. To direct the President to implement the following actions:
 - A. Immediately eliminating **vacant** positions as follows;
 - a. Custodian II
 - b. PC Support Technician
 - c. Facility Use/Purchasing Office Assistant
 - d. Workforce Services Office Assistant
 - e. Costume Designer
 - f. History Faculty

- g. Chemistry Faculty
- h. Music Faculty
- a. Biology/Natural Science Faculty
- j. Student Success Advisor (effective December 11, 2020)
- b. Reducing the institutional employee stipend by \$300 per year effective January 1, 2021;
- c. Reducing the employee retirement contribution by 2% per year effective January 1, 2021; and
- d. Eliminating \$200,000 in budgeted pay corrections recommendations from the market compensation study.



Agenda Item Details

Meeting	Sep 21, 2020 - Board of Trustees Special Meeting
Category	4. Recommended Action - New Business
Subject	B. New and Existing Degree Program Changes - Dr. Cliff Wittstruck
Type	Action
Recommended Action	To approve the submission of new degree programs to the Wyoming Community College Commission and authorize consolidation, hiatus and closure of current degree programs, as presented in the attached documents.

On June 26, 2020, President Dale commissioned two task forces to develop a rubric to analyze academic programs and nonacademic departments. The Academic Program Efficiency Rubric task force membership was led by Dr. Cliff Wittstruck and included all division chairs, a faculty representative from each division, and Mark Rembacz, Associate Vice President of Institutional Effectiveness. The outcome of this rubric was to help define the viability and sustainability of each degree program, analyzing student demand, number of graduates and other criteria.

Based on the rubric data, the President's Cabinet is recommending development of new, general degree programs to allow for more flexibility and student choices, and the subsequent closure, consolidation and hiatus of current degree programs. The attached documents showcase these data and recommended board action related to these programs. The overarching outcome of making these program changes is to enhance student enrollment, retention, completion, transfer and employability. It is important to note that this does not mean the College will no longer offer these courses, it means that the College will no longer offer these *degrees*.

Recommendation:

To approve the submission of new degree programs to the Wyoming Community College Commission and authorize consolidation, hiatus and closure of current degree programs, as presented in the attached documents.

[Degree Program Viability 9 17 2020.pdf \(84 KB\)](#)

[Program Viability Summary 9 17 2020.pdf \(116 KB\)](#)

[Transfer Graduation Retention Enrollment Data.pdf \(138 KB\)](#)

Degree Program Viability Summary

Options:

1. Degree continues as is, with the suggestion to offer more electives and more flexibility regarding General Education courses.
2. Similar Academic Disciplines Consolidated into New Degrees that have more flexibility, more electives, and more flexibility regarding General Education courses.
3. Degree is placed on Hiatus
4. Degree is closed

Option 1: Degree programs that continue as is, with the suggestion to offer more electives and more flexibility regarding General Education courses.

- AA in Art Foundation
- AAS in Automotive Technology
- AS in Business Administration
- AAS in Business Information Systems
- AAS in Business Management
- AA in Communication
- AS in Computer Science
- AA in Criminal Justice
- AAS in Diesel Technology
- AAS in Electrical and Instrumentation
- AA in Elementary and Early Childhood Education
- AAS in Emergency Medical Services
- AS in Emergency Medical Services-Paramedicine
- AS in Engineering
- AS in Exercise Science
- AAS in Industrial Maintenance
- AAS in Mining Maintenance
- ADN – Nursing
- AAS in Plant Operations
- AA in Psychology
- AAS in Welding

Option 2: Similar Academic Disciplines Consolidated into New Degrees that have more flexibility, more electives, and more flexibility regarding General Education courses. *New degrees are italicized*

Humanities Division

AA in Performing Arts

AA in Theatre

AA in Musical Theater

September 21, 2020

AA in Technical Theatre
AA in Theatre Education
AA in Dance – Entertainment Industry
AAS in Dance Entrepreneurship
AA in Music

Math & Sciences Division

AS in Biological Sciences

AS Biological – General
AS Biological – Organic
AS Natural Sciences
AS Natural Resources

AS in Pre-Health Sciences

AS - Pre-Medical Sciences
AS - Pre-Pharmacy
AS - Pre-Radiology

Social Sciences & Education Division

AA in Social Science

AA in History
AA in Anthropology
AA in Sociology
AA in Social Work
AA in Political Science

AA in Secondary Education

AS - Secondary Education - English
AS - Secondary Education - Math
AS - Secondary Education – Physical Education
AS - Secondary Education – Science
AA - Secondary Education – Social Studies
AA - Secondary Education – Spanish

Option 3: Degree Programs Placed on Hiatus

AAS Natural Gas Compression – courses still offered when viable
AAS Oil & Gas Production – courses still offered when viable
AS in Geology – courses still offered when viable

Option 4: Closed Degree Programs

Humanities Division

AA in English - courses still offered
AA in Spanish – courses still offered

Math & Sciences Division

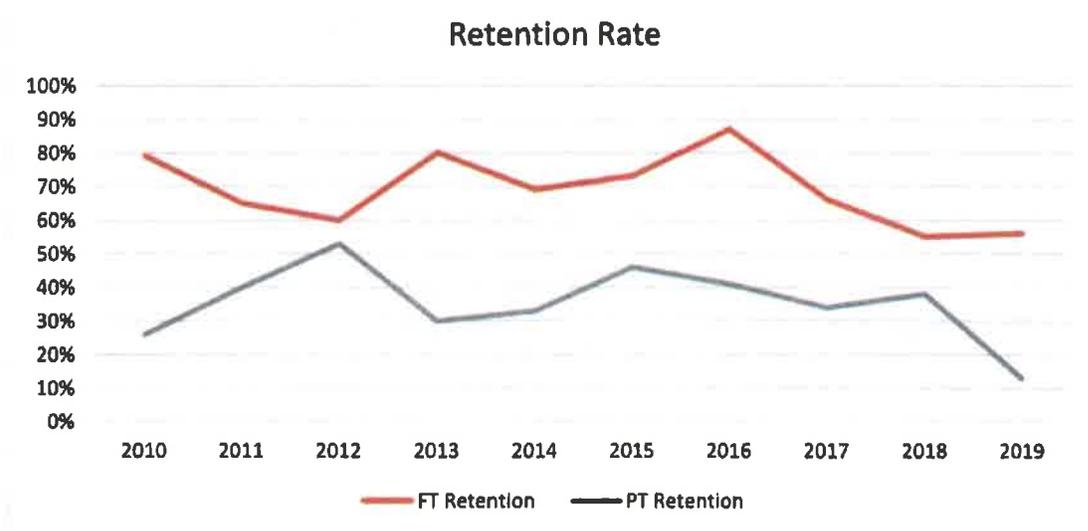
AS in Mathematics – courses still offered
AS in Chemistry – courses still offered



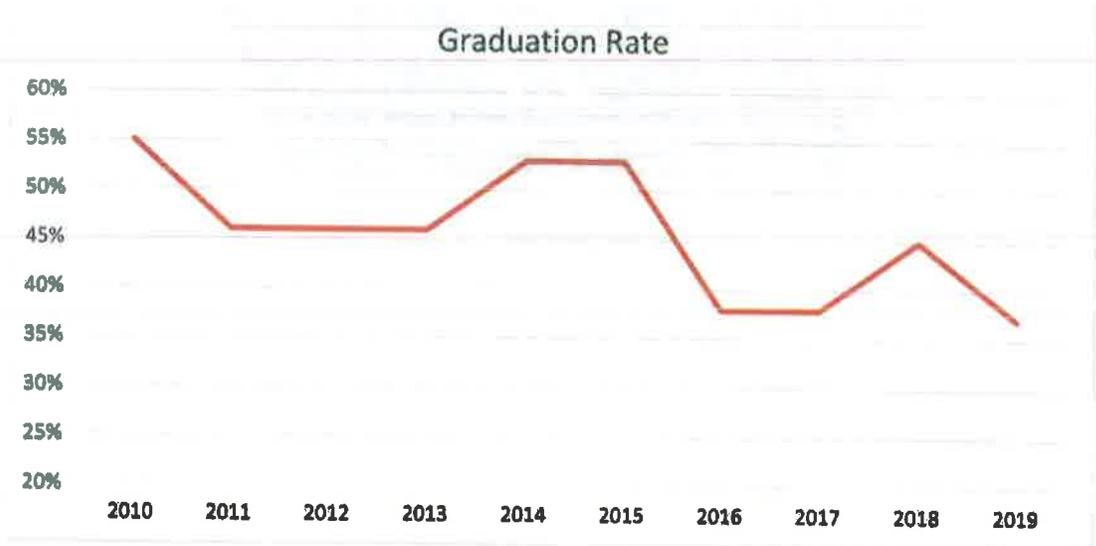
9/16/20



Transfer Out Rate is the percentage of students who did not graduate but transferred to another institution within 3 years of their first attendance at Western.

