

**Administrative Unit Name: Academic & Student Affairs (Enrollment Management)**

Please complete this Word document and the accompanying Excel workbook (both of which were provided to your unit via email), and submit them to the Office of Planning & Budgeting (OPB) on or before **Friday, November 18**. Please email your materials to [Becka Johnson Poppe](#).

1. In the **“Planned Expenditures”** tab of the Excel workbook, please provide the following information for each functional area of your unit:<sup>1</sup>
  - a) A description of how the functional area **contributes to the University’s missions** (research, service and teaching) and the risks the University would face if this work were no longer funded;<sup>2</sup> and
  - b) Provide information regarding your unit’s **projected FTEs and planned expenditures for FY17 and FY18**:
    - i) Expenditure estimates should be broken down by:
      - *Fund type*: permanent ABB funds (i.e. GOF and DOF, excluding carryover) and, if applicable, funds derived from self-sustaining efforts, grants and contracts, philanthropy, and other sources.
      - *Expenditure type*: salaries and benefits, goods and services, contractual services, travel, and other.
    - ii) Please describe any assumptions you are making in your response, such as those related to the availability of state or federal funding or projections based on the first complete month of expenditures in FY17, etc. Also, please explain the “other” category, if you put expenses into that column.

For guidance, please see the example posted at the [FY18 Budget Development webpage](#).

---

This space intentionally left blank.

---

<sup>1</sup> “Functional area” is most easily described as a level of granularity that reflects your unit’s org chart and is reconcilable to your unit’s organization code structure. However, if this results in an unwieldy number of “functional areas” for your unit (i.e. more than 7 or 8), please note this in your materials and provide a more manageable level of granularity. As a general guideline, we anticipate 3-7 functional areas per unit.

<sup>2</sup> Please refer the following document for more information about the [University’s Sustainable Academic Business Plan \(SABP\) goals and top institutional risks](#).

---

2. A number of variables (e.g. the outcome of the 2017 legislative session) will heavily influence the availability of funds for FY18 merit increases. Despite these unknowns, planning for compensation increases has no doubt begun already. Units should plan to receive less funding than may be necessary to implement the full average merit increases for GOF- and DOF-funded positions. **Please tell us how your unit plans to deploy existing resources, establish new revenue streams (if applicable), and/or pursue additional efficiencies to support merit increases in FY18. Please respond in 300 words or fewer.**
- 

Overall, Enrollment Management does not have sufficient permanent and/or temporary funds to provide salary increases unmet by the merit allocation. EM will opt to do one or more of the following:

- Address highest retention issues and employee performance
- Reduction in some services (e.g., recruitment, on-campus programs, etc.)
- Seek increases in some fees (e.g., application fees, transcript fees, etc.)
- Changes in admission policies that would help reduce the amount of time and work needed to review applications and admit new classes of students

3. In spring 2015, Provost Baldasty initiated the **Transforming Administration Program (TAP)**, which encompasses all central administrative units and focuses on fulfilling the need for greater collaboration, clearer priorities, increased accountability, and elimination of unnecessary bureaucracy and redundancies.

Please answer the following questions:

- What are 3-5 new things that your unit is doing this fiscal year to align with the [TAP principles for central administrative units](#) and to create and enhance a culture of service? *Please respond within a 300-word bulleted list and please be specific.*
  - How can your unit collaborate with other units (academic and administrative units outside of your own) to be more effective and reduce costs? *Please respond in 200 words or fewer.*
- 

Both questions answered simultaneously:

- Implementing reorganization of first phase and starting second phase of strategic planning process with emphasis on data use in EM and its units as well as on management/staff development, training, and recognition (collaborating with Organizational Excellence, Institutional Analysis, UWIT, the Office of the Provost, and Human Resources). The strategic process has engaged people within the entire EM division as well as many UW colleagues throughout the University.
  - Working closely with Faculty Senate and academic leadership to review and change admission and enrollment policies and processes so that the Office of Admissions can review and admit freshman and transfer classes earlier and with comparatively fewer human and fiscal resources (collaborating with Faculty Senate, Faculty Council on Academic Standards (FCAS), Undergraduate Academic Affairs, College of Engineering, etc.). This foundational policy work will help us realize efficiency and effectiveness in our review and admission processes.
  - Continuing modernization processes in Financial Aid and Admissions (extensive collaboration here with UWIT and with Planning and Budgeting) moving both areas from a physical to digital environment in their work.
  - Collaborating with UWIT, UW Bothell (UWB), and UW Tacoma (UWT) to pursue a purely digital and self-service approach to transcripts, diplomas, and certificates via new systems implementation in order to improve student
-

service and decrease costs, especially in the Office of the Registrar. This effort will deliver value to students and increase efficiency.

