For the purpose of providing form and substance to this proposal, the following range of programs, activities and campus service opportunities could be considered for early development. Suggestions include:

1. Educational
   a. Research Grants (corporate and private support)
   b. Women’s Conversations (partnering with the Women’s Study Program)
   c. Learning new skills (Computer, Art, Photography, etc.)
   d. In-depth book discussion clubs
   e. Travel tours
   f. Pre and post retirement planning; estate planning; living wills
   g. Access to on-campus classes on a space-available basis

2. Social
   a. Employee Recognition Reception (in place)
   b. Wellness and Fitness Center Orientation
   c. Retiree Breakfast Reception (in place)

3. Service/Outreach opportunities:
   a. Student Advising, Mentoring and Tutoring
   b. New faculty mentoring and development
   c. WSU Living History Project (Oral Video-taped interviews)
   d. The Emeriti – Alumni Connection Project
   e. Web-based notification of campus service and employment (R-T and F-T) opportunities
   f. Town and Gown Lecture Series (community and region)
   g. Department/program/office support (e.g., guest lectures, advisory groups, proctoring examinations, standardizing scientific instruments)

G. The “Warrior Card” or “Purple Card” of Privileges

Presently, the privileges of service to WSU upon retirement appear limited in contrast to other higher education institutions with well-developed emeriti/retiree centers. Further, the privileges one receives at WSU are not codified. To acknowledge and honor retiree service to the University and encourage their continued involvement with campus life, it is recommended that the ERC, with the assistance of the President and University administration, work with other campus offices, departments, programs and services to expand, at minimal additional cost, and promulgate the privileges to retired personnel for service at WSU. Such an investment will contribute to enhancing the bond between retired personnel and WSU, and provide a tangible form of recognition for past and present service of retirees to the WSU campus.

Retiree service privileges (The “Warrior Card” or “Purple Card”) would be uniform for all retirees and include such things as:

*1. Free parking permits:
*2. Free internet service and technical support:

*3. Library privileges:
*4. Fee or reduced cost attendance in WSU classes (on space available basis):
*5. Discounts on selected items at the WSU Bookstore:
*6. Employee rates for cultural events (or free admission for service):
*7. Employee rates for athletic events (or free admission for service):
*8. Employee rates for access to wellness and fitness facilities and services:
*9. Listing of interested retirees in the campus phone directory:
*10. Listing of retirees (faculty and staff) in the WSU Catalog:
*11. Mailing of selected campus publications (news, WSU advancement publications)
*12. Inclusion in WSU planned travel tours
*13. Inclusion on All-University email message server.

* indicates privileges that are currently provided unofficially to retired personnel.

The “Warrior or Purple Card” of privileges will be one meaningful way in which WSU can appropriately recognize at minimal cost, the contributions of retired personnel to the stature and quality of WSU as an institution of higher learning.

II. Budget and Funding Sources

1. Budget

The size of the start-up budget will depend upon the availability of office furniture, equipment and computers/printers, etc. that might already exist on campus and that can be provided to the ERC. New budget estimates will need to be developed, however, if needed furniture and equipment cannot be found among surplus items on campus.

The operating budget for the Center includes costs for staff, supplies and programming only. Salary figures for the Director/Co-Directors are based on an estimated average institutional salary calculated by Human Resources to be $46,177.

To provide a sense of the level of funding needed for the ERC, three budget options (high, moderate, and low) are presented that reflect varying levels of staff time devoted to the Center. While the moderate (Option 2) level of funding is recommended, the level and type of institutional funding provided will need to be administratively determined. Other creative ways of staffing and funding the Center may also be possible.

Staff:
1. Director/Co-Directors (20-40 hrs./wk.)

Option 1: 40 hrs./wk., 52 wks. or 2088 hrs. @ 22.12/hr. = $46,186.56
Fringe benefits @ 32% = $14,779.69
Total = $60,966.25

Option 2: 30 hrs./wk., 52 wks. or 1568 hrs. @ 22.12/hr. = $34,684.16

Option 3: 20 hrs./wk., 52 wks. or 1280 hrs. @ 22.12/hr. = $23,379.20
Fringe benefits @ 32% = $7,481.39
Total = $30,860.59

These figures reflect hourly rates with benefits calculated for each level.
## Fringe benefits @ 32%=

<table>
<thead>
<tr>
<th>Option</th>
<th>Details</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>$11,098.93</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>$45,783.09</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>$23,181.76</td>
<td></td>
</tr>
</tbody>
</table>

### Total=

- Option 1: $11,098.93
- Option 2: $45,783.09
- Option 3: $23,181.76

### 2. Program Assistant/Office Manager

*Office Administrative Specialist (20-40 hrs./wk.)*

<table>
<thead>
<tr>
<th>Option</th>
<th>Details</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>$28,710.00</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>$25,569.66</td>
<td></td>
</tr>
</tbody>
</table>

### Total=

- Option 1: $28,710.00
- Option 2: $25,569.66

### Option 3: 20 hrs./wk., 52 wks. or 1048 hrs. @ 13.75/hr.

| Fringe benefits @ 32% | $9,187.20 |

### Total=

- Option 3: $14,410

### 3. One Work-study/Student Help (15 hrs./wk.)

<table>
<thead>
<tr>
<th>Details</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Supplies: Office supplies, copying, postage, etc.</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Social and Recognition events (foundation &amp; private gifts)</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Professional memberships and staff development: Institutional membership in AROHR, conference attendance, staff development</td>
<td>$2,000.00</td>
</tr>
</tbody>
</table>

### 4. Grand Total (Range):

- Option 1 (High): $119,463.45
- Option 2 (Moderate): $94,842.09
- Option 3 (Low): $58,191.76

### Funding Sources

- It is recommended that the WSU operating budget provide support for salaries, benefits, space, supplies, equipment, furnishings, etc. needed for the ongoing operations of the ERC. Stability of budget resources will permit ERC staff to devote full attention to the programming and activities of the Center.