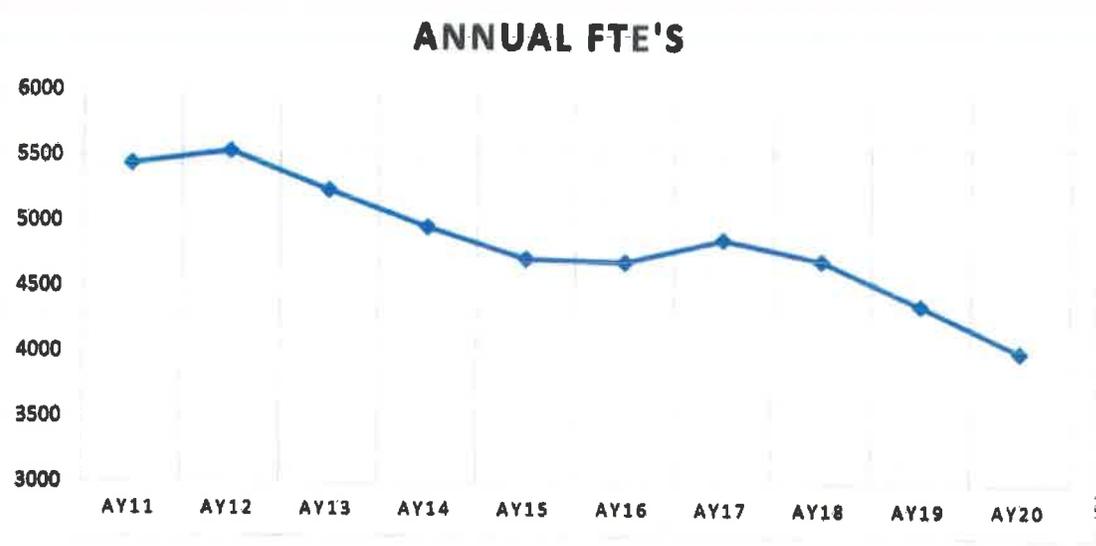


Retention Rate is the percentage of first-time students who are enroll in the next fall term (FA to FA). FT is 12 or > credits, PT <12.



Graduation Rate is the percentage of students who earn a degree within 3 years of their first-time enrollment.

All Data is via IPEDS



Annual FTE's is total number of FTE's in each academic year (SU, FA, SP) FTE=total credits enrolled on census date/12

IMPORTANT: Budget Cuts and Strategic Master Plan

Kimberly Dale <kdale@westernwyoming.edu>

Mon 9/21/2020 7:50 PM

To: All Employees <employees@westernwyoming.edu>

 1 attachments (135 KB)

Transfer Graduation Retention Enrollment Data.pdf;

Good evening, Western.

The Western Board of Trustees conducted a special meeting tonight to address the \$875,000 shortfall for this fiscal year. To that end, the Board approved the following action as recommended by President's Cabinet:

1. Immediately eliminating the following vacant positions: Custodian II; PC Support Technician; Facility Use/Purchasing Office Assistant; Workforce Services Office Assistant; Costume Designer; History Faculty; Chemistry Faculty; Music Faculty; Biology/Natural Science Faculty; Student Success Advisor (effective December 11, 2020).
2. Reducing the Institutional employee stipend by \$300 per year effective January 1, 2021.
3. Reducing the employee retirement contribution by 2% per year effective January 1, 2021.
4. Eliminating \$200,000 in budgeted pay correction recommendations from the market compensation study (which is delayed due to COVID).

These actions eliminate the need for mid-year position cuts and share in a solution on behalf of all employees. Thank you for that.

However, with a 10% cut for next fiscal year (we have been told by the State to prepare for this), these actions illustrate a forecasted \$2.4 million deficit for FY2021-2022. Our budget challenges are not over.

In the coming months, we will be finalizing our new five-year strategic master plan. This plan will be branded as **Western Reimagined**. It is time for our college to analyze and reimagine how we do business to improve revenue generation and student success. To this end, we will also be developing key performance metrics, target goals the institution has identified for the next five years. While these performance indicators have not been finalized, attached is a document to show four metrics that will be adopted, as they clearly indicate a call to action.

Western Leadership Council is leading the strategic planning efforts, but everyone will have an opportunity to weigh in before it is adopted by our Board of Trustees in January. In the meantime, I encourage all of us to start thinking of how we might reimagine how and what we do, with new ideas for positioning this college to not only survive, but thrive. Let's continue to work together, think creatively and demonstrate our Western grit to move our college forward.

Special thanks go to Burt Reynolds, Joy Adams and Dr. Cliff Wittstruck for the countless hours they spent (to date) analyzing data and scenarios to present a thoughtful recommendation to the Board.

Kim

Kim Kuster Dale, Ph.D.

President

Western Wyoming Community College

kdale@westernwyoming.edu

307-382-1602

IMPORTANT: Budget Reduction Plan

Kimberly Dale <kdale@westernwyoming.edu>

Thu 11/12/2020 11:15 AM

To: Kimberly Dale <kdale@westernwyoming.edu>

Western Colleagues,

Thank you for patiently waiting to hear from me regarding next steps in the budget reduction process. I believe the information shared in this email will bring everybody up to date; however, I must add a disclaimer that *this information is subject to change*. I have chosen to use bullet points to organize this important information.

- The Governor's 2021-2022 Supplemental Budget is to be presented to the Legislature sometime this month. What this means is that since he presented a two-year, biennial budget last fall, he is now recommending changes to the second year of the biennial budget. We have very little information at this time about what will be presented related to additional cuts to the Wyoming Community Colleges. However, we have been told that it is likely we are looking at an additional 5% cut. (The Legislature could increase this if they so choose.)
- No decision has been made, but word on the street is that the Legislative Session may be delayed by several months due to the surge in COVID-19 cases.
- President's Cabinet (PC) has been meeting regularly to develop a budget reduction plan for the 2021-22 budget. Revenue scenarios are as follows:
 - a. Additional 2.5%, 5% and 10% cut to State Aid*
 - b. Mill levy (local tax) projections from the County Assessor
 - c. Tuition increase of \$6/credit as recently approved by the Wyoming Community College Commission (WCCC)

*This is in addition to the 10% cut that Western has already taken in the 2020-2021 fiscal budget.
- Considering a 5% cut in State aid, shortfall in mill levy tax revenue and increase in tuition (based on flat enrollment projections), we are budgeting a **deficit of \$2.7M for FY21-22**.
- You will recall that in order to address a 10% cut in State aid for this fiscal year, PC recommended and in September the Board approved eliminating ten current vacant positions to avoid a mid-year cut to occupied positions. This was in recognition of the fact that many colleges hire faculty and staff to begin a job at the beginning of a contract year, typically in July or August. In order to balance next year's budget, the institution must move forward with eliminating occupied positions, through layoff and non-renewal processes.
- PC is also recommending to the Board additional cuts to our employee benefits.
- Travel restrictions will continue to enhance budget savings as well.
- This week, PC began analyzing current vacant positions and have begun to determine those that need to be immediately posted. All advertised positions will be advertised internally for five days so that current employees have an opportunity to express their interest.
- The Budget Reduction Plan is proposed to be presented to Western's Board of Trustees in late-January. The recommended occupied positions to be cut will be made public at that time. (No names will be included.) PC members will meet with impacted employees prior to releasing this public documentation, so they are notified before this information is made public.
- Details on the Budget Reduction Plan are still being finalized, so not all questions can be answered at this time. However, it is very important to at least share this information to date with our Western family.

- As mentioned in my November Dispatch video, we have developed an email for anyone to suggest opportunities for budget savings. Please email your ideas to: budgetsavings@westernwyoming.edu.
- Please join me for a **Zoom Town Hall meeting next Wednesday, November 18, from noon to 1 p.m.** Bring your questions; we will do our best to answer them or prepare to answer after Winter Break.

Western, I cannot emphasize how difficult these decisions are, but the clash of the crises (COVID and Oil/Gas/Coal) is creating an untenable situation for our State. All State agencies, including our partners at UW and the K-12 school districts, are dealing with these devastating budget reductions. It is the responsibility of the President's Cabinet and Western's Board of Trustees to ensure the sustainability of our college. We are left with few choices to ensure this outcome.

I recognize that all of us are dealing with tremendous levels of stress, and I encourage everyone to find productive outlets to support our own wellbeing. Please remember that we initiated an [Employee Assistance Program](#) last year with Southwest Counseling Services (307-352-6680) to provide mental health support. I will also ask that each of us continue to give each other grace, show respect and kindness towards one another, and count our daily blessings as we navigate these times of significant uncertainty.

Kim

Kim Kuster Dale, Ph.D.
President
Western Wyoming Community College
kdale@westernwyoming.edu
307-382-1602





SUPPORT THE SOLUTION
SUSTAINING OUR COMMUNITY COLLEGES
TO BUILD WYOMING'S FUTURE.

OCTOBER 2020



WACCT
WYOMING ASSOCIATION
OF COMMUNITY COLLEGE TRUSTEES



THE EXECUTIVE BRANCH

RECOGNIZE WYOMING'S COMMUNITY COLLEGES AS THE SOLUTION TO BUILDING WYOMING'S FUTURE.

- Limit future cuts to the community colleges
 - Utilize the LSRA to bridge the gap between the current funding crisis and a long-term sustainable funding solution.
 - In fact, invest in the Community Colleges as the state's workhorse to developing our economy and training our workforce.
 - A dollar spent on the Community Colleges is \$4.90 invested in Wyoming's people.



THE WYOMING LEGISLATURE

SUPPORT A SUSTAINABLE FUNDING STRUCTURE FOR WYOMING'S COMMUNITY COLLEGES.

INCORPORATE A STATE-WIDE FUNDING MECHANISM TO MIRROR THE STATE-WIDE SERVICES THE COLLEGES PROVIDE.

Options may include:

SALES TAX – increase the state portion of the sales tax by 1% and use part of the revenues to fund the community colleges

- This option would impose, by act of the Legislature, a one percent "emergency stabilization" sales and use tax on the

23 Wyoming counties or allow part of an additional penny of sales tax to be used for the colleges. If used as a stabilization tax, the tax would only go into effect when certain revenue metrics are hit, resulting in reduced capacity for the state to adequately fund the community colleges. When those revenues would increase back to the predetermined threshold, this tax would be removed.