- Attempting to move external consultant enrollment and scholarship predictive modelling expertise and services to in-house expertise and services (collaborating with Institutional Analysis and Enterprise Information) with the hope of reducing costs and developing in-house capabilities

4. Please describe **your unit's emerging or changing personnel needs**—prompted by changes that either your unit or the institution is facing—and **what your unit will do to meet these needs without creating new FTE positions** (e.g. redeploying FTE among other functional areas). *Please respond in 300 words or fewer.*

At your unit's meeting with the Provost, **please be prepared to discuss your unit's succession planning activities.**

---

- Continuing shortfall in financial aid counseling area. During the autumn financial aid cycle, a response backlog of 12 weeks develops. Additionally, in order to accomplish required tasks, OSFA operates on shortened office hours. The Financial Aid Modernization (FAM) process, if continued, will significantly help with the effects of the workload and the counselor shortfall by moving many financial aid processes to a digital environment.
- Processing and reviewing quickly growing application pools given current holistic review policies is becoming untenable. Continuing modernization in Admissions (e.g., INTL applications going digital) and the hope of altered review and admission policies will help mitigate the situation.
- Via the strategic planning reorganization and fiscal sustainability process, and based on Enrollment Management's commitment to shared services, an Enrollment Information Services unit will be created under the University Registrar/Chief Officer of Enrollment Information Services. This new unit will provide shared information and technological services to all units within Enrollment Management. In cooperation with Institutional Analysis and Enterprise Information, it will assist and support all EM units with data driven-decision making, outcomes assessment, and ad-hoc reporting for UW-Seattle, UW-Bothell, and UW-Tacoma. It will also provide technical, training, web development, and desk top hardware and software support services for all units within EM. This organization will be realized by shifting positions currently within the Office of Admissions and OSFA to OUR, and by shifting and re-purposing positions already in OUR.
- As concluded by the strategic planning reorganization and fiscal sustainability review process, we are enhancing the Finance and Administration area to better serve all of EM. Positions in the OUR and OSFA offices have been cut, and those resources have been re-tasked to support strengthening this vital support area.
- The demand for on-campus programs for prospective/admitted students have grown in correlation with growing applicant pools. These programs are human and fiscal resources-intensive. We hope to help support this growth and demand through the use of temporary funds as available. If not available, then we will need to cut these services as necessary.

5. **Please identify any significant obstacles or challenges** that your unit faces, other than resource constraints. Please plan to discuss these with the Provost. If applicable, please summarize any operational risks that, from your perspective, the UW must work to mitigate over time. *Please respond in 300 words or fewer.*

---

- Non-resident enrollment is becoming more tenuous because of significant environmental shifts:
  - Large mandated year-over-year California resident enrollment increases throughout the University of California system have strongly affected UW's U.S. non-resident admit-to-enrollment yield levels.
  - While these yield decreases could be mitigated through a combination of increased recruitment, marketing, on-campus programming, and augmented out-of-state student scholarships, additional resources for these activities are not guaranteed and would increase the 'cost-per-student', thus diminishing the net revenue.
  - While INTL application growth has been strong, we see early signs that this phenomenon may be levelling. Additionally, while too early to tell, the negative INTL optics on the recent election results may affect INTL student applications and enrollment. The University currently does very little direct international recruitment or marketing work. If needed, such efforts could be initiated at cost.
- Enrollment distribution challenges are mounting:
  - Even though our applicant pools are growing, larger proportions of applicants in those pools are focusing on fewer numbers of majors and programs (e.g., mostly STEM-related). In the absence of policies which allow separate review protocols by residency status, areas of academic interest, etc., we will continue to admit larger numbers of students focused on our most capacity-constrained areas, while seeing continued declines in our departments with most capacity (e.g., over the last 5 years, degrees granted in the Arts have declined by 22.6% and in the Humanities by 35%). These enrollment distribution imbalances affect everything from the quality of student experience to the budgets in academic units. While a Faculty Senate Task Force and FCAS are working on possible policy changes which may ameliorate the situation, this remains an issue of significant concern looking forward.
- Technology
  - Continued digitalization of information and work flows throughout EM