- It is also recommended that authorization be provided to permit the Office of University Advancement to include the ERC among its fund-raising priorities. Through the efforts of University Advancement, sources of additional funding might include corporate, foundation and private giving to support special projects, such as faculty emeriti research grants and the WSU Living History Video Project.

### Staffing Needs and Rationale

1. **Director (20-40 hrs./wk. total), or Co-Directors (20-40 hrs./wk. total)**

   **Rationale:** A full-time or part-time paid director or co-directors is recommended for the ERC. This role will be essential for initially establishing the ERC office, conducting research among current and retired staff as well as campus offices regarding their involvement in the ERC, educating the campus community about this new resource, promoting the ERC both on and off campus, providing leadership with ERC programming, and overall supervision of the ERC among other things.

2. **Program Assistant/Office Manager (20-40 hrs./wk.; Office Administrative Specialist position)**

   **Rationale:** This position is critical to the initial and ongoing success of the ERC. The experience of other retiree centers reveals that the level of participation in the Center will depend on the amount of staff time devoted to programming and keeping the Center open. The Program Assistant/Office Manager position will have responsibility to keep the Center open during regular business hours during the week, and help develop, schedule and run the various activities and services provided.

3. **Undergraduate Work/Study Student and/or a Graduate or Undergraduate Student Intern (10-15 hrs./wk.)**

   **Rationale:** Numerous office duties, especially in the start-up phase, are anticipated. This part-time help will assist with routine office tasks with the Program Assistant/Office Manager, who will also have responsibility for both office management and the logistics of program implementation.

### Space, Equipment and Supplies

The Center should be located at ground level so that it is easily accessible by retirees with on-site parking available.

1. Space
a. Immediate, temporary space: WSU Alumni House (or other suitable on-campus space)

It is recommended that the Center temporarily occupy the first floor of the Alumni House until such time as the Gateway Center complex is constructed. The main office of the Center could be located off the living room (sun porch). Meeting space in the living room could be used for committee work, volunteers, and social and educational programs. The dining and kitchen will provide appropriate space for receptions and other social gatherings.

Office equipment, phones and computer access will need to be provided for the Director(s) and Program Assistant/Office Manager and Student Assistant in appropriate space on the first floor.

b. Future permanent space: Gateway Center (ground level for access with near-site parking)

1. Office: Director or Co-Directors
2. Front office/reception/display: Office Manager
3. Multi-purpose conference/work room: Steering committee, group conference, work space, storage cabinets
4. Storage room: Supplies, equipment
5. Kitchenette (microwave, sink, refrigerator, cabinets)
6. Male and female restroom
7. Lounge/meeting space: table/chairs, lounge furniture
8. 4 small, multiple-use offices: faculty research, student advising/mentoring, faculty mentoring, WSU Learning Club
9. 60 person classroom: wired and equipped for instruction (audio, visual, computer terminals)

2. Equipment:
   a. Office computers, office furniture, files, phones
   b. Office manager: computer, typewriter, office furniture, files, copy machine
   c. Classroom (Gateway Center): fully equipped for instruction (AV projection capability and computer terminal access)
   d. Conference/work room: large work table, chairs, storage cabinets
   e. Kitchenette: microwave, refrigerator

3. Supplies: paper, pens, pencils, etc.

IV. Conclusion: Next Steps?

A. The Feasibility of a WSU Emeriti/Retiree Center

   Is the establishment of an Emeriti/Retiree Center at WSU feasible? An answer to this question rests with the judgments made to at least three other questions.

   First, is there a demonstrated need and cost justification for an Emeriti/Retiree Center? The need for a Center and the justification of the costs depend on the importance assigned to the potential benefits the ERC and retired personnel could contribute to student life, academics, university advancement and community and regional outreach. As the list of potential contributions by retirees presented above (II and III, F.) suggests, creating avenues for retired personnel to stay involved with the University can be both significant and meaningful. Further, the New University visioning process seeks new ways for enhancing the overall quality of the University for students that emphasizes learning that is personalized within an environment that is well connected; the ERC is well positioned to contributed in all of these ways.

   Second, is there an interest among current and retired personnel in establishing a Center? Survey results suggest there is an interest among both current and retired faculty and staff. The experience at other higher education institutions has shown that involvement and participation of retired personnel on campus increases if a space is provided and staff time is devoted to serving as a clearinghouse of volunteer opportunities and providing programming (educational and social) and privileges that acknowledge and encourage their continued relationship with University life.

   Third, does the level of funding devoted to establishing the ERC mean fewer funds available for other needs at the University? The University is currently engaged in a visioning process that seeks to provide "more for more," more educational value for higher tuition costs. The University is also seeking more corporate and private contributions as well. Thus, new funds may be available for new initiatives, like the ERC, that will enhance the overall quality of WSU. New initiatives within this context, then, will not necessarily result in a reduction of funds to existing University functions.


This report will be submitted to the WSU administration, New University Steering Committee and Study Groups, and other WSU campus constituent groups for consideration. Final decisions regarding the creation of the Center will rest with the deliberations and outcomes of these constituent groups.