- Fiscal impact – a portion of \$140M/year

AD VALOREM TAX FOR THE 16 NON-TAXING COUNTIES

- There are 16 Wyoming counties who are not part of a community college district, and as such are not providing tax support to fund the colleges. This option would impose a 1 mill levy on these counties.
- Fiscal impact:
 - \$14.6M 1 mill
 - \$29.1M 2 mills
 - \$43.7M 3 mills
 - \$58.3M 4 mills

AD VALOREM TAX FOR ALL 23 COUNTIES

- Statewide mill levy on all levels of assessment
- Fiscal impact \$45M biennially

STUDY EQUITY ISSUES ASSOCIATED WITH BOCES AND DUAL & CONCURRENT ENROLLMENT FUNDING AND ALLOCATION



PROVIDE MORE TOOLS IN THE TOOLBOX LOCALLY

ALLOW THE TRUSTEES TO IMPOSE AN ADDITIONAL MILL LEVY (CURRENTLY THEY MAY IMPOSE 1 IN THE SEVEN TAXING COUNTIES)

- Statute currently allows the Board of Trustees of a Community College District to levy an additional one mill on the district's property taxes. This must be considered and approved every two years. All seven community colleges have this millage in place. Through statute change, this could be moved to a maximum of two mills.
- Fiscal impact – increase of \$15.7M

REMOVE THE 4-YEAR LIMITATION ON THE COMMUNITY COLLEGE 5 MILLS

- State statute allows for each community college district to levy up to an additional five mills on the assessed valuation of the district. This must be approved by the voters of the district and may only exist for a total of four years. This option would change that statute to allow these additional mills to remain in effect for up to 10 years, providing better stability with the funding stream.
- Fiscal impact more stability and predictability

ALLOW LOCAL OPTIONAL SALES AND USE TAXES

to be used for community college funding or modify current economic development optional tax to be used for workforce programming



INCENTIVIZE DESIRED STATE GOALS FOR HIGHER EDUCATION OF AN EDUCATED CITIZENRY, ECONOMIC DIVERSIFICATION & DEVELOPMENT, AND WORKFORCE TRAINING THROUGH THE COMMUNITY COLLEGE FUNDING FORMULA.

- Adjust HB 80 to incentivize distance education, consortium programming, consolidating in programming, non-credit and apprenticeship programs, and external cost adjustments.



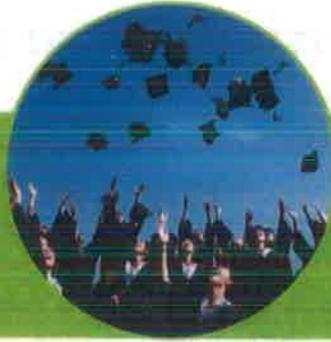
SUPPORT CAPITAL CONSTRUCTION AND RESTORE MAJOR MAINTENANCE FUNDING TO ALLOW THE COLLEGES TO MEET THE NEEDS OF INDUSTRY AND MAINTAIN FACILITIES TO MEET THE NEEDS OF STUDENTS.



INVEST IN A WYOMING ADULT STUDENT FINANCIAL AID PROGRAM.



INCLUDE THE COMMUNITY COLLEGES IN THE WYOMING CONSTITUTION AS UW AND K12 ARE PROTECTED.



THE WYOMING COMMUNITY COLLEGE COMMISSION

CONSIDER TUITION INCREASES (THE WCCC HAS INCREASED STUDENT TUITION 8 OF THE LAST 10 YEARS).

THE WCCC VOTED ON 10/8/2020 TO:

- Increase tuition from \$99/credit hour for in-state students to \$105/credit hour (WUE and out of state also increased correspondingly)
- Remove the tuition cap



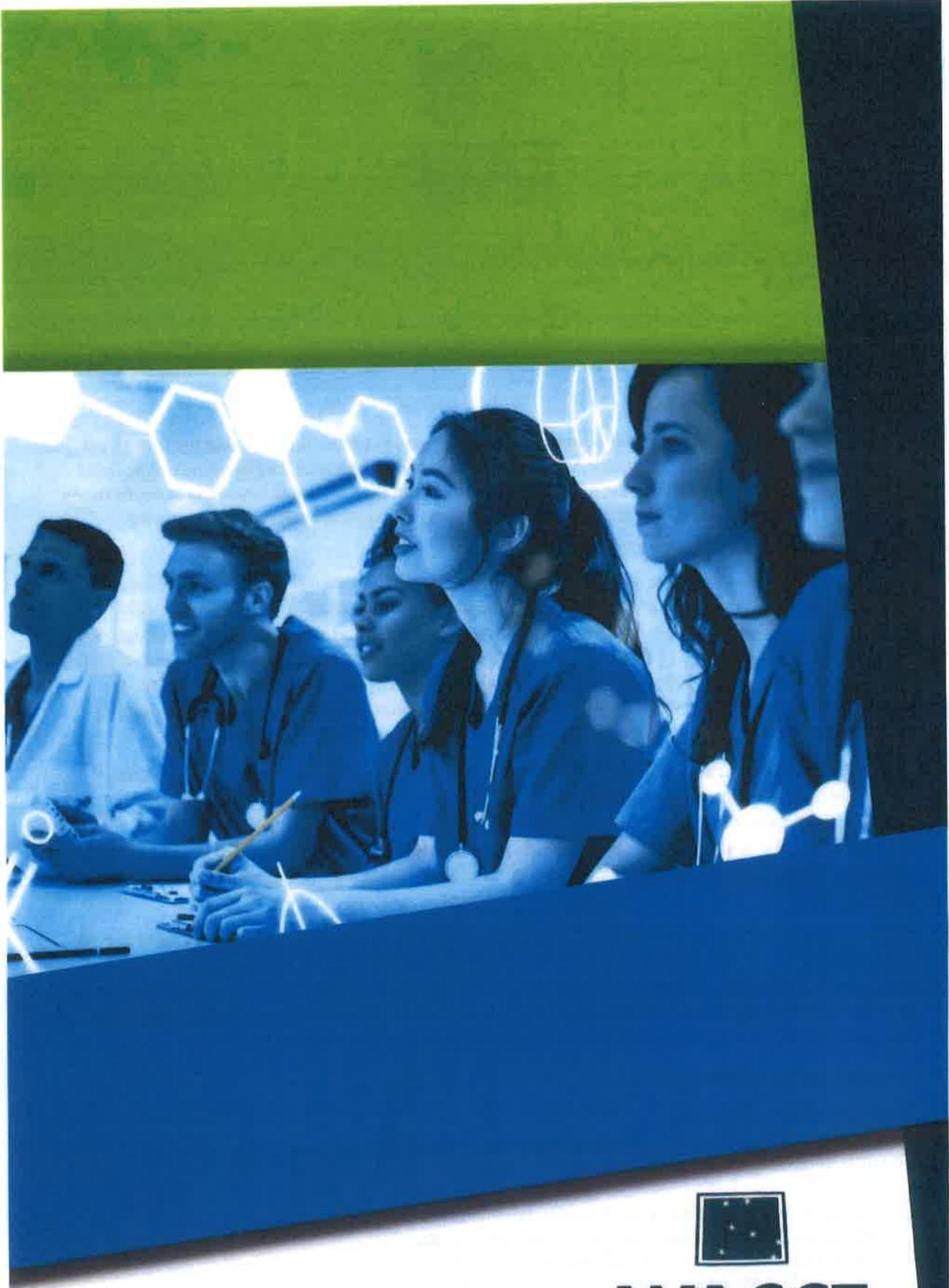
BUSINESS AND INDUSTRY

SUPPORT THE SOLUTION! ASK THE FOLLOWING TO INVEST IN WYOMING'S COMMUNITY COLLEGES:

- local legislators
- the Governor
- local business organizations
- industry associations

TELL YOUR STORY

- What does your local community college do for your business/industry?
- What would happen if they cannot deliver those services due to budget cuts or lack of funding?



PO Box 20893 | Cheyenne, Wyoming | 82003
307.631.5677 | erin@wacct.org



WACCT
WYOMING ASSOCIATION
OF COMMUNITY COLLEGE TRUSTEES



October 7, 2020

The Honorable Mark Gordon, Governor of Wyoming
Governor's Office
State Capitol
200 W. 24th Street
Cheyenne, WY 82002

The Honorable Governor Gordon:

The impact of 2020 has been and will be significant in the years to come. It is arguably the first global event since WWII. The global pandemic, the decrease in oil and gas revenue, and the declining revenue stream for Wyoming has us all finding a new path forward. Yet, the Southwest Wyoming Manufacturing Partnership (SWMP) urges that an extra level of consideration be applied to the cuts affecting the Community College system in Wyoming.

The Community Colleges are the solution to the future success of Wyoming. They are the communities' tool for addressing the needs of a local workforce. Partnering with Western Wyoming Community College, the SWMP was successful in developing a new program to address plant operators, a high-skill, high-demand, high-wage (H3) position for our local businesses. From conception to implementation, this took approximately nine months, proving that the community colleges are responsive and nimble to business and industry needs. Other program development has been restrained in reaction to current budgetary considerations, and current successes are at risk if further budget cuts are made.

Multiple school districts are implementing Career and Technical Education programs under Perkins V, which rely on the concurrent enrollment options with Community Colleges. These efforts improve student opportunities for a better tomorrow and are critical to the long-term success of Wyoming. SWMP is working with the K-12 systems supporting their efforts to provide a viable, educated workforce of tomorrow. If budgetary cuts are significant enough to abolish these programs, the impact will be felt for generations.

SWMP appreciates the efforts of state and local government to minimize the impacts to industry and the economy by trying to find a balance between safety and production. Yet, the coming weeks are likely to bring new and unpredictable difficulties, including real health and life consequences for people we know and love. SWMP asks that we all strive to work together, despite the unaccustomed circumstances and take strength in knowing that we will get through this historic challenge together.