6. Please **update the carryover usage plan you submitted as part of last year’s budget development process**. To do so, please complete the **“Updated Carryover Usage Plan”** tab of the Excel workbook. Please note:

- Your worksheet is pre-populated with the carryover usage plan you submitted last year, new estimated carryover totals, and new reserve figures.<sup>3</sup>
- Please provide updated numbers under "Updated Plan" (Columns H-K).
- If you have new line items, please add rows, as needed.
- For any major updates, please provide a brief description of the change (Column L).

Please note, although cost allocations for the HR/Payroll Modernization Program won’t be available until the new system goes live, units are encouraged to incorporate the original allocations (from the HR/Payroll Cost Allocation plan) into their carryover spending plans. For units that made prepayments, all funds have been held in reserve, and will be applied to your future cost allocations.

If you would like to describe any items from the worksheet in greater detail, please use the space below. For **additional guidance**, please see the example posted at the [FY18 Budget Development webpage](#).

If your unit has a **deficit** instead of a carryover, please confirm that you have an updated deficit mitigation plan in place with OPB. If you do not, please explain why.

7. For FY18, the Provost will be deploying *permanent* Provost Reinvestment Funds (PRF) primarily, if not exclusively, to cover compensation increases. Thus, **units are asked to limit PRF requests to temporary funding needed to address critical compliance and/or high institutional priority needs**.<sup>4</sup>

If your unit has a PRF request that fits within these strict parameters, please describe it in the **“PRF Request”** tab of the Excel workbook. Please also indicate what you are willing to commit as a match for PRF support.

The following are existing PRF funded commitments. They are not new requests and are not included in the PRF Request document. They are listed just to reiterate the 2<sup>nd</sup> year of funding and are on the Carryover Usage Plan document.

Title	Funding	FY	P/T	Years Needed
1. Financial Aid Modernization Project	\$1,217,000	FY18	Temp	(2 <sup>nd</sup> year of 2-year commitment)
2. Admissions Modernization Project	\$365,500	FY18	Temp	(2 <sup>nd</sup> year of 2-year commitment)
3. Centralized Scholarship Program	\$31,667	FY18	Temp	(2 <sup>nd</sup> year of 2-year commitment)

<sup>3</sup> As a reminder, carryover balances are calculated at the end of each biennium and can only be *estimated* mid-biennium.

<sup>4</sup> Please refer to the University’s [Sustainable Academic Business Plan](#) for more information about top institutional goals.

## FY17 & FY18 Planned Expenditures - Administrative Units

Please use the fields below to provide information for **each functional area** of your unit. "Functional area" is most easily described as a level of granularity that reflects your unit's org chart and is reconcilable to your unit's organization code structure. However, if this results in an unwieldy number of "functional areas" for your unit (i.e. more than 7 or 8), please provide a more manageable level of granularity. As a general guideline, we anticipate 3-7 functional areas per unit.

For guidance, please see the example posted at the FY18 Budget Development webpage: <http://opb.washington.edu/fy18-unit-budget-development>

BT = Budget Type    OC = Object Code

### **NAME OF AREA: Enrollment Management Administration**

*Enrollment Management (EM) administration manages, supports, and helps integrate the areas of Admissions, International Student Services, Office of the University Registrar, Financial Aid, and Veteran's Center through:*

- *strategic and organization integration of resources, functions, and personnel within Enrollment Management*
- *providing leadership, communication, and expertise to advance institutional objectives and business plan*
- *providing and promoting data-informed decision making*
- *providing integrated business, finance, and operations services in a "shared services" model*

*The administration not only focuses its efforts on strategic enrollment goals and outcomes, but also the day-to-day compliance, finance, and administration for the division. The Finance and Administration (F&A) office has identified opportunities to reduce salary and benefits expenditures in a strategic reorganization manner that is responsive to the Provost TAP initiative and also increases the efficient use of fiscal and human resources creating a strong integrated division approach to priorities, resources, and planning. If the EM Division were not in operation, the integration of institution-wide policy, process, and activity across EM and associated areas would not likely to occur. Policy and processes, would fall solely to academic units without sufficient regard for overall University priorities and student outcomes.*

