

Unit Name: Office of Planning & Budgeting (OPB)

- 1. Academic Units:** Please provide a 1-2 page description of how your unit will fund growth plans identified in the Annual Academic Plan workbook through current or anticipated incremental revenue to your unit. Please provide specific fund source names and projections (in dollars). If these plans assume additional Provost Reinvestment Funds (supplement), please make that clear in this section.
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N/A

- 2. Academic Units:** If you are recommending the creation of a new tuition category, please identify the original tuition category, the proposed category, a suggested tuition rate for FY14 and a percentage increase for FY15. If you plan to move only a subset of your programs into a new category, please identify those programs.
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N/A

- 3. Administrative Units:** Please provide a 1-2 page overview of your current strategic plan and include a summary of any operational risks that the UW must work to mitigate over time. Note that there are very few Provost Reinvestment Funds, so your summary should provide a clear sense of how your unit intends to minimize risk, maximize service, and if necessary, repurpose existing funds to do so.
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Over the past four years, a key focus of our office has been the management and mitigation of the impact of deep state funding reductions. OPB played a leading role in providing support for all campuses as we simultaneously dealt with rapid changes in the budget structure of the University. The recession highlighted our need to maintain a high level of support for units through proactive communication about budget reductions, but also, the importance of introducing a transparent and values-driven budget model. This new model, Activity Based Budgeting, provides greater clarity and assurance that the University's funding streams are directly allocated to units generating the revenue. An additional benefit is that ABB ensures that the President and Provost retain a necessary share of funding to support interdisciplinary activities of an academic or support function that cross our campuses, schools, colleges, student support services, and administrative unit boundaries.

Budget risks threaten our already low level of state support and, perhaps worse, federal budget uncertainty could dismantle the UW's solid research enterprise. Given these threats, it is crucial that OPB facilitate a University-wide assessment (comprised of individual unit-level plans) of our current state of affairs and formally determine growth and transition plans for the next several years. These plans will allow the President and Provost, with consultation from Chancellors, Deans, Faculty Senate and administrative leadership, to determine the UW's future direction in far more grounded ways. To that end, ***OPB's overarching goal is to coordinate and present accurate data, thorough analyses and sound policy research that will inform these processes and ultimately, your decisions.***

Accomplishing this goal requires that we coordinate the annual budget process planning for FY2014 in a thoughtful and proactive manner. With Ana Mari's leadership, our first goal is to ***create and manage a budget development calendar and process that not only provides units with key dates and deliverables, but also requires academic units to submit individual plans for growth, reallocation of funds, new initiatives with respect to instructional aspirations (number of students taught, degrees awarded), and research activities (anticipated growth in sponsored awards, changes in funding mix, and impacts of the possible sequester).*** As part of this data collection effort, OPB asked units to explain growth plans when new needed resources were assumed.

For FY14, OPB will provide a comprehensive view of the UW's combined growth plans. This will enable senior leadership to determine whether individual units' plans are feasible and how they correspond to existing central planning efforts, such as the Sustainable Academic Business Plan under the 2y2d Initiative. Additionally, this information will be crucial when working with the Legislature to develop the state budget for FY 2014 and FY2015. We believe that these plans will allow the UW to make informed and prioritized requests for new state investment in the UW.

Our second goal focuses on comprehensive campus master planning. Specifically, ***we will work on producing a holistic and much-desired inventory of space needs, and a more robust One Capital Plan that focuses on capital investment among and within all three campuses.*** The One Capital Plan will also allow central administration to support the development of a comprehensive real estate plan for the Seattle Campus.

It is likely that continued growth on all three campuses will not be fully addressed or funded through direct investment by state, internal, or philanthropic sources. With respect to the Seattle campus, it is imperative that we look to the U-District, in conjunction with the City of Seattle and community planning partnerships, to explore real estate possibilities in fulfilling UW's mission. We need to have a ***real estate plan that acknowledges the possibilities of expanding campus activities, as well as potential revenue streams, to support development on the***

core campus. The development of a comprehensive real estate plan will be achieved in close partnership with the Real Estate Office (REO) and Treasury staff.

Along the same lines, OPB will engage Finance and Facilities staff in an **ongoing assessment and planning effort around a new district energy solution** for the UW Seattle campus. The UW must improve the reliability and efficiency of UW's existing district energy system, particularly the process chilled water (PCW) systems serving the South Central Campus. We must also plan for thermal district energy system growth throughout the entire campus, replacing inefficient and costly stand-alone systems at the individual building level.

Our final goal relates to collecting and managing data, and reporting key information for decision makers across the campus. In close partnership with UW IT and Finance & Facilities, **OPB is leading the migration of data elements into the 'remodeled' Enterprise Data Warehouse (EDW 2.0).** *The details of this migration are based on cross-campus collaboration and a formal priority plan. On the back end, OPB, with support of UW IT and F2, is developing a reporting tool currently referred to as "UW Profiles," that will provide open access to current and historical data trends on key information at the local and central level.*

OPB's complement of 2012-13 goals assumes continued leadership in budgeting, space management and planning, and data reporting, but also ensures that we continue coordinating individual units' plans and senior leadership's goals. As a support unit, we believe that the aggregate of our work should facilitate decision making across the University.