With gratitude and admiration,

Ron Wild /Business Champion
On Behalf of the Southwest Wyoming Manufacturing Partnership
Uinta/Lincoln/Sublette/Carbon/Sweetwater

Cc: Mr. Buck McVeigh, Chief of Staff for Governor Gordon
Mr. Renny Mackay, Policy Director for Governor Gordon
Ms. Lachelle Brant, Sr. Policy Advisor for Governor Gordon
Dr. Kim Dale, President, Western Wyoming Community College

Western Wyoming Community College

Meeting Minutes Template

Team Name: Town Hall Notes

Date and Time: November 18, 2020 12:00pm

List of Members (check off those in attendance):

NAME	POSITION	ATTENDED
Kim Dale	President	X
Joy Adams	Associate Vice President of Human Resources	X
Debbie Baker	Associate Vice President of Finance	X
Nicole Castillon	Project Manager	X
Dustin Conover	Dean of Students	X
Kasey Damori	Director of Outreach	X
Ryan Desmond	SGA Representative	
Kim Emerson	Director of Student Marketing & Communications	X
Jim Gustafson	Faculty Representative	
Audrey Harton	Public Relations Specialist	X
Stu Moore	Registrar/Senate Rep	X
Burt Reynolds	Vice President for Administrative Services	X
Mark Rembacz	Associate Vice President for Institutional Research	X
Cliff Wittstruck	Vice President for Student Learning	X
Kandy Frink	Recorder/Paraprofessional Rep	X

Visitors or Guests	
Approximately 136 employees	

Topic: Town Hall

Notes: Dr. Dale thanked everyone for joining the meeting, saying that today's Town Hall will focus on the budget. Dr. Dale said a brief update on COVID-19 and a discussion of plans for Spring, 2021 will be held towards the end of the Town Hall.

Dr. Dale referred attendees to the email she sent out on November 12 regarding the budget. Dr. Dale said the state is in a financial crisis with an estimated deficit of \$750 million. Dr. Dale explained that although the state budget is developed on a biennial basis, supplemental budget requests are common during the second year of the biennium. Dr. Dale went on to say that Western's state aid has already been cut by 10%, saying that part of those cuts were made through the elimination of ten vacant positions. Dr. Dale said the Governor is recommending an additional 5% cut for FY21 although the Legislature will need to approve that. Dr. Dale said the state is constitutionally required to provide

funding for K12 and UW but not the community colleges. Dr. Dale also said the upcoming Legislative session might be delayed due to COVID, saying the session may not begin until March or April. Dr. Dale went on to say that the Sweetwater County Assessor is estimating that county property values will take a hard hit which directly affects our local funding. Dr. Dale said the WCCC recently approved a tuition increase of \$6 per credit hour. Dr. Dale said the President's Cabinet is working on developing a balanced budget and Western will have an estimated deficit of \$2.7 million. Dr. Dale said we will need to eliminate some occupied positions and additional cuts to benefits will be necessary. Dr. Dale also said our benefits will still be in line with the other community colleges even after additional cuts, noting that the other community colleges do not have the institutional stipend. Dr. Dale went on to say we will continue to restrict travel and encourage the use of virtual options whenever possible. Dr. Dale noted that the President's Cabinet did approve posting some specific position openings, saying that the Cabinet is thoroughly reviewing all positions that become vacant to determine whether the position is essential to our continued operation. Dr. Dale said the position of Vice President for Student Services will not be filled at this time, saying that the position is on hold for now and will possibly be reimaged before a search begins. Dr. Dale said that Ms. Tammy Walker has been permanently assigned as the Administrative Assistant for the Nursing program. Dr. Dale went on to say that information on layoffs will be provided towards the end of January, saying that the Board will hold a special meeting to approve the budget reduction plan. Dr. Dale noted that position titles will be provided but no names will be included, adding that affected individuals will be notified prior to that special Board meeting. Dr. Dale said the President's Cabinet is not ready to provide an estimate of how many positions may be cut, saying that the situation is evolving and some factors cannot be determined at the present time. Dr. Dale noted that while UW cut 80 positions and LCCC eliminated 33, Western's number will be less than that. Dr. Dale went on to say that the community colleges were asked to cut positions in 2016, saying that while the other community colleges eliminated between 15 and 48 positions, Western did not eliminate any positions at that time. Dr. Dale said Western is still in better shape than the other community colleges. Dr. Dale also said the President's Cabinet is looking for additional ways to cut costs and asked employees to send suggestions to the dedicated budget savings email address (budgetsavings@westernwyoming.edu). Dr. Dale reported that Gillette has applied for the formation of a new college district, saying the WCCC will vote on that application tomorrow. Dr. Dale said Legislative approval will also be required as well as approval from HLC. Dr. Dale went on to say that she is interested in the proceedings but cannot support the district formation if it decreases Western's share of state aid. Dr. Dale also said the Legislature is talking about comprehensive tax reform, saying that the revenue committee was not able to formulate a plan for sustainable income. Dr. Dale said both the WCCC and the Legislature are working on sustainable funding, adding that the issue is very complex but legislators need to realize that the community colleges can play a vital role in Wyoming's economic diversity. Dr. Dale went on to say we are working to educate the newly elected legislators and we have an opportunity to gain support at the state level with a local legislator being assigned to the Joint Appropriations Committee.

Dr. Dale said Western has two new trustees that will take their oaths and join the Board at the December meeting. Dr. Dale said Board President Clark has already met with both individuals, Ms. Frink will meet with them and she will also meet with them.

Dr. Dale opened the meeting for questions, asking participants to type their questions in the chat box.

Question Topic: Will federal funding be available for Western?

Response: Dr. Dale: Anything is possible. We are hoping that the deadline to spend CARES funding will be extended, the current deadline is December 31, 2020. We would also need to look at the logistics and administration of grants.

Question Topic: Is there an update on the BAS?

Response: AVP Rembacz: We are waiting on the final approval from HLC. They conducted a virtual site visit in October and the review panel has recommended approval so we are allowed to advertise the program. We will hopefully have the final approval from HLC sometime this week.

Question Topic: Does the delay for in-person instruction in January apply to workforce and community education classes?

Response: VP Wittstruck: We can talk about that separately.

Seeing no additional questions, Dr. Dale said we will have a brief update on COVID. Dr. Dale noted that a Town Hall will be held on December 3 at noon dedicated to COVID. Dr. Dale said the COVID Crisis Team (CCT) meets regularly and has representation from students, faculty, Senate and Paraprofessionals. Dr. Dale said employees can send their questions or concerns to their CCT representative and asked that everyone check their email over the Thanksgiving holiday to stay abreast of any new information. Associate Vice President Rembacz said the CCT meets once each week and holds additional meetings as needed. Associate Vice President Rembacz said the team has good representation from each constituent group and the CCT is constantly reevaluating plans as the situation evolves. Associate Vice President Rembacz also said Western exhibited excellent foresight in requiring face coverings, saying that all of us need to comply and help others to comply. Associate Vice President Rembacz went on to say that COVID-19 information is available on the MyWestern portal. Dr. Dale said she has been involved in meetings with local business leaders, hospital officials, and others, saying all participants are expressing increasing concern for their employees with the increase in cases. Dr. Dale said the business leaders and hospital officials support a mask mandate, adding that Western's administration also supports a mask mandate. Dr. Dale said face coverings are an easy way to decrease the spread of the virus, saying that we need to ensure that businesses are able to stay open to avoid additional income losses. Dr. Conover said we have a team of six people working on student case management, saying that the team has worked with 204 students since the beginning of the fall semester. Dr. Conover said the C19 dashboard is updated each weekday by 9am, noting that Western's case numbers are decreasing even as cases in the community are increasing quickly. Dr. Conover said Ms. Amy Carter and Ms. Alex Nelson are working on cases in the residence halls and Ms. Nicole Castillon, Ms. Amy Galley, and Ms. Lyndsey Love are managing student cases off campus. Dr. Conover said Ms. Galley and Ms. Love also handle any accommodations that students may need. Dr. Conover went on to say surveillance testing was conducted for residence hall students and athletes which identified ten positive cases. Dr. Conover said 260 students were tested, adding that a small number of residence hall students and athletes still need to be tested. Dr. Conover also said some students are already moving out of the residence halls. Dr. Conover went on to say that he is in daily contact with county health officials. Associate Vice President Adams said 69 employees have used the reporting system and we have had eight positive employee cases although all of them are now recovered. Associate Vice President Adams said we currently have nine employees in quarantine, saying that five of those were exposed and the other four are either awaiting test results or have not been recommended for testing. Associate Vice President Adams said the College will remain open for the remainder of the fall semester, and the plan is to have the College open and services available for the entire Spring 2021 semester beginning January 6. Associate Vice President Adams said staff return to campus on January 6 and faculty contract periods begin on January 19. Associate Vice President Adams said it is important to

maintain consistent messaging that Western is open for business. Associate Vice President Adams also said faculty are still on contract until December 17 with their spring contract period beginning on January 19. Associate Vice President Adams said employees can contact Human Resources for accommodations and said we need everyone's help in curbing the spread of C19.

Vice President Wittstruck provided a brief update on the Spring 2021 Academic Calendar. Vice President Wittstruck said the CCT approved having the Spring semester begin with online instruction because they believe that the beginning of the semester presents a higher risk than the end of the semester. Vice President Wittstruck said the lecture portion of courses will begin online on January 25 and in-person instruction, labs and other hands-on courses will begin on February 15.

Questions Regarding SP21:

Question: Is the J Block 12 or 13 weeks?

Response: VP Wittstruck: The J Block will be 12 weeks.

Question: Will be students be informed?

Response: VP Wittstruck: Yes, the CCT just made the decision earlier this week so communications will be sent to students as soon as possible. The decision timing also allows faculty to prepare and plan accordingly.