#### FISCAL YEAR 2017

Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	7.50	\$ 943,541	\$ 129,000		\$ 3,000	
Self-Sustaining Funds (BT 10, 11)	0.50	\$ 42,142			\$ 1,000	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)			\$ 1,000			
<b>Total</b>	<b>8.00</b>	<b>\$ 985,683</b>	<b>\$ 130,000</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ -</b>

#### FISCAL YEAR 2018

Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	7.50	\$ 981,283	\$ 79,000		\$ 3,000	
Self-Sustaining Funds (BT 10, 11)	0.50	\$ 43,828			\$ 1,000	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)			\$ 1,000			
<b>Total</b>	<b>8.00</b>	<b>\$ 1,025,111</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ -</b>

Assumptions: FTE levels are adjusted for "EM shared services" and are maintained at the FY17 level, and FY17 permanent funding is continued into FY18. Since the UW's state budget submission requested funding for a 4% compensation increase in FY18, our FY18 calculation includes a 4% merit increase over the FY17 base. FY17 benefit load rates were used for FY17 and FY18 calculations. The expenditures of goods and services decreased from \$129k to \$79k due to the transition from HCRC (B Zucker) to inhouse.

**NAME OF AREA: International Student Services (ISS)**

International students at the UW represent over 100 countries and contribute to the University's academic and research objectives as well as enhance the rich diversity and character of the UW community. International Student Services provides federally required immigration advising and reporting on over 7,000 undergraduate, graduate, and professional F-1 and J-1 visa holders enrolled at the UW. The ISS is responsible for ensuring the University and our students are compliant with all federal rules and regulations. ISS advisors are required to report information through the Student Exchange and Visitor Information System (SEVIS) to Department of Homeland Security. These reporting requirements include verifying quarterly enrollment of each international student, submitting address and major changes or updates, and authorizing employment or practical training benefits. The ISS staff also advises currently enrolled international students and consults UW departments on the benefits and restrictions of F-1 and J-1 visas through presentations, appointments, online chats, and meetings with academic advisors and faculty. Without ISS and the ISS advisors, the UW would no longer be compliant with federal regulations and would not be authorized to enroll or admit international students requiring F-1 or J-1 visas to any of our undergraduate or graduate academic programs.

**FISCAL YEAR 2017**

Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	8.90	\$ 581,929	\$ 80,000	\$ -	\$ 2,100	
Self-Sustaining Funds (BT 10, 11)	1.10	\$ 81,086	\$ 2,225	\$ -	\$ 4,600	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
<b>Total</b>	<b>10.00</b>	<b>\$ 663,015</b>	<b>\$ 82,225</b>	<b>\$ -</b>	<b>\$ 6,700</b>	<b>\$ -</b>

**FISCAL YEAR 2018**

Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	8.90	\$ 604,827	\$ 90,000		\$ 2,100	
Self-Sustaining Funds (BT 10, 11)	1.10	\$ 87,702	\$ 2,225		\$ 4,600	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
<b>Total</b>	<b>10.00</b>	<b>\$ 692,529</b>	<b>\$ 92,225</b>	<b>\$ -</b>	<b>\$ 6,700</b>	<b>\$ -</b>

Assumptions: FTE levels are adjusted for SEVIS Coordinator and are maintained at the FY17 level, and FY17 permanent funding is continued into FY18. Since the UW's state budget submission requested funding for a 4% compensation increase in FY18, our FY18 calculation includes a 4% merit increase over the FY17 base. FY17 benefit load rates were used for FY17 and FY18 calculations.

**NAME OF AREA: Admissions Office**

The Office of Admissions recruits, admits, and enrolls undergraduate classes that are central to the academic, cultural, and fiscal vitality of the University. By maintaining or growing classes each year with respect to academic profiles, diversity of talents and perspectives, and non-residents who pay more than the actual cost of attendance, the Office of Admissions contributes to the mission of the University by:

- enabling it to meet its basic funding requirements;
- improving its ability to attract and retain top faculty;
- enhancing its research and service mission;
- boosting its ability to secure better bond ratings; and,
- heightening its ability to raise more money from donors.