In summary, our strategic plans for CY2013, are as follows (note that these are not listed in priority order):

- I. Continue to serve as a central coordinating office across all three campuses of the UW to ensure that budget development, space planning, data stewardship, and policy development are assisting units and ultimately, the Provost and President, in leading the UW.
- II. Create and manage a budget development calendar and process that not only provides units with key dates and deliverables, but also requires academic units to submit individual plans for growth, reallocation of funds, new initiatives with respect to instructional aspirations, and research activities. OPB will continue to monitor state and federal budget developments and decisions, while keeping all campuses and UW leadership informed of budget impacts and prepared to address possible impacts.
- III. Produce a holistic and much-desired inventory of space needs, a more robust One Capital Plan (focusing capital investment all three campuses) and assist in the development of a comprehensive real estate plan for the Seattle Campus. Leading the West of 15th growth and development plans, we will coordinate with local community and City leadership, while increasing the footprint of the University and remaining true to the identity of the U-District.
- IV. Engage campus leadership in an ongoing assessment and planning effort for a new district energy solution.
- V. Lead migration of data elements into the 'remodeled' Enterprise Data Warehouse (EDW 2.0). The details of this migration are based on cross-campus collaboration and a formal priority plan. On the back end, OPB, UW IT, and Finance & Facilities are developing a reporting tool currently referred to as "UW Profiles," that will provide open access to current and historical data trends on key information used in decision making at the local and central level.

- 4. Academic and Administrative Units:** Considering your strategic plans (particularly if they assume growth) please provide a short summary (1-2 pages at most) that relates these plans to your current space assignment. In particular, you might consider the following questions when drafting your response:
- Does your current space inventory meet current programmatic requirements? Contrarily, does the type or quality of the space place any constraints on your ability to meet program requirements? If not, please provide specific quality or space type concerns (location, specific quality concern, etc.).
 - Will your unit be able to accommodate your growth plans within existing inventory of space? If additional space will be necessary, please describe the amount, type, or quality of *additional* space you may need to meet programmatic objectives and growth plans.
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- A. Yes, we believe that our current space inventory meets programmatic requirements. While we support a number of cross-unit collaborations (UW IT, Finance and Facilities, etc.) our work stations are flexible and allow for multiple users. We continue to add responsibilities to employees' portfolios without hiring additional FTE. OPB supports a tri-campus institutional research approach and UW Tacoma supports 1.5 FTE in our office. These collaborative efforts may eventually expand our size and put pressure on our current space assignment, but we do not foresee this happening within FY14.
- 5. Academic and Administrative Units:** Should the 2013 Legislature lift the ongoing salary freeze and allow increases, we certainly hope that state funding will be provided for GOF increases. In the event that state funding for compensation is not available, all units should have plans to cover GOF/DOF salary increases out of tuition or other fund sources. Should no tuition revenue be available to your unit, Provost Reinvestment Funds may be dispatched to provide support for increases. Please provide your units' plans to cover expenses associated with salary increases. A salary and tuition revenue model is available on the OPB website; this model is designed to give you a sense of the magnitude of the support that will be required at various percentage increases.
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As an administrative unit that does not generate incremental revenue through its activity, we are reliant on Provost Reinvestment Funds to support even modest salary increases on a permanent basis. In addition to more uniform increases in FY14, OPB acknowledges several significant compensation inequities within our office and when comparing our employees to those in other, similar units.

To that end, OPB is requesting an additional pool of \$75,000 in equity compensation adjustment funds to bring several employees in line with peers within, and outside, our organization. We believe that as OPB continues to add critical functions to its portfolio, without adding FTE, our employees should be justly compensated for additional work. We are unable to do this given current funding levels. Furthermore, OPB is often asked to use its resources to fund University-wide projects and resources like ABB, salary, and tuition models in addition to our billtracker and fiscal notes system. These tri-campus resources are critical for the health and wellbeing of the University, but exhaust OPB resources.

6. Academic and Administrative Units: Your unit may have identified growth plans in the Annual Academic Plan workbook; if so, as part of question 1 your unit should have included a description of the funds necessary, including Provost Reinvestment Funds, to support such growth. For this section, however, please provide specific requests of Provost Reinvestment Funds for new initiatives. Please provide a one-page summary of these requests, articulating how much funding is requested by an initiative, whether temporary or permanent funds are requested, and how the funds would be spent (new positions, systems, etc.).

In addition to a more uniform compensation increase allocation from Provost Reinvestment funds for FY14, OPB is requesting \$75,000 of permanent Provost Reinvestment Funds for critical compensation equity adjustments. While no new positions would be hired with UW Seattle Provost Reinvestment Funds, we believe that several of our staff are underpaid compared to peers outside of OPB and must be compensated in a manner that reflects their contributions to the University.