Question: Will the Children's Center be open for employees beginning on January 19?

Response: VP Wittstruck: The Children's Center will open for staff on January 22 and for students on January 25.

Question: Will the length of courses need to be adjusted to fulfill HLC requirements on course contact time?

Response: VP Wittstruck: Yes, some course lengths may need to be adjusted.

Dr. Dale said the CCT is making decisions on the data available at that time. Dr. Dale said she knows students are concerned about whether they will have face-to-face courses, saying that we have no intention of having all courses 100% online. Dr. Dale said we want to have face-to-face classes, we are just delaying having the majority of the student population on campus for the first few weeks of the Spring semester.

Question: Students are concerned about asynchronous versus synchronous instruction.

Response: Kasey Damori: We can offer additional student support for any students having difficulty. Vice President Wittstruck added that Ms. Damori's team can also assist faculty with any challenges or issues.

Question: Can we require that students use cameras during online instruction?

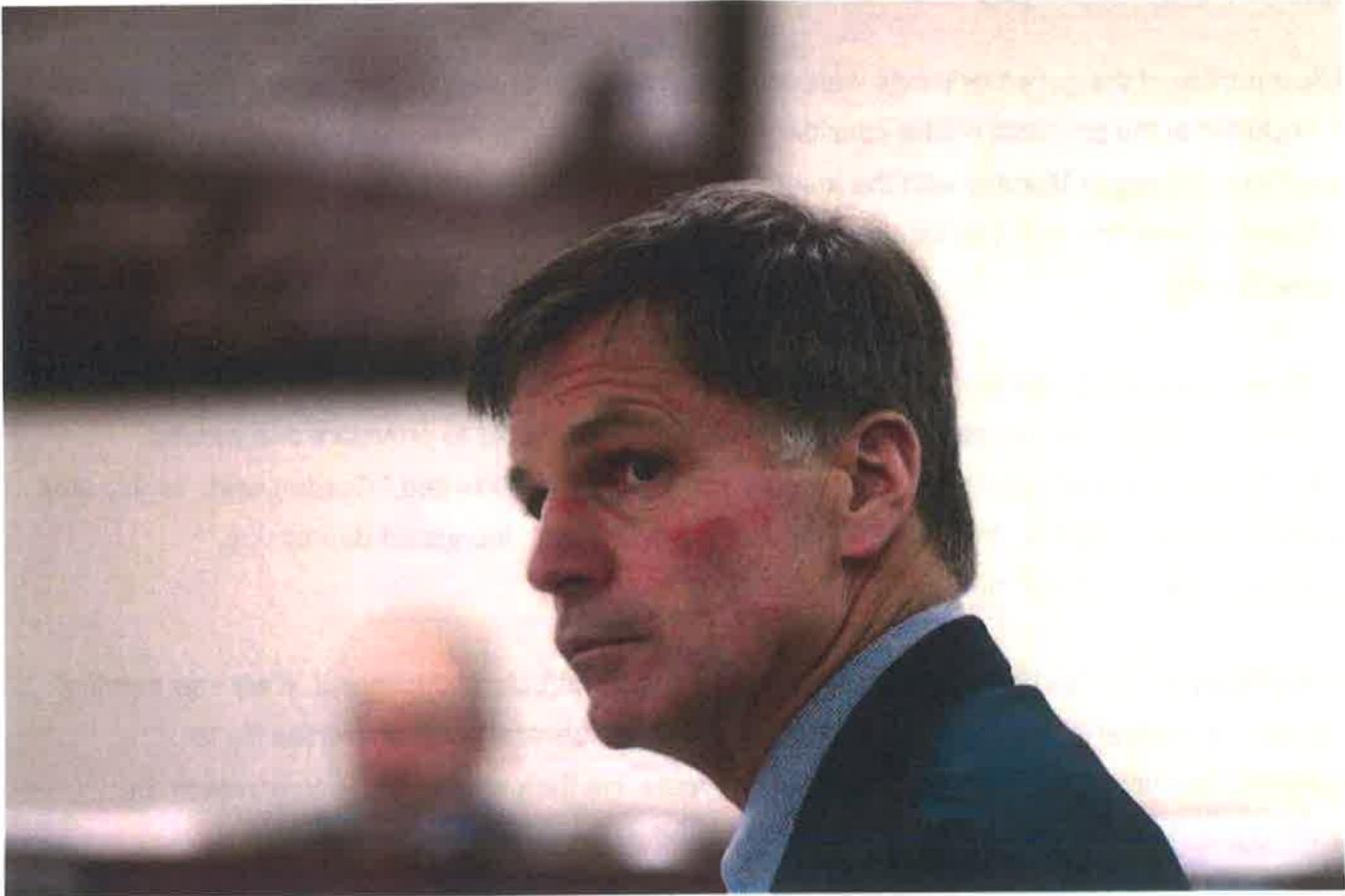
Response: Kasey Damori: We should not require students to be on camera during online instruction, some students might be uncomfortable with being on camera.

Dr. Dale thanked everyone for joining the Town Hall, saying that we have done very well in our responses to the current challenges. Dr. Dale wished everyone a Happy Thanksgiving.

https://www.wyomingnews.com/news/local_news/gordon-outlines-cuts-reflecting-new-reality-as-lawmakers-begin-budget-hearings/article_5fcf423f-420d-5554-8310-fbb1d56a6f32.html

Gordon outlines cuts reflecting "new reality" as lawmakers begin budget hearings

By Tom Coulter Wyoming Tribune Eagle
Dec 8, 2020



Wyoming Gov. Mark Gordon listens during the Joint Appropriations Committee meeting as part of the Wyoming Legislature's general session Tuesday, Jan. 15, 2019, at the Jonah Business Center. Wyoming Tribune Eagle/file

CHEYENNE – After announcing cuts to state agencies totaling roughly \$515 million last month, Gov. Mark Gordon presented his supplemental budget to a group of lawmakers Monday, marking his proposal's transition to the legislative branch for consideration.

Unveiled last month, Gordon's supplemental budget includes \$515 million in cuts and the elimination of 380 state positions, including 62 filled positions. During talks Monday with members of the Joint Appropriations Committee, Gordon said his proposal would produce a "weaker government with less capacity than it has had before."

"Please bear in mind that there will be many more positions and people cut at community colleges, the University of Wyoming and from contracts with private companies throughout Wyoming which depend on those state contracts," Gordon said. "I am acutely aware that this proposal will reduce services that the people of Wyoming count on, and that it will further weaken our economy, as well as compromise our ability to rebound rapidly and in time.

"I do not look forward to what will come should you pass this supplement, but it is a responsible proposal, nonetheless," Gordon added.

While a portion of the governor's cuts were already enacted over the summer, about \$150 million in cuts included in the proposal will be considered by the full Legislature sometime in 2021. That review process began Monday with the meeting of the Joint Appropriations Committee, which will hold hearings over the next two weeks with each state agency to discuss the "harsh reality" Gordon outlined Monday.

"These are really tough decisions that cut services to elderly which may help them age in home, decrease health care coverage for children, cut Medicaid payments to providers and reduce community mental health and substance abuse services to those in need," Gordon said. "In this time of COVID, that is especially troublesome for those suffering with increased depression, hopelessness and isolation during the pandemic."

Gordon said the COVID-19 pandemic "has accelerated the structural declines that we saw coming" in the state's mineral industries, noting Wyoming has seen several coal companies file for bankruptcy and lay off employees in the past two years. He then offered a policy approach for lawmakers to consider as a way to boost the ailing industries.

"The best things that we can do to improve Wyoming's competitiveness will be to decrease the tax burden we place on our mineral industries," Gordon said.

As he has in recent news conferences, Gordon also noted he lacks the ability to raise revenues to balance the budget, and he again mentioned the state's wide-ranging tax exemptions as an area that lawmakers could look at for additional revenues.

"A first step might well be the reexamination and possible elimination of some of our (tax) exemptions," Gordon said Monday. "These could raise \$200 million for the state and another \$200 million for local governments annually. Exemptions benefit many citizens and make Wyoming attractive for certain industries, but they must be considered in light of their overall value."

Gordon has not publicly backed any other revenue-raising options.

The governor also noted he kept cuts for the State Public Defender's office, the Attorney General's office, and the state's two district attorney's offices (in Laramie and Natrona counties) lower than for most state agencies, though he suggested a structural change to the funding process for those entities could be in order.

"In every other county without a district attorney, Wyoming provides support to county attorneys to aid with their prosecution," Gordon said. "State-funded county district attorneys might now be a luxury that we can no longer afford."

The governor's testimony Monday marked the start of a process that will be unlike any before for state lawmakers. Once fully implemented, the budget cuts will be "the greatest monetarily in Wyoming history," said committee co-chair Rep. Bob Nicholas, R-Cheyenne.

"I think because of the COVID situation, because of COVID relief dollars and other things, we have yet to feel the real burden, and the citizens of Wyoming have yet to feel the real burden of what's in store for them," Nicholas said. "The times are unprecedented."

Governor offers vaccine update

During his discussion, Gordon also told lawmakers that the state was expecting about 15,000 doses of the COVID-19 vaccine by the end of the year, including 5,000 doses potentially coming "within the next week or so."

The Pfizer vaccine could receive approval for emergency use from the U.S. Food and Drug Administration later this week. If FDA officials approved the vaccine, Renny MacKay, the governor's policy director, said there could be shipments immediately sent to every state, though he emphasized the country was "months away" from the vaccine being widely available.

"(In this first wave), we are talking about trying to get this to health care workers, so this is not something that we should also say that the vaccine is close and that will be an immediate relief, but it will be a relief for health care workers and first responders," MacKay said.