Adjusting to changing demographics, the Admissions office recruit and communicate with prospective applicants, provide an application for admission, wholistically review applications, admit and enroll new undergraduate students contributing to the mission of the University.

**FISCAL YEAR 2017**

Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	46.00	\$ 2,995,164	\$ 610,000		\$ 68,000	
Self-Sustaining Funds (BT 10, 11)					\$ 23,000	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
<b>Total</b>	<b>46.00</b>	<b>\$ 2,995,164</b>	<b>\$ 610,000</b>	<b>\$ -</b>	<b>\$ 91,000</b>	<b>\$ -</b>

**FISCAL YEAR 2018**

Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	46.00	\$ 3,114,971	\$ 650,000		\$ 68,000	
Self-Sustaining Funds (BT 10, 11)					\$ 23,000	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
<b>Total</b>	<b>46.00</b>	<b>\$ 3,114,971</b>	<b>\$ 650,000</b>	<b>\$ -</b>	<b>\$ 91,000</b>	<b>\$ -</b>

Assumptions: FTE levels are adjusted and are maintained at the FY17 level, and FY17 permanent funding is continued into FY18. Since the UW's state budget submission requested funding for a 4% compensation increase in FY18, our FY18 calculation includes a 4% merit increase over the FY17 base. FY17 benefit load rates were used for FY17 and FY18 calculations.



**NAME OF AREA: Office of the University Registrar**

The Office of the University Registrar (OUR) is the steward of the University of Washington’s academic history and maintains the integrity and accuracy of student records. The OUR serves and supports all current, former, and new students, faculty, staff, advisers, and alumni throughout the lifetime of their academic record with the University of Washington. This office provides services related to registration, degree audit, graduation, diplomas, course and program curriculum development, classroom scheduling, data services, data management, residency classification, FERPA training, returning student enrollment, and athletic eligibility certification. The University Registrar and Chief Officer of Enrollment Information Services is the data custodian for student records at the University, maintains and provides access to historical and current academic records, monitors and enforces procedures and policies as they pertain to the academic record of all current, reenrolling, and former students. The OUR Leadership team conducts academic policy analysis, adhoc requests for student data, Public Records’ request, subpoenas, provides student data-related reports to academic programs, deans, the Office of Student Life, Public Records, University Relations, UW-Tacoma, UW-Bothell, and additional administration offices. The OUR team members provides sponsorship and leadership, in collaboration with UW-Information Technology and advising staff for MyPlan, CM – Curriculum Management, the Enrollment Confirmation System, R25/25Live Scheduling, and a myriad of additional applications and processes designed to serve students, alumni, faculty, advisers, and staff. With the increase in student enrollment, increases in budgets for operations and salaries, OUR continues to look for opportunities to increase efficiencies and service to the student through technology.

FISCAL YEAR 2017						
Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	31.50	\$ 2,425,000	\$ 456,000		\$ 50	
Self-Sustaining Funds (BT 10, 11)	0.50	\$ 40,125	\$ 73,750		\$ 17,149	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
<b>Total</b>	<b>32.00</b>	<b>\$ 2,465,125</b>	<b>\$ 529,750</b>	<b>\$ -</b>	<b>\$ 17,199</b>	<b>\$ -</b>
FISCAL YEAR 2018						
Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	31.50	\$ 2,522,000	\$ 500,000		\$ 50	
Self-Sustaining Funds (BT 10, 11)	0.50	\$ 41,730	\$ 73,750		\$ 18,000	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
<b>Total</b>	<b>32.00</b>	<b>\$ 2,563,730</b>	<b>\$ 573,750</b>	<b>\$ -</b>	<b>\$ 18,050</b>	<b>\$ -</b>

Assumptions: FTE levels are adjusted and are maintained at the FY17 level, and FY17 permanent funding is continued into FY18. Since the UW's state budget submission requested funding for a 4% compensation increase in FY18, our FY18 calculation includes a 4% merit increase over the FY17 base. FY17 benefit load rates were used for FY17 and FY18 calculations.

**NAME OF AREA: Financial Aid Office**

The Office of Student Financial Aid (OSFA) and Veterans Center promotes participation in higher education and fosters a diverse student body by providing and managing over \$600 million in financial aid resources that allow students the access and opportunity to thrive academically and fully experience the University of Washington. Our staff are empowered to respond to students in the moment, listen to their unique situation, translate what issues may impact their ability to succeed, offer advice on how to navigate the UW system and offer alternative options for resolving their financial concerns. Student finances are an intensely personal issue—our staff must exhibit compassion and sensitivity to those who need our help. Our office is responsible for compliance with the federal, state and institutional regulations and policies that govern these programs—for all three of our campuses at the undergraduate, graduate and professional student levels. With such a large, complex financial aid program, the potential liability and risk associated with managing these programs is high. Without the services of OSFA, approximately 32,000 students would be impacted with the reduction or loss of financial aid programs to help them succeed at the UW.

**FISCAL YEAR 2017**

Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	26.70	\$ 2,563,772	\$ 155,000		\$ 5,000	
Self-Sustaining Funds (BT 10, 11)	1.30	\$ 106,114	\$ 2,225		\$ 18,400	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
<b>Total</b>	<b>28.00</b>	<b>\$ 2,669,886</b>	<b>\$ 157,225</b>	<b>\$ -</b>	<b>\$ 23,400</b>	<b>\$ -</b>

**FISCAL YEAR 2018**

Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	26.70	\$ 2,579,483	\$ 170,500		\$ 5,000	
Self-Sustaining Funds (BT 10, 11)	1.30	\$ 140,495	\$ 2,450		\$ 18,400	
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
<b>Total</b>	<b>28.00</b>	<b>\$ 2,719,978</b>	<b>\$ 172,950</b>	<b>\$ -</b>	<b>\$ 23,400</b>	<b>\$ -</b>

Assumptions: FTE levels are adjusted and are maintained at the FY17 level, and FY17 permanent funding is continued into FY18. Since the UW's state budget submission requested funding for a 4% compensation increase in FY18, our FY18 calculation includes a 4% merit increase over the FY17 base. FY17 benefit load rates were used for FY17 and FY18 calculations.

**Name of area: Vice Provost, Academic and Student Affairs**

Academic and Student Affairs provides leadership and collaboration in several important areas:

1. UW student experience (“Husky Experience”), working both with central student units (e.g., Office of Minority Affairs and Diversity (OMAD), Undergraduate Academic Affairs (UAA), Student Life, Graduate School and Enrollment Management) and schools and colleges to enhance the educational experience of UW students, and to create a strong Advancement strategy for the next capital campaign.

2. Provost’s initiative on teaching and learning (e.g., Provost’s Reports; outreach to Waseda, Asian universities; 2y2d teaching and learning group, etc.)

3. Assessment, Accreditation and state-university relations (e.g., Northwest Commission on Colleges and Universities (NWCCU), Council of Presidents, Washington Student Achievement Council (WSAC).

4. Provost support and representation (e.g. coordination of Regents’ Academic and Student Affairs Committee, membership on university committees – IT Strategy Advisory Board, etc.)5. Enrollment Management (Admissions, Financial Aid, International Student Services, etc.).

5. Enrollment Management (Admissions, Financial Aid, International Student Services, etc.).

**FISCAL YEAR 2017**

Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	4.50	\$ 424,665	\$ 20,000		\$ 1,000	
Self-Sustaining Funds (BT 10, 11)						
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
<b>Total</b>	<b>4.50</b>	<b>\$ 424,665</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ -</b>

**FISCAL YEAR 2018**

Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	4.50	\$ 465,890	\$ 20,000		\$ 1,000	
Self-Sustaining Funds (BT 10, 11)						
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
<b>Total</b>	<b>4.50</b>	<b>\$ 465,890</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ -</b>

Assumptions: FTE levels are adjusted and are maintained at the FY17 level, and FY17 permanent funding is continued into FY18. Since the UW's state budget submission requested funding for a 4% compensation increase in FY18, our FY18 calculation includes a 4% merit increase over the FY17 base. FY17 benefit load rates were used for FY17 and FY18 calculations.

## Updated Carryover Usage Plan - Administrative Units

Please use this template to provide an update on the carryover usage plan you submitted last year.