When the vaccines are available for widespread distribution, state officials, county health departments and private providers will collaborate to provide the vaccine, starting with at-risk priority populations, throughout Wyoming.



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Higher ed faces steep cuts with recent oil bust

Submitted by Madeline St. Amour on December 16, 2020 - 3:00am

The Wyoming Community College System was already struggling with budget cuts before the COVID-19 pandemic turned the world upside down.

The system's budget was about \$54 million in the hole at \$236 million, through a combination of cuts and revenues not keeping pace with inflation. Now, it's down about \$94 million, according to Sandra Caldwell, executive director of the Wyoming Community College Commission.

Declines in oil and gas revenue -- among other extraction industries -- are at least partly to blame. As a state, Wyoming is dependent on its extraction industries, which include coal, oil, trona and natural gas. The state's [Consensus Revenue Estimating Group](#) ⁽¹⁾ doesn't expect oil production will recover enough to offset declines until 2022.

Oil and gas revenue is declining partly due to the pandemic and partly due to this spring's price war between Russia and Saudi Arabia. Many states' budgets are suffering as result, which impacts the funding they provide to higher education.

Wyoming's community colleges are especially sensitive to these fluctuations because of their funding structure. About 20 percent of the system's revenue comes from local property taxes, 58 percent comes from the state general fund and over 20 percent comes from tuition and fees, Caldwell said.

The state gets revenue from mineral royalties. Part of the local tax revenue also comes from taxes on extraction industries.

"It's really a double whammy on the community colleges," Caldwell said.

The colleges are planning now for future cuts, she said. In the short term, they've been furloughing staff and holding critical vacancies open. The Northern Wyoming Community College District is [cutting](#) ⁽²⁾ its athletic programs. The commission is raising tuition next year.

"We're talking about viability at some point," Caldwell said. "[Colleges are] looking at their composite financial index. Are they going to be able to make requirements for accreditation? We're at that point."

The commission's sustainable funding workgroup presented recommendations to the governor earlier this month on how the state can remedy the situation. The group recommended the state increase local taxes for the community college system in all counties. Right now, only seven of the state's 23 counties that have a community college pay taxes for it, even though the colleges serve the entire state. The group also recommended that the system get a \$304 million budget in 2023 to help recover some of the cuts and losses it has faced.

"At some point, you can't cut yourself out of the deficit problem. At some point, you cut yourself into decline," Caldwell said. "We don't have a diversified economy, and we're paying the price."

A lot is at stake, given the populations that the community colleges serve, said Lori Ridgway, director of marketing and public relations at Central Wyoming College.

"We serve the largest Indian reservation in North America," she said. "We have a population of Eastern Shoshone and Northern Arapahoe tribes that rely heavily on us."

Because of the college's work serving the Wind River Indian Reservation, the college has been recognized as a Native American-serving nontribal institution. It has an Institute of Tribal Learning and offers an associate degree in Native American studies.

But it's already experiencing cuts. Since fiscal year 2016, the college has eliminated 27 employee positions and several academic programs. A proposed cut of 10 percent from the state would result in eight fewer employees and another program cut.

A Magnified Impact

Higher education institutions in other states are facing similar battles, to varying degrees.

Oil revenue declines in New Mexico led to a multibillion-dollar budget deficit, some of which was borne through cuts to a new tuition assistance program and to [general higher education funding](#) ⁽³⁾.

Oil production in North Dakota peaked in 2012 and has tapered off since then, but the recent bust impacted legislative appropriations, which includes higher education, said Billie Jo Lorus, director of communications and media at the North Dakota University System. The system is mostly concerned with the pandemic's overall impact on the state's economy, though its impact on oil and gas doesn't help, she said.

Texas has a discrete oil revenue fund for higher education, called the Permanent University Fund. This insulates higher education institutions from the sharp ups and downs of the industry. An August 2020 [financial report](#) ⁽⁴⁾ from the fund shows that investments are actually up by more than \$1 billion over last year, which more than makes up for a decline in land contributions.

Alaska, however, is another extreme example. The state relies heavily on oil production to fund its programs, including appropriations to the University of Alaska system. As oil production has declined over time, so have the state's [appropriations](#) ⁽⁵⁾ to higher education. [Appropriations](#) ⁽⁶⁾ are down \$25 million from fiscal year 2019, and the governor has planned similar reductions for the next two years, said Roberta Graham, associate vice president of public affairs for the system.

"The COVID pandemic magnified the impact of the state reductions," Graham said.

'Still in the Pandemic'

In Colorado, the declines are impacting the general fund, leaving less for higher education appropriations, said Megan McDermott, director of communications for the Colorado Department of Higher Education. But some colleges are especially impacted.

Colorado Mountain College and Aims Community College both serve areas with local oil revenue (Garfield and Weld Counties, respectively).

About 70 percent of CMC's funding came from property tax revenue in fiscal year 2019, with tuition and fees providing 16 percent and state appropriations providing only 12 percent.

This year, the college received \$50 million in property tax revenue, \$3.6 million of which is from oil and gas revenue, said Mary Boyd, vice president of fiscal affairs at the college. It's about 5 percent of the college's total operating revenue.

Oil revenue in the area has been trending downward since about 2016, Boyd said. But the college has purposely separated the funds to only be used for one-time purchases, like equipment, rather than relying on it to sustain long-term programs, she said. Typically they spend about \$4.5 million on equipment, so this year is a cut.

The funds are still a part of the college's budget balancing, but CMC is hopeful that other items could compensate for a decline in the next few years, Boyd said. Residential property values may go up as people leave urban areas after learning to work remotely, for example. But oil values are assessed every year while property valuations are assessed every two years, so CMC will likely feel some pain before property tax increases.

Boyd expects to see a 35 percent reduction in oil revenue over time, so the college is planning for a reduction in next year's budget revenues.

"It's not something that I plan to rely on any time soon," she said, adding, "it's hard to see a main economic driver in one of our communities be at risk, because that has impacts on the community itself. We care about that."

Aims Community College has a similar revenue structure to CMC. It receives about 12 percent of its revenues from tuition and fees, 14 percent from state appropriations, and 66 percent from property values. About 65 percent of the property valuation comes from oil and gas, said Chuck Jensen, chief financial officer and vice president of administrative services at Aims.

Because oil and gas is assessed every year and the college is currently in fiscal year 2021, Jensen doesn't expect any major changes until 2022 or 2023. Beyond the impacts of the pandemic, the state has also made regulatory changes to the industry that he expects will impact their revenue.

The college is protected, though, he said. It carries no debt and has \$35 million in reserves it's yet to dip into.

"We're still in the pandemic," said Leah Bornstein, president of Aims. "So we're not really going to see the effects of that, financially and otherwise, for another six, seven, eight months to a year."

College leaders are planning for the future now, she said. There are many strategies they could use, from tapping into reserves (with permission from the Board of Trustees), but they likely would take other approaches first.

Right now, Aims is holding the line on its budget, finishing its major projects and holding off on some hiring plans.

"We're tightening the belt one notch, but not so much so that you're suffocating," she said. "The college has spent years really building its reserves and preparing for emergency situations."

Source URL: <https://www.insidehighered.com/news/2020/12/16/higher-ed-faces-steep-cuts-recent-oil-bust>

Links

[1] http://eadiv.state.wy.us/creg/GreenCREG_Oct20.pdf

[2] https://trib.com/news/state-and-regional/gillette-and-aheridan-colleges-cut-njcaa-division-i-athletic-programs/article_c83165e1-8b30-5e7d-8730-87ca9c56f0ae.html#:~:text=The%20Northern%20Wyoming%20Community%20College,a%20dramatic%20decline%20in%20revenue

[3] <http://www.insidehighered.com/news/2020/08/14/new-mexico-state-university-system-plans-leadership-restructuring-three-community>

[4] <https://www.utimco.org/media/3426/2020-puf-financial-statements-final-pw.pdf>

[5] <https://www.insidehighered.com/news/2019/08/14/alaska-governor-and-university-reach-compromise-nearly-half-budget-cut>

[6] <https://www.insidehighered.com/news/2020/06/10/facing-financial-peril-university-alaska-moves-cut-academic-programs-and>

COMMUNITY COLLEGE BUDGET IMPACTS – JOINT APPROPRIATIONS COMMITTEE
DECEMBER 17, 2020

Quick Links

- [Casper College](#)
- [Central Wyoming College](#)
- [Eastern Wyoming College](#)
- [Laramie County Community College](#)
- [Northern Wyoming Community College District](#)
- [Northwest College](#)
- [Western Wyoming Community College](#)

CASPER COLLEGE

Budget Assumptions for FY21

- Reduction of \$2.4 million in state aid
- The expected shortfall of \$500k in the reimbursement for health insurance expenditures: could be higher depending upon rate increases in the future.
- The expectation of a 10% reduction in enrollment
- Reduced personnel budget by nine positions \$700K
- Reduced the number of part-time staff by ten positions \$128K
- Reduced operating expenditure budget by \$300K
- Utilized one-time funding that was available as reviews continue for programs and services
- Utilized non-mandatory transfer of \$400K
- Utilized \$980K of unrestricted reserves to balance the budget

As We Advance to FY22

- Review the shift of a portion of retirement benefit expense to employees
- Completing the review of technology costs regarding ongoing licensing and maintenance costs to ensure the technology platforms in use are appropriate
- Opportunity for consolidation of computer labs where data indicates low utilization
- The rising cost of fixed expenditures continues to erode the available funds for personnel and other operating expenses. As funding continues to decline, expenditures for relatively

fixed costs like insurance coverages will face reductions reducing coverages and increasing deductibles to levels that do not adequately respond when incidents occur.

- Reduction of staff for FY 22, not refilling positions vacated by retirement or through attrition unless there is a justification because of demand. The College will utilize adjuncts to fill jobs when available and appropriate.
- The reduction of the state appropriation for FY22 as recommended by the Governor is \$4.9 million, an additional 5%. This recommendation equates to over \$900k for FY 22 for Casper College. At this time, it is unclear whether the Legislature will take action to mediate this amount.
- The one-time funding previously utilized must be backfilled through attrition, elimination of positions, and additional operating budget cuts.
 - Reorganization of continuing education/workforce training (CTE)
 - Reorganization of community education /adult education
 - Restructure/reorganization of Human Resources and training
 - Restructure/reorganization of the grants office
 - Balancing instructional loads to reduce payment of overloads
 - Finalizing the review of programs that will allow reduction of personnel costs and operating expenses
- Recommendation for a 5% increase in student fees for FY 22 in addition to the already approved 6% increase in tuition rates
- The careful review of courses that will require the addition of course fees to cover costs that exceed "usual and customary."
- Meal plan prices will increase for FY 22 by 3%.
- Housing rates will increase for FY 22 to address the increasing costs of operations.
- Currently, the impact of the severe decline of Wyoming's mineral-based economy will have on the assessed valuation of Natrona County is unknown. The effect of decreases on other counties' valuation will result in a significant shift of resources across the community colleges.
- The College's early retirement program phase-out began in 2017, and the College's obligation for payments of Early Retirement ends after FY22. The impact of the reduction from FY21 to the amount necessary for FY22 is \$286k

CENTRAL WYOMING COLLEGE

From the 2016 cuts, cuts in state health insurance in 2018 and the 2020 budget reductions:

- **Between FY16 and FY21, CWC unrestricted State Aid has been cut by 14.8%**
- **CWC local revenues over this same period have been reduced by 31.5%**
- **Since FY16, CWC has reduced 27 (net real) positions**

Cut the following programs:

- Environmental Health & Safety, which supports Oil & Gas
- Archaeology Field School (for mineral extraction land approval)
- Fire Sciences
- Start-Up Intensive, our business start-up program that started over 100 small businesses

- Geography
- Certified Nursing Assistant
- We trimmed offerings and staff in
 - Theater
 - Cosmetology
 - Music

We have cut quality to students and the community

- Athletics program only hires PT coaches (or must coach two teams to be FT) in a break-even model
- The custodial department has been reduced 3 positions and we struggle to maintain APPA Level 2 Cleanliness Standards. [Level 2 is “Ordinary Cleanliness”, and Level 3 is “Casual Inattention”]
- Cut 3 of 5 academic deans
- Cut our Institutional Effectiveness/Accreditation office from 2 positions to 1.5
- Cut our IT department by 2 positions
- Cut our Facilities maintenance by 1 position
- Cut our only Disabilities Coordinator position
- Cut 2 positions in our library
- Salaries have not kept up and we continue to lose staff to K12

We are now “eating our seed corn”

- In 2020, we cut 13 positions when we were already lean
- We eliminated 2 of our 3 recruiters and have had to stop recruiting out-of-state
- Reduction in marketing budget
- This year we have implemented furloughs (up to 10 days for higher salary positions) as we retire, and not replace, staff positions
- We have been in a hiring freeze since December 2019
- We have increased our student fees by 22% this fall, by \$10/credit
 - But we will keep our doors open. We push forward, and we successfully rolled out our new BAS degree
 - With upcoming cuts of 4.7% more, we will have look to cutting 7-8 more positions; we are looking to cut programming that does not provide state reimbursement such as non-credit and business & industry training.

EASTERN WYOMING COLLEGE

- Step Two 10% cut reduced our State Aid by \$748,564 in FY 20-21.
- In September, we did not fill 13 positions (9 full-time and 4 part-time).
- We made additional cuts in services by \$201,000 that included both Academic and Student services.
- Step three cuts (FY 21-22) will:
 - Reduce our operating budget by 2% (\$54,000).
 - Increase employee share of retirement contributions to 3.43%.
 - Reduce overload and adjunct faculty budgets by \$50,000.

- Reduce athletic scholarships by 15% (\$136,241).
- Necessitate not filling (1) faculty position.
- Costs to our students:
 - We have increased meal prices, housing costs and increased fees starting fall 2021.
 - In outreach school districts, we are reducing our subsidies by 10%.
 - We are assessing our existing programs and services.
- We need time to examine and decide what other areas could be reduced, so that those resources can be reallocated to areas of strategic importance for the future growth of EWC.

LARAMIE COUNTY COMMUNITY COLLEGE

- Since FY16, State aid to LCCC has been reduced by more than 25%.
- Step 2 and Step 3 cuts alone have resulted in cutting \$8 million out of LCCC's biennial budget.
- Full-time, benefited employees have been reduced by 43; 11% of the workforce.
- Since FY16, Part-time (adjunct) Faculty have been reduced by almost 30% - this has significantly reduced the number and frequency of course offerings to students.
- LCCC has terminated 20 academic degree and certificate programs and suspended offering another 14.
- LCCC closed its outreach centers at FE Warren Air Force Base and in Eastern Laramie County (Pine Bluffs) – taking the ease of access to, and opportunities for, higher education away from our military men, women, and families and those in rural Wyoming.
- To preserve the early childhood education provided by LCCC's pre-school (the Children's Discovery Center), parents had to absorb more than a 30% increase in their tuition – making it even harder and more expensive for our young professionals to find childcare and pre-k education.
- Numerous other significant reductions in essential services – library, student advising, business operations, human resources, career services, business training, community education, etc.

Big Picture Points:

- **The Race for Talent:** The future of any state, community, and its economy is going to be entirely dependent on its ability to develop, recruit, and retain talent. That talent must, and will continue to increasingly require, some form of post-secondary education or training.
- **Wyoming is Losing Ground:** for nearly five years now, we have spent most of our time figuring out how we cut budgets, reduce programs, reduce services, just to keep operating. At the very time when the state needs its community colleges to be thinking of the future (adding programs, and responding to the state's needs), we are instead consumed with the continued process of budget cutting and retrenchment for survival. That cycle has to stop.

NORTHERN WYOMING COMMUNITY COLLEGE DISTRICT

Budget assumptions

- A 10% reduction in state funds, \$1.5 million
- Estimated loss of revenue from housing and food service auxiliaries, \$1.0 million
- Estimated decrease in tuition of fees of 20%, \$800,000

- Health insurance reimbursement shortfall estimate, \$500,000 (could be up to \$1 M)
- Reduction in BOCHES funding in Campbell and Johnson Counties, \$260,000

Actions taken to balance budget

- Suspension of NJCAA Division I athletics and reduced Rodeo Team expenditures, \$2.8 million
- Discontinuance of Gillette College Energy City Voices, \$200,000
- Disbanding Campus Police Department, \$260,000
- Elimination of two academic programs at Sheridan College- Culinary Arts and Hospitality Management, \$300,000
- Administrative reorganization and elimination of seven open positions, \$260,000
- Reduced travel and selling of motor pool vehicles, \$400,000
- Approximately \$4.22 million reduction in expenses, not net savings
- (Of total budgeted expenditures, 74% is salaries & benefits and 26% are operating expenses.)

Budget Reductions

- 10% reduction in State funding
- The NWCCD Board of Trustees approved a reduction in force of 16 positions, effective 8-11-2020.
- 4 positions were eligible for the Early Retirement Incentive Program.
- 12 positions were eligible for a severance package.
- The 16 positions eliminated, by category:
 - 11 professional, non-faculty (9 athletics, 1 police chief, 1 Agri Park)
 - 3 staff (2 police officers, 1 SCJC coordinator)
 - 2 faculty (culinary/hospitality)
 - Of the 16 positions, 10 were at Sheridan College, 5 were at Gillette College, and 1 was at Sheridan College in Johnson County.
- The NWCCD Board of Trustees approved early retirement for 22 additional positions. These employees will be retiring between 8-11-2020 and 12-31-2021. There are 3 additional faculty voluntary retirements. Current estimates are that no more than 50% of these positions will be refilled upon the retirements.
- Prior to the employee actions above, the district:
 - Eliminated the motor pool and sold the vehicles
 - Eliminated all non-student, non-recruiting travel
 - Administrative reorganization and elimination of seven open positions

NORTHWEST COLLEGE

Since 2016:

- NWC has reduced employees by 48 (20%).
- Academic program reductions in Journalism, Film/TV, and Farrier Science.
- Reduced unrestricted revenue by \$1.6 million (12%).
- Reduced local levy by 1 million (25%).

- Increase class caps from 5-50%, reduced course offerings. Eliminated 21 adjunct positions (31%).
- Eliminated outreach location and staff in Worland. Eliminated Training and Development Coordinator for Cody businesses.
- Eliminated student health.
- Eliminated services and reduced hours in the Business office, printing, communications, financial aid, counseling, first year experience, grant writer, admissions representative, enrollment services, library, student activities.
- Eliminated custodians and grounds crew which reduced our APPA standards to "ordinary/un-kept."
- Eliminated Field station operations, 2 staff and field study academic offerings.
- Consolidated academic divisions from 7 to 5 (29%).
- Loss of VP and 2 administrative staff for VP/divisions.

2020 cuts - Phase 2

- Approximately 30 faculty, staff, VP positions eliminated (15%), Reduction of approximately \$500,000 in operational costs, and 2-4 academic programs.
- Approximately 8 majors / course offering reductions, 50% adjunct elimination, retirement benefit reimbursement by College decreased by approximately 3%, salary cuts 2-6%.

2021 - Phase 3

- Loss of 15 additional faculty and staff positions, and 5-10 academic programs. Turnover is expected to peak at over 20% again, large economic loss in community as top 5 employer in the County. No money for program development, economic support for recovery of community from industry/business loss from COVID.