**INSTRUCTIONS:** Please do not change the numbers under "Previous Plan" (Columns C-F). Instead, please provide updated numbers under "Updated Plan" (Columns H-K). If you have new line items, please add rows, as needed. For any updates, please provide a brief description of the change (Column L). See the Word template for notes regarding HR/Payroll cost allocations.

For additional guidance, please see the example posted at the FY18 Budget Development webpage: <http://opb.washington.edu/fy18-unit-budget-development>

Unit: <b>Academic and Student Affairs (Provost Unit)</b>	PREVIOUS PLAN (Do Not Update)				Carryover into FY16: <b>\$ 1,289,083</b>	UPDATED PLAN (Please Complete)				Est. Carryover into FY17: <b>\$ 2,678,867 *</b>
Usage Categories and Descriptions	Committed Year(s)	# of Years	Annual \$ Amount	Totals	Committed Year(s)	# of Years	Annual \$ Amount	Totals	Explanation of Changes/Updates	
<b>Unit's Reserve (10% of permanent ABB budget)</b>										
EM Reserve	FY17	1	\$ 802,553	\$ 802,553	FY18	1	\$ 1,181,057	\$ 1,181,057		
	<b>Total Unit's Reserve:</b>			<b>\$ 802,553</b>	<b>Total Unit's Reserve:</b>			<b>\$ 1,181,057</b>		
<b>Central Commitments</b>										
1. Admissions Modernization	FY16	1	\$ 145,000	\$ 145,000				\$ -		
2. Financial Aid Kualii Funding (Web Developer)	FY16	1	\$ 138,326	\$ 138,326	FY17	1		\$ 45,413	Funding ends January 2017	
3. Consultant for Enrollment Advisory Committee	FY16	1	\$ 100,000	\$ 100,000				\$ -		
4. Financial Aid Modernization Project					FY17-18	1	\$ 1,217,000	\$ 563,220	UWIT \$653,780 / EM \$563,220	
5. Scholarship Centralized Program (FA)					FY17-18	1	\$ 31,667	\$ 31,667	1st year of 2 year commitment	
6. Admissions Modernization Project					FY17-18	1	\$ 365,500		UWIT \$365,500	
<i>Add more lines as needed</i>				\$ -				\$ -		
	<b>Total Central Commitments:</b>			<b>\$ 383,326</b>	<b>Total Central Commitments:</b>			<b>\$ 640,300</b>		
<b>"Spending Plan" Permanent Costs &amp; Other Projects</b>										
<b>A. Perm expenditures funded with temp funds</b>										
1. SEVIS Coordinator (ISS)					FY17-19	3	70,000	\$ 70,000	\$\$ not transfer/added to carryover	
2. ISSM Licensing (ISS)				\$ -	FY17-19	3	\$ 10,000	\$ 10,000	\$\$ not transfer/added to carryover	
3. Registrar Salary/Benefits					FY16-18	3	\$ 51,779	\$ 51,779		
<b>B. Possible multi-year commitments</b>										
1. Registrar Ops Expenses					FY17	1	100,000	\$ 100,000		
<b>C. Immediate, current year use</b>										
1. ASA/2y2d Projects and General Operations	FY16	1	\$ 103,204	\$ 103,204				\$ -		
2. Consultant Transition					FY17	1	\$ 125,000	\$ 125,000		
3. Recruitment / Visitation					FY17	1	\$ 109,819	\$ 109,819		
4. Admissions Processing Temp Staff					FY17	1	\$ 100,000	\$ 100,000		
5. FAMS backfill temp positions					FY17	1	\$ 166,912	\$ 166,912		
6. ASA Admin carryover				\$ -	FY17	1	\$ 124,000	\$ 124,000		
<i>Add more lines as needed</i>				\$ -				\$ -		
	<b>Total Permanent Costs &amp; Other Projects:</b>			<b>\$ 103,204</b>	<b>Total Permanent Costs &amp; Other Projects:</b>			<b>\$ 857,510</b>		
	<b>PRIOR PLAN TOTAL: \$ 1,289,083</b>				<b>UPDATED PLAN TOTAL: \$ 2,678,867 **</b>					

\* As a reminder, carryover balances are calculated at the end of each biennium and can only be *estimated* mid-biennium.

\*\* Because carryover balances are estimated, and many of these priorities transcend multiple years, we do not expect this total to exactly match your unit's carryover total.