WESTERN WYOMING COMMUNITY COLLEGE

Financial Impacts

- Historical: From 2016 to 2020, local appropriations revenue decreased by \$2,251,677.
- Step 2 reduction in Western's State Aid (FY20-21) was \$987,000.
- County assessor forecasts a loss of \$2,000,000 in 2020 property tax revenue.
- Recommended Step 3 cuts in State Aid calculate an additional revenue loss of \$430,000 (2.5%).
- Forecasted tuition revenue increase of \$330,000 (6% increase in tuition) based on flat enrollment.
- Total revenue decline forecasted for FY21-22 equals \$2,170,000 (based on flat enrollment).

Budget Reductions and Efficiency Measures

Step 2 – Fiscal Year 2020-2021

- Hiring delay/freeze/analysis instituted.
- Eliminated 11 full-time, vacant positions; 5 part-time positions (2 vacant, 3 occupied);*
- Early retirement option offered to qualified employees; 10 applications received to date.

- Closed or consolidated 29 academic programs: 3 additional programs on hiatus.
- Employee retirement contribution increased by 2%.
- Employee stipend for health benefits decreased by \$300.
- Reduced non-athletic scholarships.
- Suspended budgeted salary increases, to address recommended corrections arising from an independent compensation study.
- Increase in student fees by \$5 per credit.
- Postponed hiring a vacant Vice President position.
- Travel restrictions.
- Increase in outsourcing of services.
- Review and renegotiation of contracts to reduce maintenance costs.

Step 3 – Fiscal Year 2021-2022

- Recommending elimination of XX full-time positions in Step 3** - *pending Board approval January 2021.*
- Employee retirement contribution to be increased by an additional 1.5%, totaling 3.5%, *pending Board approval January 2021.*
- Employee stipend for health benefits to be decreased by an additional \$300, totaling \$600, *pending Board approval January 2021*
- Reduction in course sections; increase in use of adjuncts.
- Continued hiring delay/freeze/analysis.
- Continued postponement of hiring a vacant Vice President position.
- Continued travel restrictions.
- Increase in outsourcing of services.
- Review and renegotiation of contracts to reduce maintenance costs.
- Implementation of college-wide project management system to prioritize projects and resource allocation.

Economic Growth and Sustainability

- Western's new strategic plan will be launched, branded as *Western Reimagined*. Many long-standing organizational structures and operations will be reimagined to enhance college growth, efficiency, and sustainability.
- Rubrics have been developed for ongoing analysis of academic and nonacademic program viability.
- Greater focus on securing grants to support workforce development and career and technical education.
- More emphasis placed on partnering with other Wyoming community colleges and the University of Wyoming.
- Promotion of Western's new Bachelor of Applied Science degree in Business.
- Continued partnership with business and industry to promote economic development in southwest Wyoming.

- Focused efforts on developing and supporting high-need, high-skill, high-demand programs of study.
- Expansion of seamless academic and career pathways between high schools and Western to increase workforce-ready college and industry credentials.

***Step 2 Position Reductions**

- Housing Coordinator – F/T
- Custodian II – F/T
- PC Support Technician – F/T
- Facility Use/Purchasing Office Assistant – F/T
- Workforce Services Office Assistant – F/T
- History Faculty – F/T
- Chemistry Faculty – F/T
- Music Faculty – F/T
- Biology/Natural Science Faculty – F/T
- Student Success Advisor – F/T
- Dean of Academics – F/T
- (3) Welcome Desk Receptionists – P/T
- Costume Designer – P/T
- Community Education Specialist – P/T

****Step 3 Position Reductions** – includes administrative/professional, faculty and paraprofessional (support) staff

ADDITIONAL RELEVANT DATA

Employee Reductions by College

	Current Student FTE ¹	Fall 2020 Full-Time Employee Count ²	2016 Reductions	2020 Reductions	Total Reductions	Reductions Due to Layoffs	Reductions Due to Attrition	Reductions Per 100 FTE	Reductions as a % of All Employees
CC	3651	362	16	22	38	5 *	33	1.04	10.5%
CWC	1548	207	14	13	27	17	20	1.74	13.0%
EWC	1430	108	20	12	32	12	20	2.24	29.6%
LCCC	3711	383	15	28	43	19	24	1.16	11.2%
NWC	1435	194	48	30	78	26	4	5.44	40.2%
NWCCD	3300	258	12	45	57	28	29	1.73	22.1%
WWCC	2770	205	0	11	11	0 *	11	0.40	5.4%
Totals	17,845	1,717	125	161	286	102	141		
Average	2,549.3	245.3	17.86	23.00	40.86	20.40	20.14	1.96	18.9%

¹ Enrollment from the Wyoming Community College Commission 2019/2020 Annual Enrollment Report.

² Employee count numbers from the colleges' Human Resources offices December 2020.

* Additional layoffs and attrition eliminations will be announced in Jan 2021

Fwd: Economic Summary Report for the Third Quarter of 2020

Sandra Caldwell <sandra.caldwell@wyo.gov>

Fri 12/18/2020 10:32 AM

To: Dr. Sandy Caldwell <sandra.caldwell@wyo.gov>

◆◆◆External email◆◆◆

Passing along.

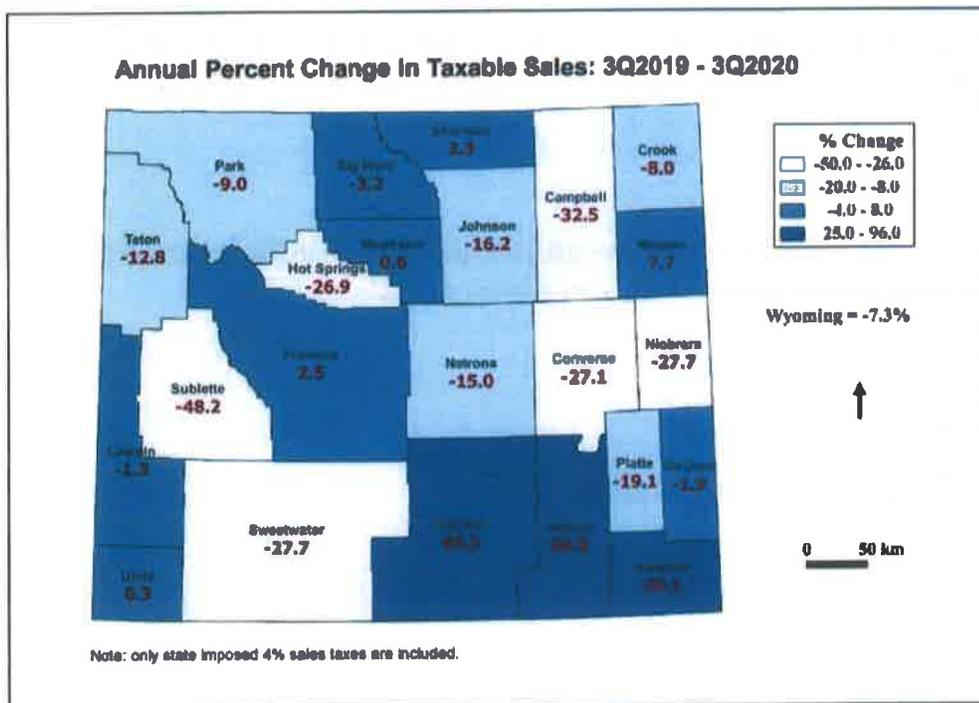
----- Forwarded message -----

From: **Wenlin Liu** <wenlin.liu@wyo.gov>

Date: Fri, Dec 18, 2020 at 9:48 AM

Subject: Economic Summary Report for the Third Quarter of 2020

To: AI-EAD-WYSDC <ai-ead-wysdc@wyo.gov>



Cheyenne-

A new edition of the Wyoming Economic Summary Report is now available. This quarterly publication highlights the State's economic conditions. The economic indicators that are discussed and graphically illustrated include employment by industry, income, housing, taxable sales, tourism, agriculture, and selected revenue. The current report highlights data for the third quarter of 2020 (3Q20).

"The worst effect of the pandemic during the second quarter is over, but the recovery of Wyoming's economy in the third quarter was not as fast as the U.S. average because of the drag from the nonexistent rebound of the state's pivotal industry - mineral extraction," said Dr. Wenlin Liu, Chief

Economist with the state of Wyoming, Economic Analysis Division. "Nearly 21,000 or 7.0% less payroll jobs were recorded in the third quarter of 2020 compared to last year, led by -6,470 (or -15.4%) in leisure & hospitality services (mostly restaurant and lodging) and -5,700 (or -27.6%) in the mineral extraction industry."

"Taxable sales in the third quarter of 2020 declined 7.3% from the same time in the previous year, a smaller year-over-year drop than the previous quarter, thanks to the wind power activities in Carbon, Albany, and Laramie counties. However, the amount of mineral severance taxes generated in the quarter was still substantially lower (-29.1%) than the amount a year ago."

Wyoming's total personal income increased only 1.2% annually in the third quarter of 2020, affected by the significant declines in earnings in mining and transportation industries," noted Dr. Liu. "However, the increases in personal transfer receipts (including unemployment insurance payment) more than offset decreases in workers' earnings."

"Visitation figures for both the Yellowstone and the Grand Teton national parks were the highest recorded for the third quarter in history, partially attributed to visitors' preference of outdoor sightseeing during the COVID-19 outbreak."

"Similar to the rest of the U.S., Wyoming's home values continue to trend upward (6.0%) and outperforms expectations, supported by resilient demand and increasingly constrained supply."

You may download the report here:

http://eadiv.state.wy.us/wef/Economic_Summary3Q20.pdf



State of Wyoming Department of Administration & Information

"A trusted source for information, ideas, and solutions."

Wenlin Liu, Chief Economist

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